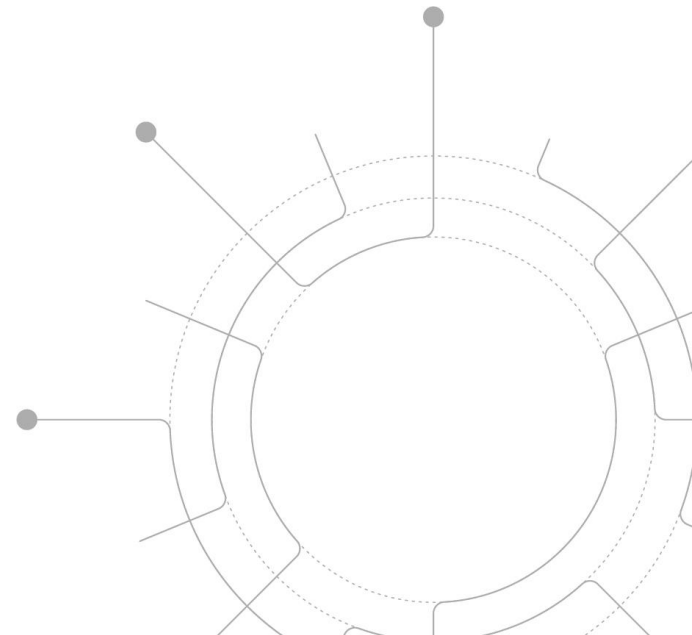




# LONG-TERM SCHOOL PLAN

## High School Recommendations and K-8 Interdependencies

October 2019



1. Background and context

2. High school recommendations

3. Review of entire recommendation package  
(K-8 and high school)

# The Long-Term School Plan Recommendations have been 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

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



## Equity

How can this plan enable the District to serve the most students **with high quality academic programs in modernized buildings?**



## Efficiency

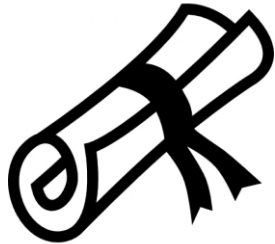
How can this plan help us **deploy our limited resources most effectively** on behalf of the students we serve?



# Key commitments that accompany our High School Recommendations



Changes will be **sequenced thoughtfully over time** to ensure transitions are successful



Students will receive transition support and be able to **complete their current programs and receive diplomas from their current school if desired**



**Reinvesting savings in our students is our top priority**, improving the quality of students' academic experience and outcomes

# **The Long-Term School Plan is about positioning our schools for the future and allowing us to fulfill our aspirations by offering...**

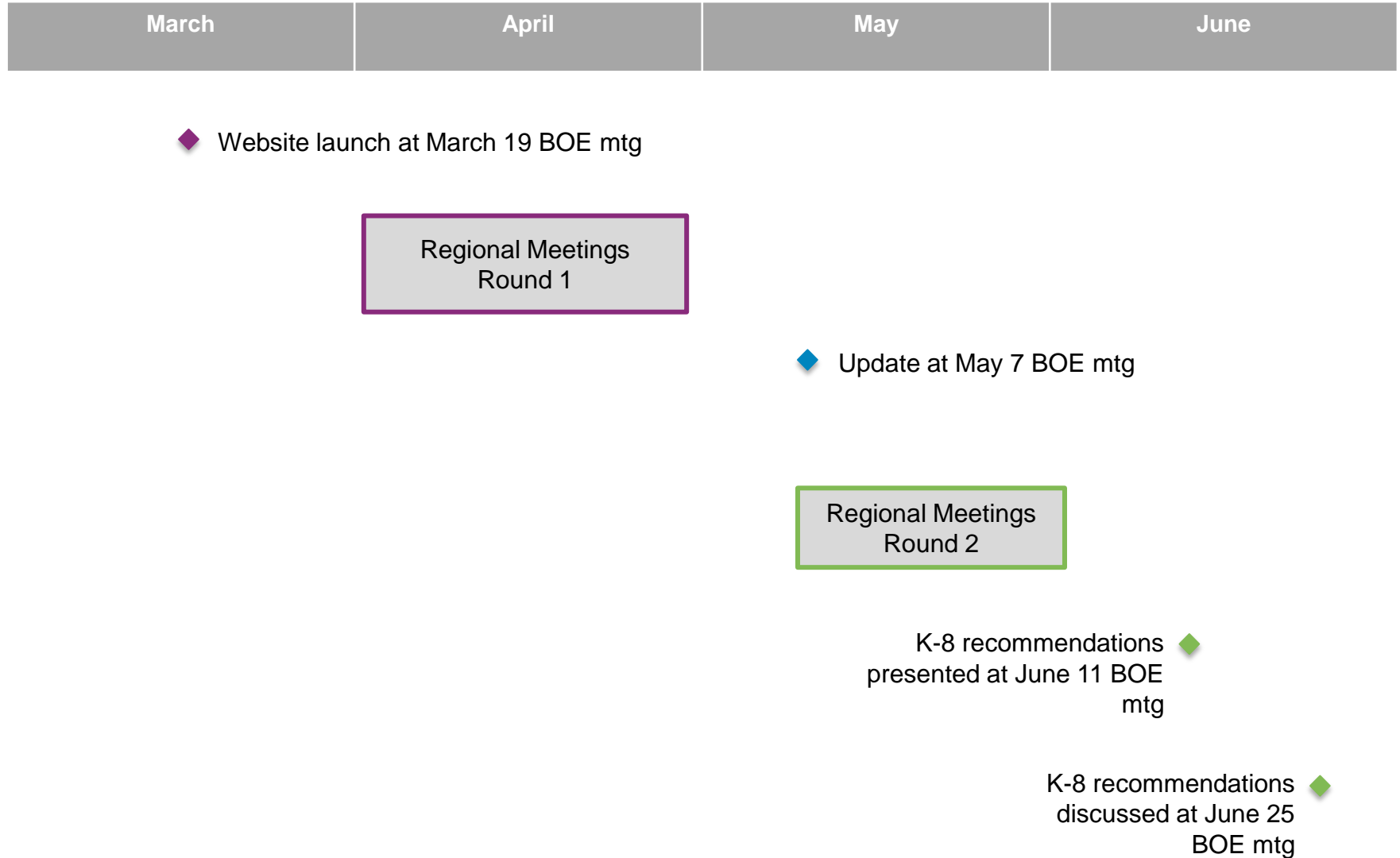
- High quality Pre-K education
- More art offerings
- More music offerings
- Modernized facilities
- Improved technology
- More AP courses
- More CTE courses
- Expanded course selection
- Excellence in learning and teaching



## Context for Long-Term School Planning Effort

- Since 2002, the District has **built or substantially renovated 13 high school buildings.**
- There have been **changes in OFCC funding, construction costs, enrollment trends, and population patterns** since the last Master Facilities Plan revision in 2014.
  - As a result of shifts in population and enrollment, many **buildings are under capacity.**
  - The **number of open seats** has made it hard to maintain quality academic programs across the system without costly subsidies.
  - **Aging buildings** require replacement or extensive repair.
- To be responsive to **requests from the Board and the Bond Accountability Commission to take a fresh look at our Plan**, we have launched a process through which the Master Facilities Plan will become the District's "Long-Term School Plan".
- Beyond tweaking the existing Master Facilities Plan, this process will allow us to **align and integrate our academic *and* facilities decisions.**

# Spring activities launched in March and concluded in June





# Summary of K-8 Recommendations as presented in Spring 2019

## School actions

### 1) Close program and building

## Description

- Close the academic programs and buildings of lower-performing schools with low enrollment in older buildings

## Scope of impact

- ~900 students
- 4 schools
  - Willow
  - Iowa-Maple
  - Michael R White
  - Case

### 2) Relocate program to existing modernized building

- Relocate academic program from older buildings into existing, modernized buildings

- ~1,500 students
- 5 schools
  - \*Kenneth Clement and Valley View Boys Leadership Academies (consolidation)
  - \*Tremont Montessori
  - Dike School of the Arts and Bolton (consolidation)

### 3) Build or renovate building

- Construct or renovate older buildings to meet future enrollment demand in the region

- ~3,000 students
- 7 schools
  - Clark and Walton (consolidation and new building)
  - Denison and Charles A Mooney (consolidation and new building)
  - Joseph M Gallagher (renovation)
  - Marion C Seltzer (new building)
  - Douglas MacArthur Girls Leadership Academy (new building)

# Summary of K-8 Board deliberations as of June 25, 2019

Option	School	Potential Action	Thumbs Up /Thumbs Down		Fist to Five								Dot Polling
			Up	Down	0	1	2	3	4	5	Mean	Mode	
Current Recommendation	Clark & Walton	Consolidate and build a new building, mothball facilities	9	0									
Current Recommendation	Denison & Mooney	Consolidate and build a new building, mothball facilities			1	0	1	3	3	1	3.11	3	
Current Recommendation	Douglas MacArthur	Build a new building, demolish facility			0	0	0	0	2	7	4.78	5	6
Current Recommendation	Gallagher	Renovate	9	0									
Current Recommendation	Marion Seltzer	Build a new building, mothball facility	9	0									
Alternative Option #1a	Dike/Bolton	Construct a new K-8 campus (675 seats) near Karamu House for a combined program; mothball facilities			0	0	3	2	1	3	3.44	5	9
Alternative Option #6	Tremont	Rebuild on existing site in Tremont as a Montessori model			0	0	1	3	2	3	3.78	3	10
Alternative Option #3a	Valley View / Kenneth Clement	Move Clement into an existing, modernized east side building while maintaining Valley View in their existing campus; mothball Clement			1	0	2	3	1	2	3	2	6

## Alignment on program and building closures at:

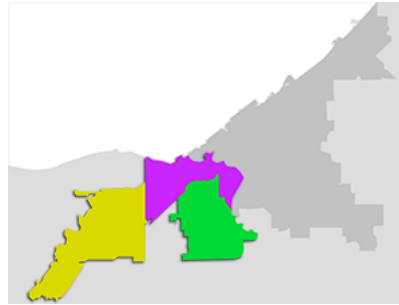
Iowa-Maple  
Michael R. White  
Case  
Willow

# Focus of High School Planning Effort

- The current high school landscape:
  - Approximately **40% of District high school seats are unused**
  - More than 40% of high school students are served in **buildings pre-dating 2002**.
  - Only 5% of schools are above desired viability targets; to get every high school to desired enrollment viability, we would operate **12-17 fewer high school programs** than we do today.

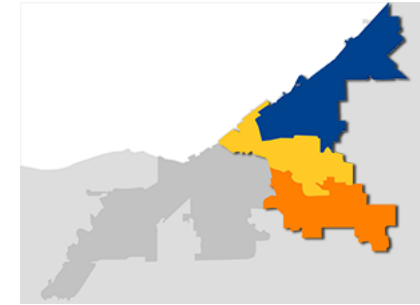
# We have too many programs to guarantee students the vibrant learning experience they deserve

## West



15

## East



23

Total programs as of  
SY 17-18

Total programs needed  
for forecast enrollment  
in SY 22-23

10-12

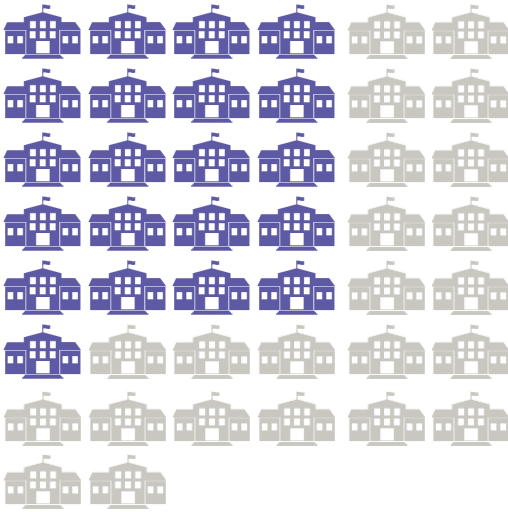
11-14

Change required

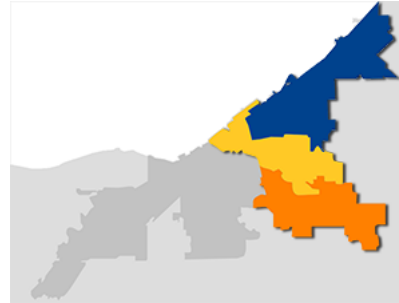
**3 to 5 fewer  
programs**

**9 to 12 fewer  
programs**

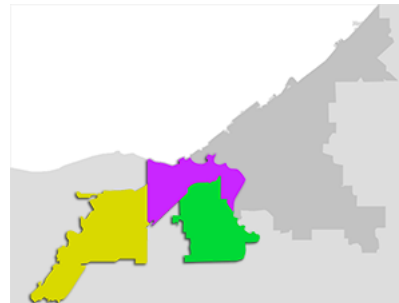
# The final decisions about building plans must be informed by previous investments, current resource constraints, and shifting enrollment patterns



- 21 of the 38 District high school programs are now in new or renovated buildings.



- 12 high school programs on the east side have been newly constructed or renovated since 2002.
- Enrollment forecasts suggest that the **east side will have ~7100 excess seats** in high school buildings in 2022-2023.



- 9 high school programs on the west side have been newly constructed or renovated since 2002.
- Enrollment forecasts suggest that the **west side will have ~700 excess seats** in high school buildings in 2022-2023.

# Community input has shaped our recommendations

## Community input

- Five community meetings from late Sept to early October focused on high schools, building on meetings in Spring 2019
- 290 estimated attendees
- 220 feedback forms received via meetings and online



## Key Themes

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- Desire for enduring **commitment to improving quality**
- Interest in **expanding access to career and technical options** and pathways, alongside college prep investments
- Want to ensure **equity of access to a variety of programs** on both sides of the city
- Recognize the **downside of super small schools** (e.g., limited electives, sports teams) and want **the upside of viably enrolled schools** (e.g., diverse programmatic offerings, better extracurriculars)
- Feel connection and **loyalty to local high schools**
- Request **thoughtful implementation and ease of transition** for students and families
- Would like **more support** with career guidance and planning, social-emotional learning, etc.

## Also shaping our recommendations is a converging view on the Future of Work by industries in high demand

- **TeamNEO Aligning Opportunities Report**

- IT
- Manufacturing & Construction
- Healthcare
- Life Sciences/Education/Engineering
- Business & Financial Services
- Management

- **Brookings Opportunity Industries**

- Utilities
- Construction
- Logistics
- Manufacturing
- Wholesale

- **Cleveland Federal Reserve – Opportunity Occupations Report**

- Healthcare (Registered Nurses)
- Retail/Hospitality (Customer Service representative)
- Administrative (Secretaries and Admin. Assistants)
- Maintenance (Maintenance or Repair Workers)
- Transportation (Heavy & Tractor Trailer Truck Drivers)

- **Inclusive Development Network – Burning Glass Research**

- Healthcare and Social Assistance
- Manufacturing
- Retail Trade
- Accommodations and Food Services
- Administrative and Support Services

1. Background and context

2. High school recommendations

3. Review of entire recommendation package  
(K-8 and high school)



# Types of High School recommendations

School actions	Description
1) Consolidate programs to better serve students	<ul style="list-style-type: none"><li>▪ Bring together high quality, high demand programming into fewer buildings to increase access and opportunity for more students</li></ul>
2) Phase out programs and buildings	<ul style="list-style-type: none"><li>▪ Phase out the academic programs and buildings of lower-performing schools with low enrollment in older buildings</li></ul>
3) Build new	<ul style="list-style-type: none"><li>▪ Construct new to meet future enrollment demand in the region</li></ul>

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.

1b) East Tech Campus: Consolidation of New Tech East, East Tech, Jane Addams, and Washington Park programming

SY 17-18 Data Summary



Academic Quality

- Report card grades:
  - New Tech East: C
  - East Tech: D-
  - Jane Addams: F
  - Washington Park: F



Enrollment & Choice

- Enrollment:
  - New Tech East: 155
  - East Tech: 352
  - Jane Addams: 237
  - Washington Park: 263



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

- The Jane Addams facility has significant maintenance challenges.
- East Tech has infrastructure to support specialized programming (e.g., culinary) and Washington Park can be maintained as a district-wide asset.

Proposed future state

▪ Programs

- Put the “tech” back into East Tech.
- 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 East Tech campus.
- Close the Jane Addams building.
- Turn Washington Park into a district-wide outdoor education facility.

# Our Reinvestment

- The District is committed to investing in the new **East Tech** campus with things like:
  - Teaching and learning applications, such as:
    - One-to-one technology
    - Project-based labs
  - Course enhancements
    - Culinary equipment upgrades
    - Access by van to Washington Park greenhouse
    - Career technology courses, such as:
      - Cisco training
      - Agriculture/Environmental science
  - Access to additional Career Technology courses through High Tech Academy
    - Advanced manufacturing
    - Electrical power
    - Welding
  - 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.

## 1c) JFK Campus: Consolidation of JFK new programming and Whitney Young gifted programming

### SY 17-18 Data Summary



#### Academic Quality

- Report card grades:
  - New JFK programming: N/A
  - Whitney Young: C



#### Enrollment & Choice

- Enrollment:
  - New JFK programming: N/A
  - Whitney Young: 104



#### 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

- The new JFK campus will open in SY 20-21.

### Proposed future state

#### ▪ Programs

- Provide a gifted pathway for students who will enroll in new JFK campus, alongside new programming currently under development.

#### ▪ Buildings

- Open the new JFK campus as scheduled in SY 20-21.
- Move the Whitney Young High School students out of the portable classrooms on the new K-8 campus that opened last year.

# Program development is already underway for the new campuses

## Proposed future state of West Side HS Campus

The campus will include two schools, Garrett Morgan School of Science and a School of the Liberal Arts. Both schools will focus on:

- **College preparatory**, with multiple options to provide students with college credit during their high school career
- **Arts enhanced**, embedding the many community arts resources into programs of study and extra-curricular options
- **Career exploration**, business partnerships and mentorships tied to students' academic interests

## Proposed future state of JFK Campus

The new JFK campus will feature programming that is personalized toward student success in career and college exploration and planning that features three main pathways:

- **Career and technical**, featuring a focus on manufacturing
- **College preparatory**, with a focus on High Tech Academy access and Advanced Placement courses
- **Gifted and talented**, leveraging Whitney Young academic strategies

**SY 17-18 Data Summary**



**Academic Quality**

- Design Lab was rated F for SY 17-18 and SY 18-19 with a stagnant performance trend.



**Enrollment & Choice**

- Design Lab enrollment was at 256 in SY 17-18 and has remained in the low to mid 200's for the past five years.



**Program Viability**

- School is significantly below the minimum viable enrollment target of 400 students and located on the east side which is forecast to see a 4% decline in high school students by SY 22-23.



**Building Use & Condition**

- The Design Lab facility pre-dates 2002 and poses significant maintenance challenges.

**Proposed future state**

▪ **Programs**

- Phase out Design Lab program, beginning with no new 9<sup>th</sup> graders enrolled in SY 20-21.

▪ **Buildings**

- Close the facility.



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.

**SY 17-18 Data Summary**



**Academic Quality**

- Lincoln-West School of Science and Health: D
- Lincoln-West School of Global Studies: F
- Both schools are still phasing-in, so they are not yet evaluated on all report card dimensions (e.g., graduation rate).



**Enrollment & Choice**

- Lincoln-West School of Science and Health: 168 (up to 271 in SY 18-19)
- Lincoln-West School of Global Studies: 207 (up to 219 in SY 18-19)



**Program Viability**

- School is significantly below the minimum viable enrollment target of 400 students.
- The west side is forecast to see a 5% increase in high school students by SY 22-23.



**Building Use & Condition**

- The Lincoln-West high school building pre-dates 2002 and poses significant maintenance challenges.

**Proposed future state**

▪ **Programs**

- Invest in the quality and viability of Lincoln-West schools.
- Planning team has considered moving the Facing History New Tech program to the new Lincoln-West campus but is proposing no action with FHNT at this time. Internal planning discussions around this topic are ongoing.

▪ **Buildings**

- Build a new Lincoln-West campus.

# Summary of High School recommendations

## School actions

1) Consolidate programs to better serve students

## Impacted schools and students

---

- ~2,600 students
  - 9 schools
    - 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 newly designed program and Whitney Young programming
- 






2) Phase out programs and buildings

- ~550 students
  - 2 schools
    - New Tech West
    - Design Lab
- 

3) Build new

- ~800 students
- 1 campus
  - Lincoln-West to serve both L-W Global Studies and L-W Science & Health programs

# The recommended High School actions maximize equity through resource efficiency

	Guiding question	Key metrics	Quantifying impact of actions*
Equity	How can this plan enable the District to serve the most students with <b>high quality academic programs in modernized buildings?</b>	 <b>Academic Quality</b>	<b>40%</b> of students attending D or F-rated District High Schools will be reassigned
		 <b>Building Condition</b>	<b>31% increase</b> of seats in new or renovated buildings, resulting in 72% of HS seats located in new/renovated buildings
Efficiency	How can this plan help us <b>deploy our limited resources most effectively</b> on behalf of the students we serve?	 <b>Program Viability</b>	<b>34% increase</b> in average enrollment size of District High Schools
		 <b>Building Use</b>	<b>11% increase</b> in utilization of District HS buildings
		 <b>Resources required</b>	Estimated <b>\$18M in capital investments</b> (pending OFCC matching funds) Estimated <b>\$15.5M in potential annual operational savings</b>

\*Note: Impact of actions includes those proposed during this long-term planning process as well as those already in progress, namely phase outs of John Adams, Bard East, E3agle, Lincoln-West, and Rhodes.

1. Background and context

2. High school recommendations

3. Review of entire recommendation package  
(K-8 and high school)

# 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

# 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 newly designed 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

# 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)

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



# What's Next

- **October 19 - 30:** Regional Meetings
  - Community will review recommendations
- **October 22:** Regular Board of Education Business Meeting
  - Location: John Marshall High School
- **October 23 & 24:** Parent-Teacher Conferences
  - Feedback will be collected and forwarded to the planning team
- **November 1 & 2:** Board of Education Leadership Session
  - Board will review data and recommendations
- **November 6:** Regular Board of Education Work Session
  - Final recommendations will be presented
  - Location: East Tech High School
- **November 19:** Regular Board of Education Business Meeting
  - Final recommendations will be presented for approval
  - Location: Lincoln-West High School