



LONG-TERM SCHOOL PLAN

Emerging Recommendations

May 2019



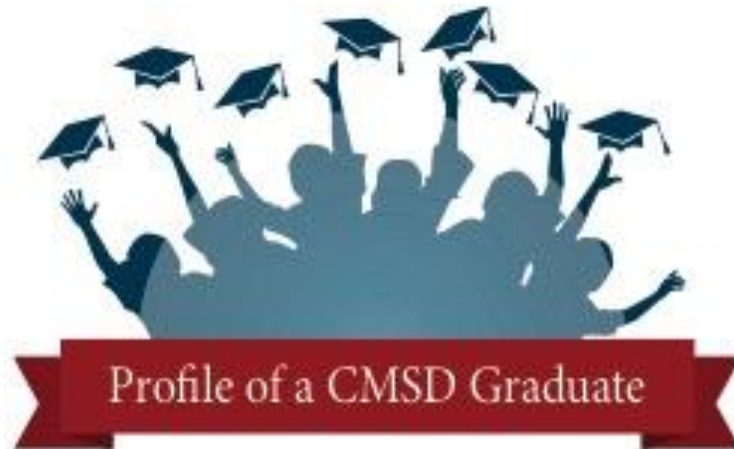
Context for Long-Term School Planning Effort

- Since 2002, the District has **built or substantially renovated more than 40 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**.

Beyond changes to the Master Facilities Plan, the Long-Term School Plan is about achieving our programmatic vision of excellence

Developing the limitless potential of every child

Our shared vision for learning and teaching
in the Cleveland Metropolitan School District



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?

We are now in the final phase of the effort to build out a Long-Term School Plan

Analysis



Engagement



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

Overview of Citywide Analysis

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

The Citywide Analysis was used to inform recommended school actions for District K-8 schools

- District leadership has used a “**top down**” and “**bottom up**” **methodology** to hone in on the most critical opportunities for action in a region suggested by the Citywide Analysis.
- This methodology allows us to zoom in and out of the Citywide Analysis data to consider **specific school-level actions** while keeping the regional and District-wide context in mind.
- The section that follows outlines the key questions we asked of the Citywide Analysis about **District K-8 schools** and the outputs we reviewed by region.
- What follows is an explanation of **how detailed data analysis and extensive public engagement** helped us arrive at these recommendations.

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?

Bottom-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)?

Regional opportunities: Northeast Region District K-8

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

- **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**

Bottom-up: Specific schools

District schools currently rated D or F on the Ohio Report Card¹

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



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

District schools below minimum enrollment target of 360 students²

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



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**

District buildings that pre-date 2002

- Case³
- Iowa-Maple³
- Michael R White³
- Kenneth Clement Boys Leadership Academy

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

² Schools are listed in descending order of enrollment (highest to lowest)

³ Buildings are part of the 2014 Master Facilities Plan Segments 8 and 9

Regional opportunities: East Region District K-8

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

- **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

Bottom-up: Specific schools

District schools currently rated D or F on the Ohio Report Card¹

- Campus International
- George Washington Carver
- Marion-Sterling
- Harvey Rice
- Dike School of the Arts
- Sunbeam
- Alfred A Benesch
- Anton Grdina
- Bolton



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

District schools below minimum enrollment target of 360 students²

- Sunbeam
- Anton Grdina
- George Washington Carver
- Alfred A Benesch
- Marion-Sterling
- Bolton



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

District buildings that pre-date 2002

- Alfred A Benesch
- Bolton³
- Dike School of the Arts³
- Marion-Sterling³

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

² Schools are listed in descending order of enrollment (highest to lowest)

³ Buildings are part of the 2014 Master Facilities Plan Segments 8 and 9

Regional opportunities: Southeast Region District K-8

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

- **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**



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



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**

Bottom-up: Specific schools

District schools currently rated D or F on the Ohio Report Card¹

- Miles
- Nathan Hale
- Willow
- Adlai E Stevenson
- A J Rickoff
- Fullerton
- Miles Park
- Warner Girls Leadership Academy
- Charles Dickens
- Robert H Jamison
- Charles W Eliot

District schools below minimum enrollment target of 360 students²

- Robert H Jamison
- Charles W Eliot
- Fullerton
- Willow
- Whitney M Young Leadership Academy⁴

District buildings that pre-date 2002

- Willow

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

² Schools are listed in descending order of enrollment (highest to lowest)

³ Buildings are part of the 2014 Master Facilities Plan Segments 8 and 9

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

Regional opportunities: Near West Region District K-8

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

Bottom-up: Specific schools

District schools currently rated D or F on the Ohio Report Card¹

- Scranton
- Wilbur Wright
- Luis Munoz Marin
- Joseph M Gallagher
- Almira
- Buhner Dual Language Academy
- Orchard
- Marion C Seltzer
- Waverly
- Tremont Montessori
- H Barbara Booker

District schools below minimum enrollment target of 360 students²

- Paul L Dunbar
- Louisa May Alcott⁴
- H Barbara Booker
- Louis Agassiz
- Waverly

District buildings that pre-date 2002

- Joseph M Gallagher³
- Louis Agassiz
- Luis Munoz Marin
- Marion C Seltzer³
- Scranton
- Tremont Montessori³

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

² Schools are listed in descending order of enrollment (highest to lowest)

³ Buildings are part of the 2014 Master Facilities Plan Segments 8 and 9

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

Regional opportunities: West Region District K-8

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**



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



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

Bottom-up: Specific schools

District schools currently rated D or F on the Ohio Report Card¹

- Charles A Mooney
- Benjamin Franklin
- William Cullen Bryant
- International Newcomers Academy (Thomas Jefferson Facility)
- Walton

District schools below minimum enrollment target of 360 students²

- Denison
- Walton

District buildings that pre-date 2002

- Benjamin Franklin
- Clark³
- Denison³
- Charles A Mooney
- Walton

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

² Schools are listed in descending order of enrollment (highest to lowest)

³ Buildings are part of the 2014 Master Facilities Plan Segments 8 and 9

Regional opportunities: Southwest Region District K-8

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**



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



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

Bottom-up: Specific schools

- District schools currently rated D or F on the Ohio Report Card¹**
- Newton D Baker
 - Robinson G Jones
 - James A Garfield

- District schools below minimum enrollment target of 360 students²**
- Douglas MacArthur Girls Leadership Academy
 - Clara E Westropp
 - Valley View Boys Leadership Academy

- District buildings that pre-date 2002**
- Clara E Westropp
 - Douglas MacArthur Girls Leadership Academy³
 - Newton D Baker
 - Valley View Boys Leadership Academy³

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

² Schools are listed in descending order of enrollment (highest to lowest)

³ Buildings are part of the 2014 Master Facilities Plan Segments 8 and 9

The Citywide Analysis could also be used to inform plans for charter K-8 schools

- The same “top down” and “bottom up” methodology used by District leadership to hone in on the **most critical opportunities** for action in CMSD schools can also be useful to the leadership and authorizers of charter schools in Cleveland.
- The section that follows outlines the key questions that could be asked of the Citywide Analysis about **charter K-8 schools** and the outputs to those questions by region.

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?

Bottom-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?

Regional opportunities: Northeast Region Charter K-8

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

- **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

Bottom-up: Specific schools

Charter schools currently rated D or F on the Ohio Report Card¹

- 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 schools²

- Village Prep, Cliffs (416)
- Citizens Academy
- University of Cleveland Prep
- Citizens Academy East
- Horizon Science MS
- E Prep, Cliffs⁴
- Imagine Bella
- East Academy
- Citizens Leadership
- Lake Erie College Prep
- East Prep Academy
- Lakeshore Intergenerational
- Stonebrook Montessori
- Constellation: Collinwood⁵
- CLA East (phase-in) (44)

Charter schools with excess capacity³

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

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

² Schools are listed in descending order of enrollment (highest to lowest)

³ Schools are listed in descending order of open seats (highest to lowest)

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

⁵ School closed at the end of the 2017-18 school year

Regional opportunities: East Region Charter K-8

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

- **60% of charter students are enrolled in the three D or F-rated schools** in the region
- There are **no 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

Bottom-up: Specific schools

- Charter schools currently rated D or F on the Ohio Report Card¹**
- Stepstone Academy
 - Arts & Social Sciences

Enrollment of charter schools²

- Arts & Social Sciences (258)
- Stepstone Academy
- Intergenerational
- Wings / HBCU Prep (212)

Charter schools with excess capacity³

- Arts & Social Sciences

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

² Schools are listed in descending order of enrollment (highest to lowest)

³ Schools are listed in descending order of open seats (highest to lowest)

Regional opportunities: Southeast Region Charter K-8

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

- **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

Bottom-up: Specific schools

Charter schools currently rated D or F on the Ohio Report Card¹

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

Enrollment of charter schools²

- 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 capacity³

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

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

² Schools are listed in descending order of enrollment (highest to lowest)

³ Schools are listed in descending order of open seats (highest to lowest)

Regional opportunities: Near West Region Charter K-8

Key Question

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



Academic Quality



Enrollment



Building Use

Top-down: Regional summary

- **48% of charter students are enrolled in the two D or F-rated schools** in the region
- There are **no students attending F-rated schools**, with more than **600 open seats in B or C-rated schools**

- 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

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

Bottom-up: Specific schools

- Charter schools currently rated D or F on the Ohio Report Card¹**
- Constellation: West Side Comm Arts
 - Constellation: Madison

- Enrollment of charter schools²**
- Constellation: West Side Comm Arts (411)
 - Constellation: Madison
 - Hope Academy Northwest
 - Near West Intergenerational
 - E Prep Willard (180)

- Charter schools with excess capacity³**
- E Prep Willard
 - Hope Academy Northwest
 - Constellation: Madison

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

² Schools are listed in descending order of enrollment (highest to lowest)

³ Schools are listed in descending order of open seats (highest to lowest)

Regional opportunities: West Region Charter K-8

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

- **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

Bottom-up: Specific schools

Charter schools currently rated D or F on the Ohio Report Card¹

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

Enrollment of charter schools²

- 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 capacity³

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

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

² Schools are listed in descending order of enrollment (highest to lowest)

³ Schools are listed in descending order of open seats (highest to lowest)

Regional opportunities: Southwest Region Charter K-8

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**



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



Building Use

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

Bottom-up: Specific schools

Charter schools currently rated D or F on the Ohio Report Card¹

- West Prep
- Constellation: Westpark Middle
- Orchard Park

Enrollment of charter schools²

- 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)

Charter schools with excess capacity³

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

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

² Schools are listed in descending order of enrollment (highest to lowest)

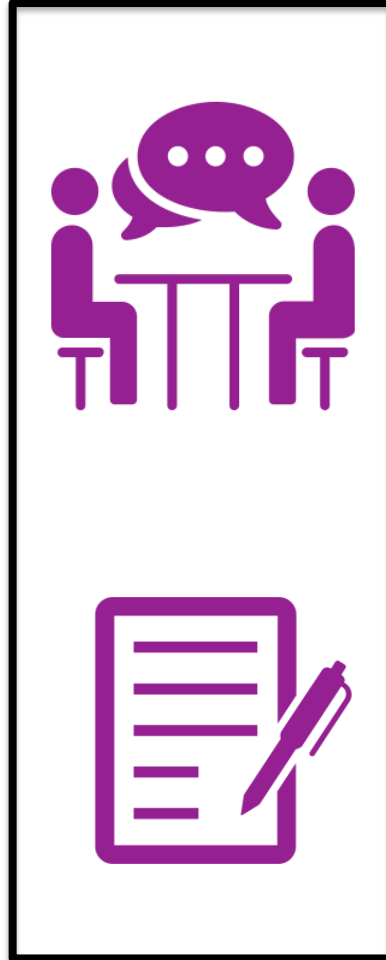
³ Schools are listed in descending order of open seats (highest to lowest)

Overview of Stakeholder Input

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.
- 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.

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

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

Illustrative feedback

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?

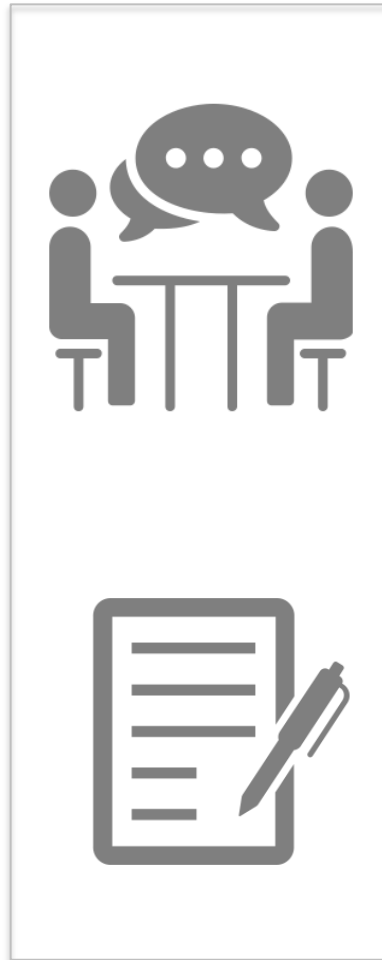
Fewer buildings would get more schools to the optimal student threshold.

Overview of Recommendations

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

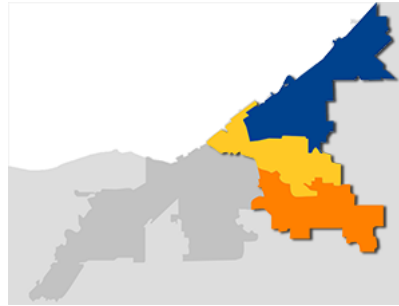
Resource efficiency is a critical enabler of achieving our equity goals

- Through this Long-Term Plan for schools in Cleveland, we are committed to reducing unnecessary costs and increasing the viability of our schools in order to best serve our students.
- That means thoughtfully planning for ways to reduce costs associated with subsidizing school programs that are below enrollment viability targets or patching up old buildings when those resources could be better used to enrich the learning and teaching experience of students.
- It also means taking a hard look at any plans to construct new schools or renovate existing buildings as the District's capital projects are constrained by the very factors (i.e., reductions in state funding, increases in construction costs, and shifting enrollment patterns) that prompted the Bond Accountability Commission and the Board of Education to call for this planning process.
- Our planning work ahead is about **doing more with less**, especially when it comes to new building plans.

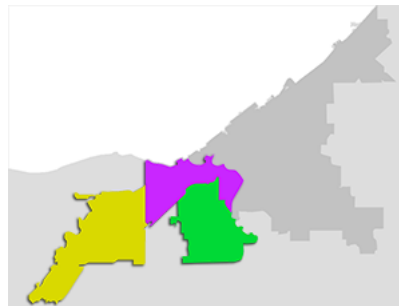
The final decisions about building plans must be informed by previous investments, current resource constraints and shifting enrollment patterns



- 43 of the 67 District K-8 schools are now in new or renovated buildings.
- There are 24 buildings that have not been newly built or renovated since 2002.

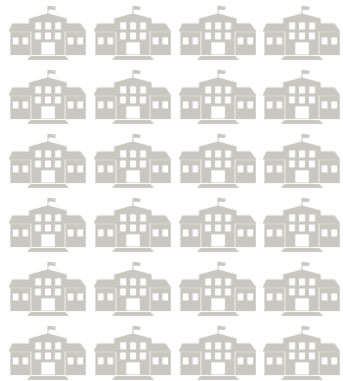


- 28 K-8 schools on the east side have been newly constructed or renovated since 2002.
- This equates to 76% of CMSD's K-8 schools on the east side.
- Enrollment forecasts suggest that the **east side will have ~2,500 excess seats** in new or renovated K-8 buildings in 2022-2023.



- 15 K-8 schools on the west side have been newly constructed or renovated since 2002.
- This equates to 50% of CMSD's K-8 schools on the west side.
- Enrollment forecasts suggest that the **west side will need ~5,000 seats** in new or renovated K-8 buildings in 2022-2023.

We faced hard decisions about new building plans and sought to maximize the best outcomes for students across Cleveland



24 K-8 buildings have not been newly built or renovated since 2002, 13 of which were previously part of segments 8/9 of the 2014 Master Facilities Plan.



~5 K-8 schools can be built or renovated with remaining capital funds given reductions in state funding and increases in construction costs out of the 24 that have not been newly built or renovated since 2002.

While constrained in the number of new buildings, 94% of students enrolled in segment 8/9 schools will be served in a new or renovated building as a result of the Long-Term School Plan recommendations.

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

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

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

1) Recommended school action: Close program and building

Rationale for recommendation

- While school closure is never an easy choice, there are select instances in which it can be the right action for students and the District as whole.
- The Citywide Analysis made it clear that our District is operating too many schools and buildings, especially in the Northeast and Southeast.
- Closing the programs and buildings in which they operate will allow the District to redirect savings in support of stronger outcomes for students.

Characteristics of schools that are strong candidates for program and building closure



Academic Quality

- Schools rated D or F



Enrollment & Choice

- Low enrollment
- Negative enrollment trend
- Alternative schools nearby that are equally or better performing and/or in better facilities



Program Viability

- Enrollment below minimum viability target of 360
- School is located in region where enrollment is forecast to decline



Building Use & Condition

- Building pre-dates 2002 construction campaign and has unused capacity
- Building may be expensive to maintain or challenging in other key ways
- Buildings nearby have capacity to accommodate students

Schools of focus

- There are four schools with data that supports program and building closure:
 - a) Willow
 - b) Iowa-Maple
 - c) Michael R White
 - d) Case
- These four schools are rated D or F with enrollment below viability and are located in older buildings with significant unused capacity.
- All four are located proximate to schools with available capacity and most of the nearby available capacity is in buildings that are new or renovated since 2002.

1) Recommended school action: Close program and building

1a) School of focus: Willow

What the FACTS told us



Academic Quality

- D-rated school



Enrollment & Choice

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



Program Viability

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



Building Use & Condition

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

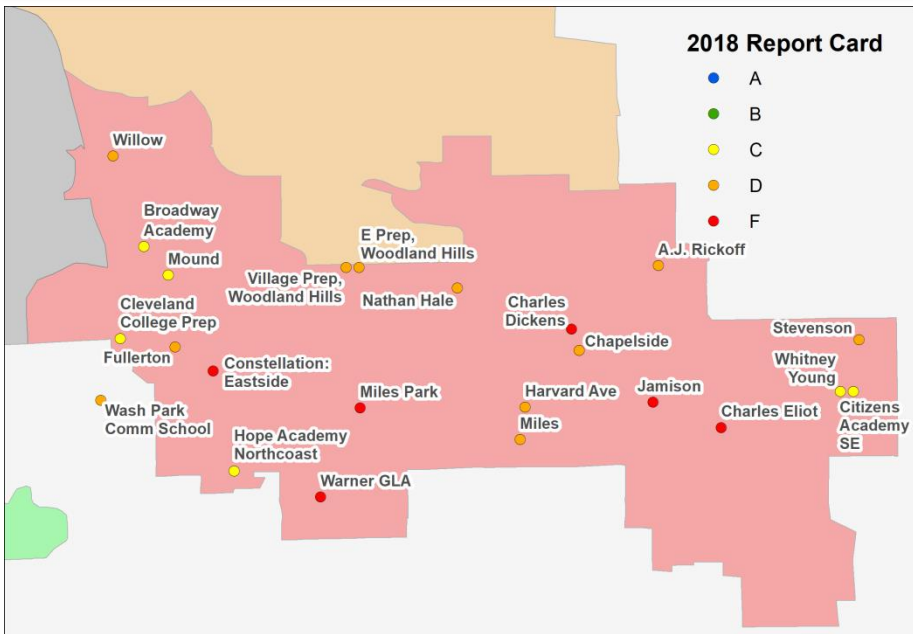


What YOU told us

Willow is over capacity...with a D grade and does not seem to be improving and...not in a new building. Would seem that serious decisions need to be made about Willow.
April 5, 2019

Older buildings are not updated, which affects learning, testing, and academics.
April 5, 2019

Willow- over capacity in an area with lower residency. It seem to be a mismatch. School score are not warranting that type of numbers
April 5, 2019



Southeast Region K-8 Schools

1) Recommended school action: Close program and building

1b) School of focus: Iowa-Maple

What the FACTS told us



Academic Quality

- F-rated school



Enrollment & Choice

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



Program Viability

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



Building Use & Condition

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



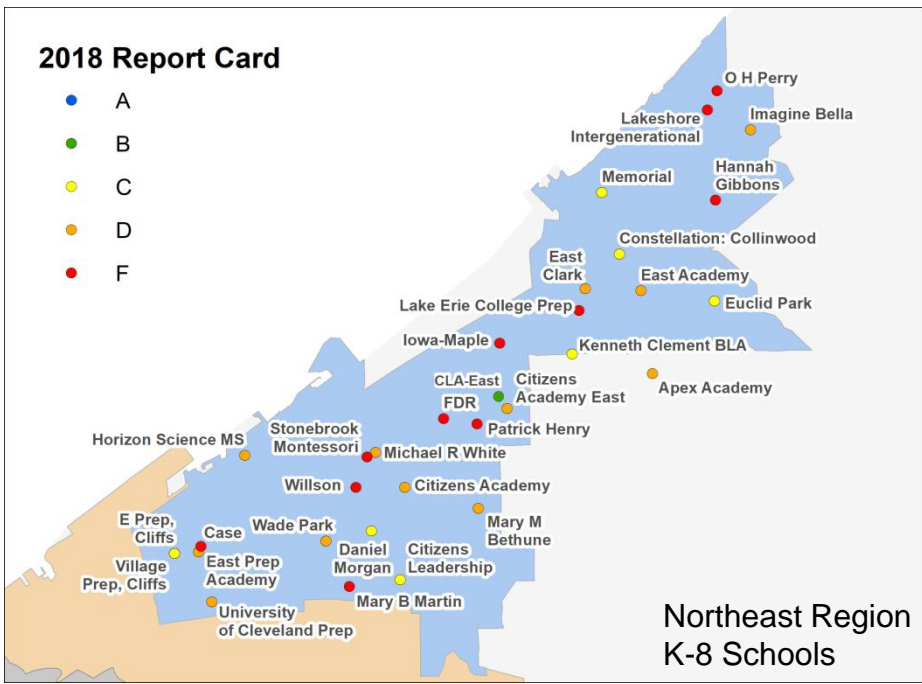
What YOU told us

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

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

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

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



1) Recommended school action: Close program and building

1c) School of focus: Michael R White

What the FACTS told us



Academic Quality

- D-rated school



Enrollment & Choice

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



Program Viability

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



Building Use & Condition

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



What YOU told us

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

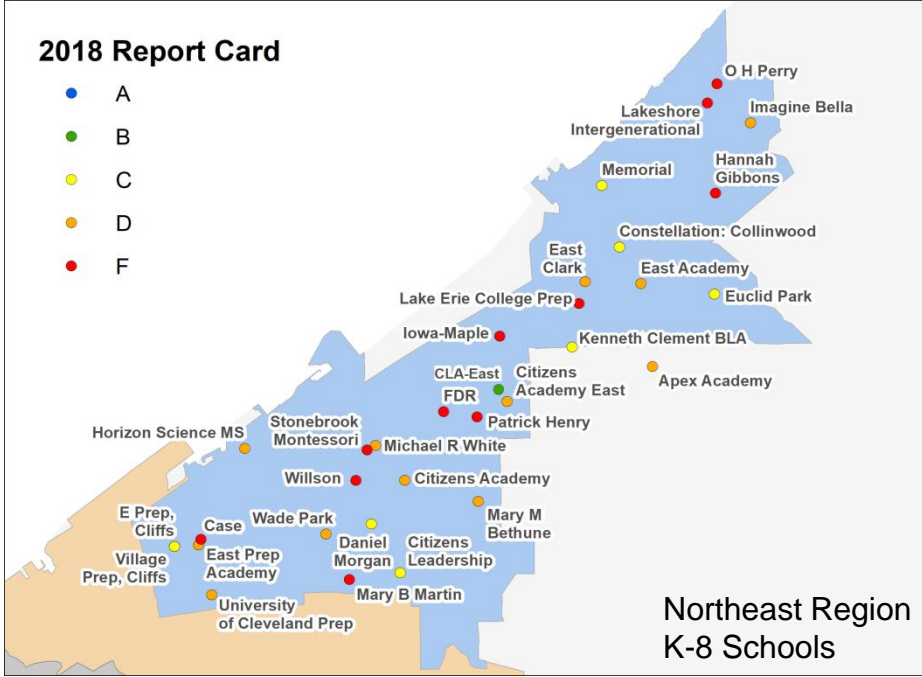
Ok to combine / close if the stuff associated with viability actually happens.
April 13, 2019

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

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

2018 Report Card

- A
- B
- C
- D
- F



Northeast Region K-8 Schools

1) Recommended school action: Close program and building

1d) School of focus: Case

What the FACTS told us



Academic Quality

- D-rated school

Enrollment & Choice

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



Program Viability

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



Building Use & Condition

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



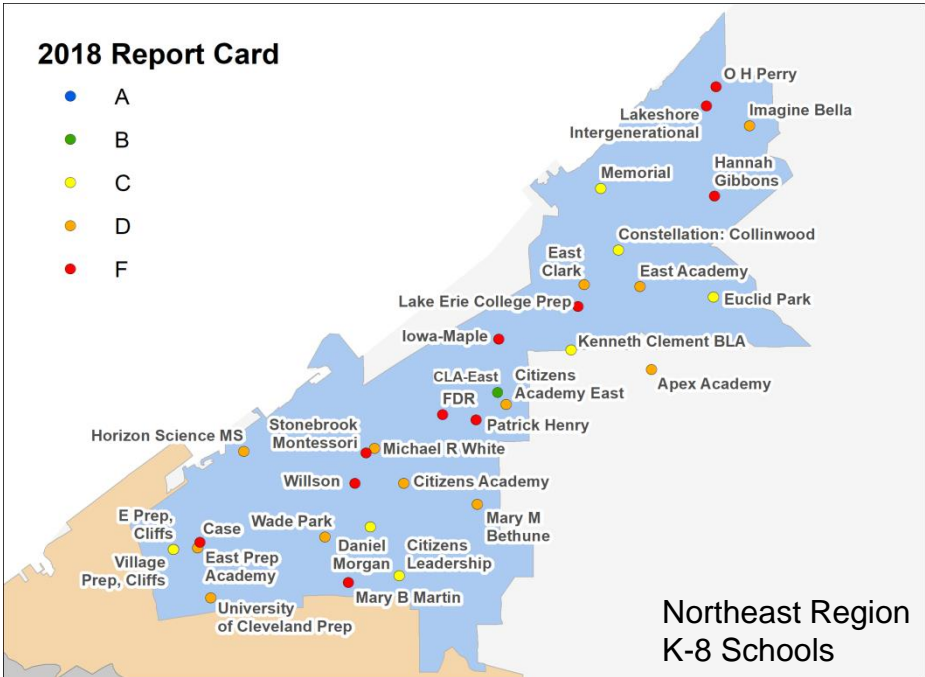
What YOU told us

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

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

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

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



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

Rationale for recommendation

- Our District is proud of the compelling K-8 school models available to our families and intends to continue to nurture the quality of those programs and ensure maximum access to interested families.
- Given resource constraints due to decreased state funding and rising construction costs, we must prioritize among the remaining segments of the Master Facilities Plan.
- Fortunately, there are existing modernized buildings that could serve as relocation sites for programs currently in old buildings.
- School models that are drawing students from across the District are far better candidates for relocation than neighborhood schools that draw the majority of students from directly around the school.

Characteristics of schools that are strong candidates for program relocation



Academic Quality

- School rated C or better or with unique and promising specialty programming



Enrollment & Choice

- Vast majority of enrolled students do not reside within a mile of the school
- Many students are already utilizing District-provided transportation



Program Viability

- Data suggests a relocated school could hit enrollment viability targets



Building Use & Condition

- Building pre-dates 2002 construction campaign and has unused capacity
- Building may be expensive to maintain or challenging in other key ways
- Existing new/renovated buildings are available to house relocated program

Schools of focus

- There are five schools with data that supports program relocation:
 - a) ***Kenneth W Clement and Valley View Boys Leadership Academies**
 - b) ***Tremont Montessori**
 - c) **Dike School of the Arts and Bolton**
- These five schools, which will transition to three with two consolidations, all have unique school models and currently serve students from well beyond their current neighborhoods.
- All schools are currently in old, challenging buildings and could get access to modernized space by relocating.

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

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

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

What the FACTS told us



Academic Quality

- Both schools are C-rated



Enrollment & Choice

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



Program Viability

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



Building Use & Condition

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

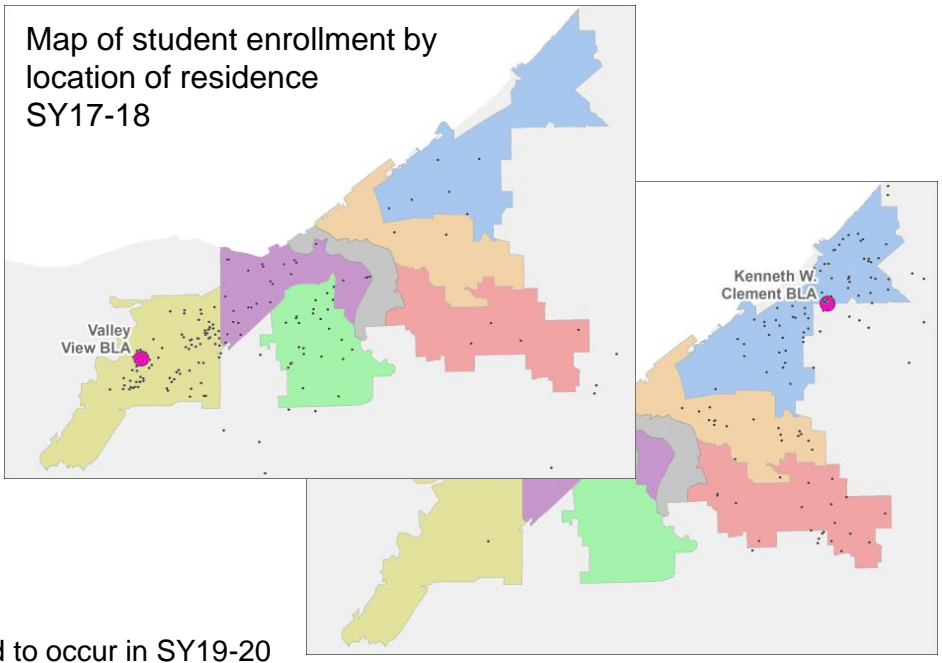


What YOU told us

The capacity of the Valley View program/building is not set up to be viable. Since it needs a rebuild anyways, move it to a swing site to see if enrollment goes up before we build a new building or get rid of the program.
April 17, 2019

Combine KCBLA and Valley View. Provide them with a new building in a central location. This will increase enrollment for both schools and Clement is showing an increasing trend.
April 13, 2019

Map of student enrollment by location of residence SY17-18



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

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

2b) School of focus: Tremont Montessori

What the FACTS told us



Academic Quality

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



Enrollment & Choice

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



Program Viability

- Enrollment exceeds minimum and desired viability targets



Building Use & Condition

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

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



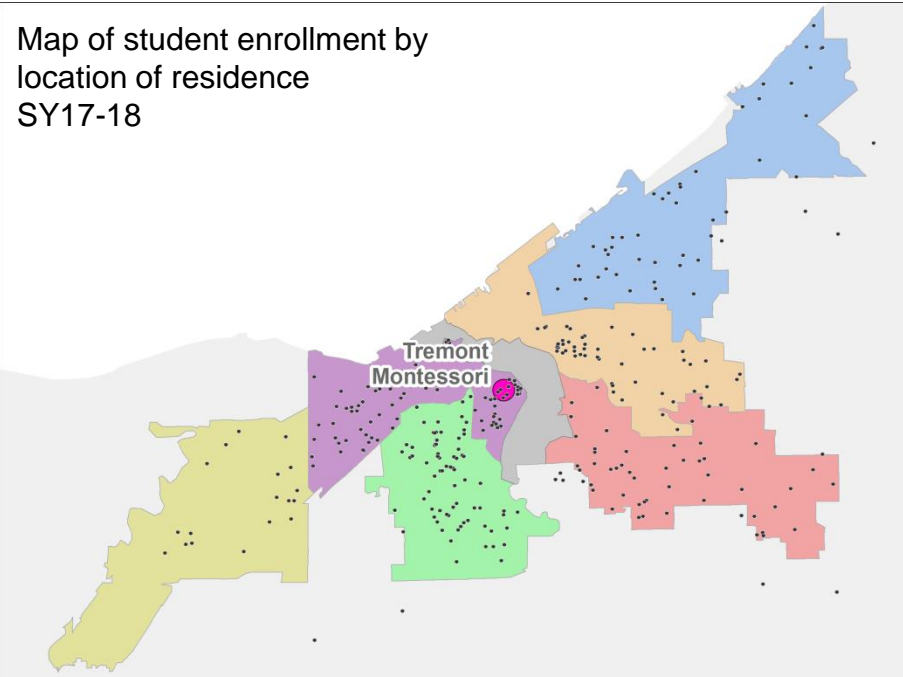
What YOU told us

Tremont Montessori is in high demand for students but is in great need for a proper safe building.
April 11, 2019

Need to rebuild or relocate those westside schools (K-8) that are attracting students or demonstrating stability that already meet 360 level at K-8.
April 11, 2019

If you put Tremont... in a 'hot spot', the students/families will come.
April 11, 2019

Map of student enrollment by location of residence SY17-18



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

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

What the FACTS told us



Academic Quality

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



Enrollment & Choice

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



Program Viability

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



Building Use & Condition

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

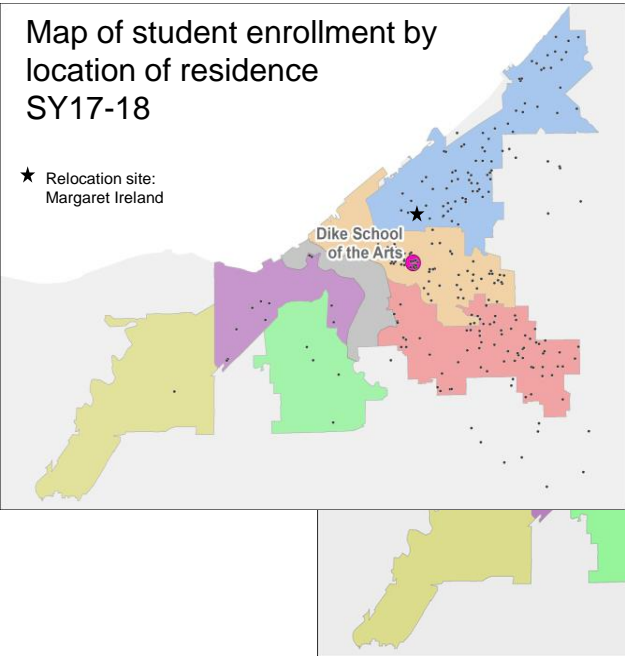


What YOU told us

We have already seen new residents at Cleveland Clinic who come here from other countries and have enrolled their kids at Bolton. I feel that if Bolton didn't look so 'run down' we would attract more of these families. We are the closest school to Cleveland Clinic literally a block away!
April 2, 2019

...east [side] Cleveland school of the arts does well
April 18, 2019

Arts education is important.
April 6, 2019



3) Recommended school action: Build or renovate building

Rationale for recommendation

- Our commitment is to educate students in 21st century learning environments and close older facilities.
- The Citywide Analysis has identified schools operating in older facilities located in regions where their capacity is needed to meet future enrollment forecasts.
- Renovating or rebuilding buildings will allow CMSD to operate an efficient set of schools.

Characteristics of schools that are strong candidates for new or renovated building



Academic Quality

- Schools rated C or higher



Enrollment & Choice

- Large enrollment
- Flat or positive enrollment trend



Program Viability

- Enrollment above 360, or preferably, 450 students
- School is located in a region where enrollment is forecast to be flat or increasing



Building Use & Condition

- Buildings pre-date 2002 construction campaign
- Building may be expensive to maintain or challenging in other key ways
- New or renovated buildings nearby do not have enough capacity to accommodate students

Schools of focus

- There are seven schools, which will transition to five with two consolidations, with data that best supports a new or renovated building:
 - a) **Clark and Walton**
 - b) **Denison and Charles A Mooney**
 - c) **Joseph M Gallagher**
 - d) **Marion C Seltzer**
 - e) **Douglas MacArthur Girls Leadership Academy**
- When comparing capacity to forecast enrollment, all are needed to meet future enrollment demand in their regions.

3) Recommended school action: Build or renovate building

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

What the FACTS told us



Academic Quality

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



Enrollment & Choice

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



Program Viability

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



Building Use & Condition

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



What YOU told us

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

April 6, 2019

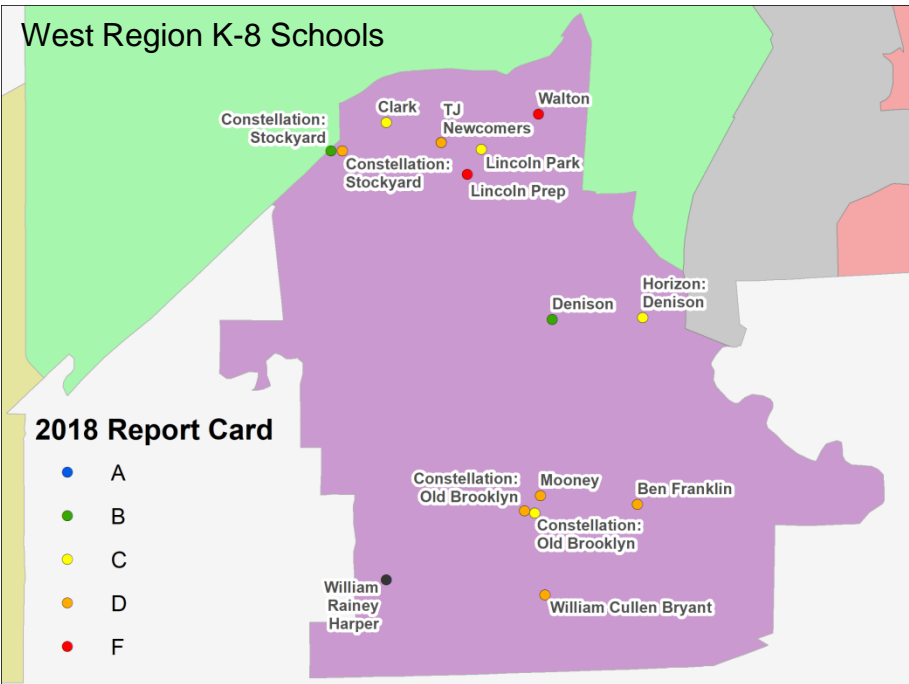
Walton students could be better served elsewhere...

April 6, 2019

Build/renovate schools in higher use school areas

April 6, 2019

West Region K-8 Schools



3) Recommended school action: Build or renovate building

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

What the FACTS told us



Academic Quality

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

Enrollment & Choice

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



Program Viability

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



Building Use & Condition

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



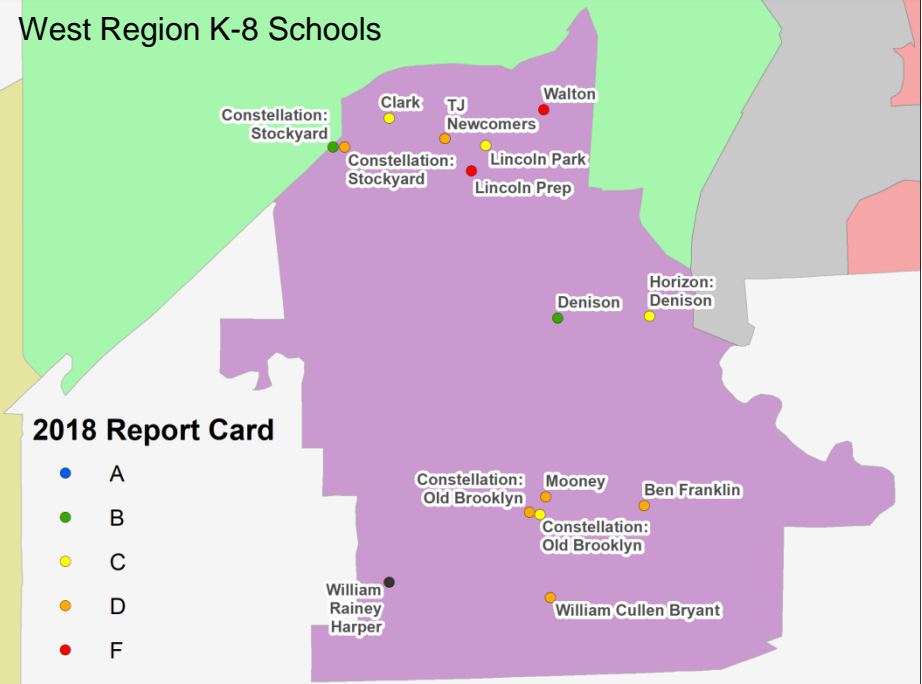
What YOU told us

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

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

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

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



3) Recommended school action: Build or renovate building

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

What the FACTS told us



Academic Quality

- D-rated school



Enrollment & Choice

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



Program Viability

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



Building Use & Condition

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



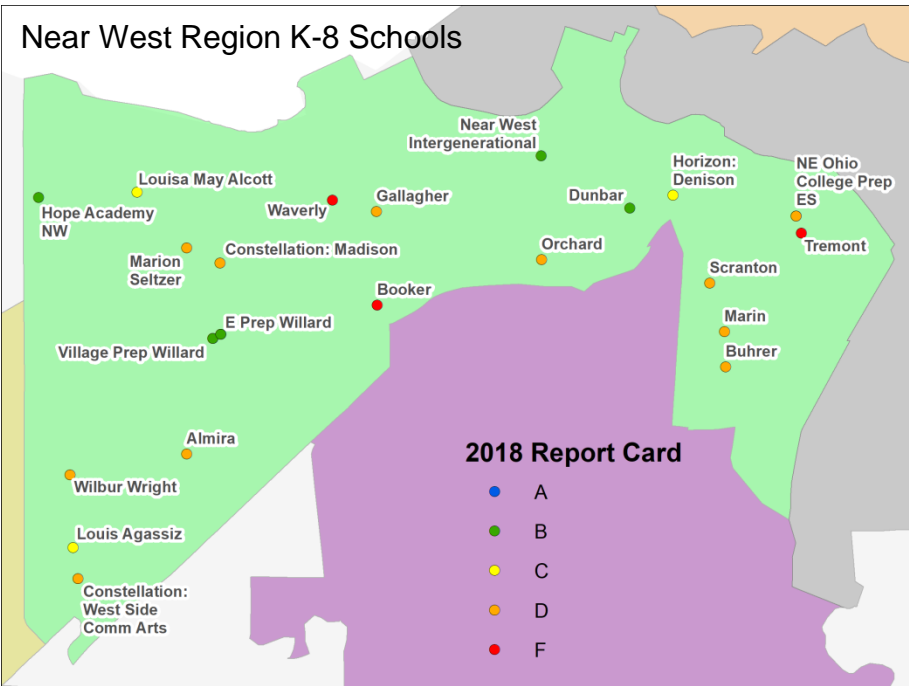
What YOU told us

School with largest K-8 enrollment is still waiting [to be] renovated.
April 6, 2019

Gallagher is >100% enrollment and suffering from severe lack of investment.
April 18, 2019

Unique schools like Gallagher that serve special populations should receive support in terms of building renovations and upgrades.
April 18, 2019

Near West Region K-8 Schools



3) Recommended school action: Build or renovate building

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

What the FACTS told us



Academic Quality

- D-rated school



Enrollment & Choice

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



Program Viability

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



Building Use & Condition

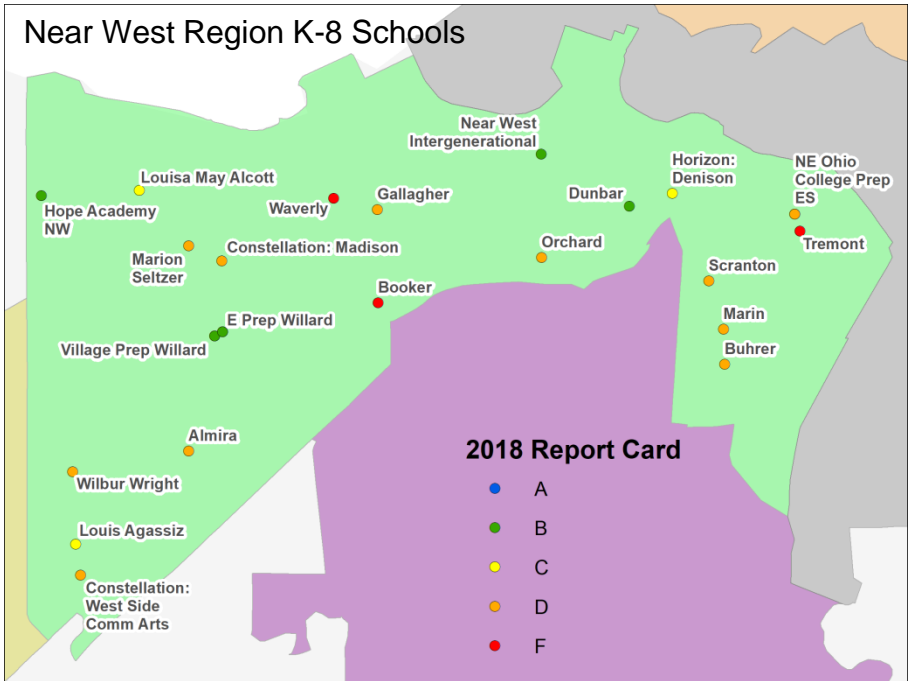
- Larger, older building
- 90% adjusted capacity utilization
- Only District K-8 school in the western part of region north of I-90
- Part of previous Facilities Plan for segments 8/9



What YOU told us

Please think about how the physical condition of Marion C Seltzer. Imagine how a renovation or rebuild of Marion C Seltzer would impact the community's perception of our quality
April 11, 2019

Marion Seltzer is in need of a new school.
April 11, 2019



3) Recommended school action: Build or renovate building

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

What the FACTS told us



Academic Quality

- C-rated school



Enrollment & Choice

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



Program Viability

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



Building Use & Condition

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



What YOU told us

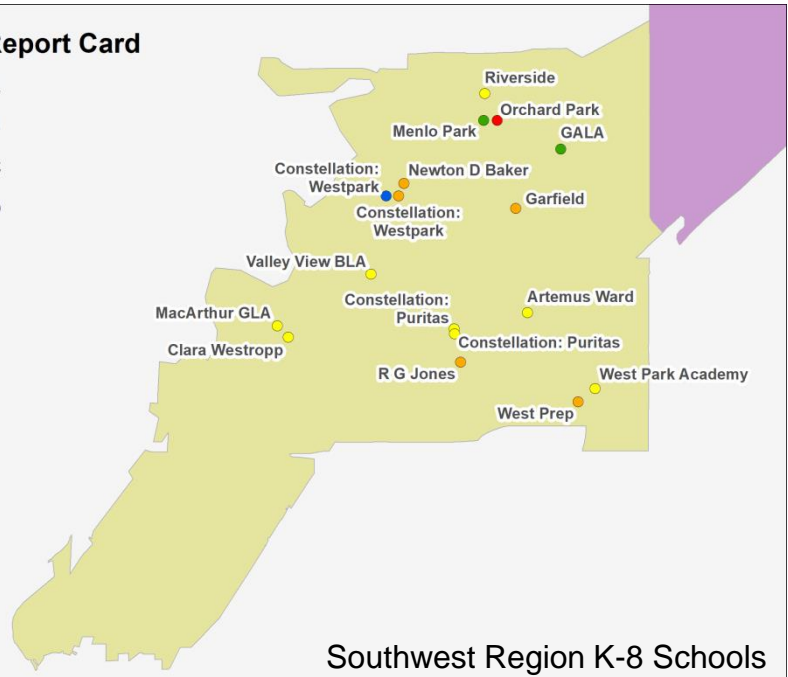
Douglas MacArthur has a C+ and we had the most growth in PI last year
April 17, 2019

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

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






2018 Report Card

- A
- B
- C
- D
- F



Southwest Region K-8 Schools

The recommended school actions maximize equity through resource efficiency

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

Timeline

2019			2020				2021	
Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
SY 18-19	SY 19-20				SY 20-21			



June 25th
Board Vote

Implementation Planning

- Engage and support families at impacted schools
- Confirm construction timelines / scope
- Identify swing spaces
- Determine relocation sites

Implement School Actions

- Continue engaging and supporting families through school transitions
- Relocate schools to swing spaces
- Begin renovations / new construction

Regional Meeting Schedule



The graphic features a central title "CITYWIDE ANALYSIS FOR LONG-TERM PLANNING" in large, bold, yellow and orange letters. Surrounding the title are five colored circles, each containing a topic: "Enrollment & School Choice" (blue), "Building Use & Condition" (purple), "Academic Quality" (red), "Program Viability" (green), and "Enrollment & School Choice" (blue). Lines connect these circles to the central title. Below the title is a map of the city divided into six colored regions: WEST (green), SOUTHEAST (orange), NORTHEAST (blue), EAST (yellow), SOUTHWEST (light green), and NEAR WEST (purple).

JOIN US AT A REGIONAL MEETING NEAR YOU

● WEST	Wednesday, May 15	6:00 PM	Max S. Hayes High School, 2211 West 65th St., 44102
● SOUTHEAST	Thursday, May 16	4:00 PM	Third Federal Savings, 7007 Broadway Ave., 44105
● NORTHEAST	Wednesday, May 22	4:00 PM	New Tech Collinwood, 15210 St. Clair Ave., 44120
● EAST	Thursday, May 23	4:00 PM	East Tech High School, 2439 East 55th St., 44104
● SOUTHWEST	Tuesday, May 28	6:00 PM	John Marshall High School, 3952 West 140th St., 44111
● NEAR WEST	Saturday, June 1	1:30 PM	Garrett Morgan High School, 4016 Woodbine Ave., 44113

To view the Citywide Analysis, request more information and provide feedback, visit QualitySchoolsforCLEkids.org or call 216.838.0405.

Appendix

Segment 8/9 schools are largely addressed under these recommendations with 94% of students attending a new or renovated school in the future

New Construction /
Renovation

Clark
Denison (with Charles A
Mooney)
Joseph M Gallagher
Douglas MacArthur GLA
Marion C Seltzer

2,713 students
56% of segment 8/9 students

Relocated to an
Existing
New/Renovated
Building

Bolton
Tremont Montessori
Valley View BLA (with
Kenneth Clement BLA)

1,101 students
23% of segment 8/9
students

Closed / Reassigned to
Existing Schools in
New Buildings

Case
Iowa-Maple
Michael R White

706 students
15% of segment 8/9
students

Will Remain Open in
Existing Building

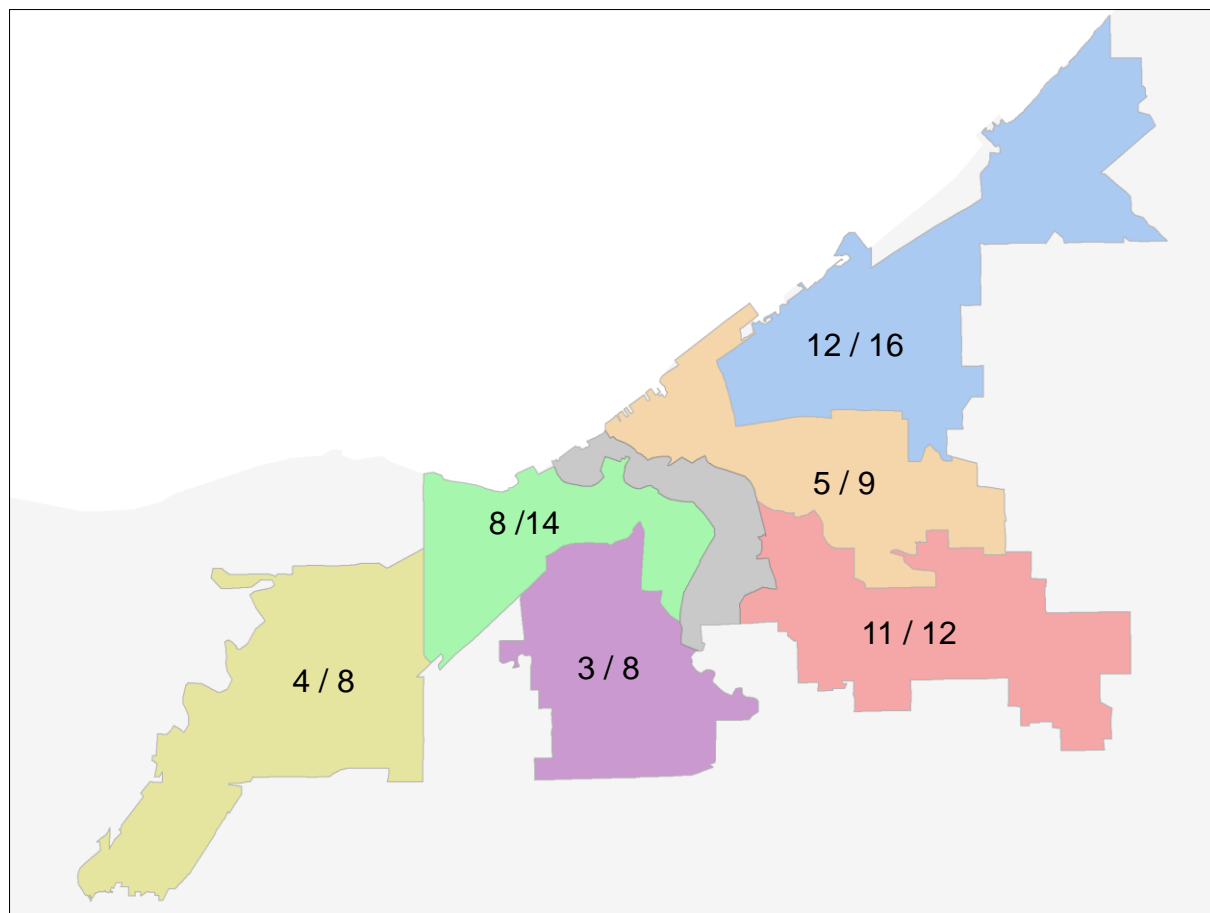
Marion-Sterling

289 students
6% of segment 8/9 students



How many CMSD K-8 schools have been newly constructed or renovated by region since 2002?

Number of newly constructed or renovated K-8 schools since 2002

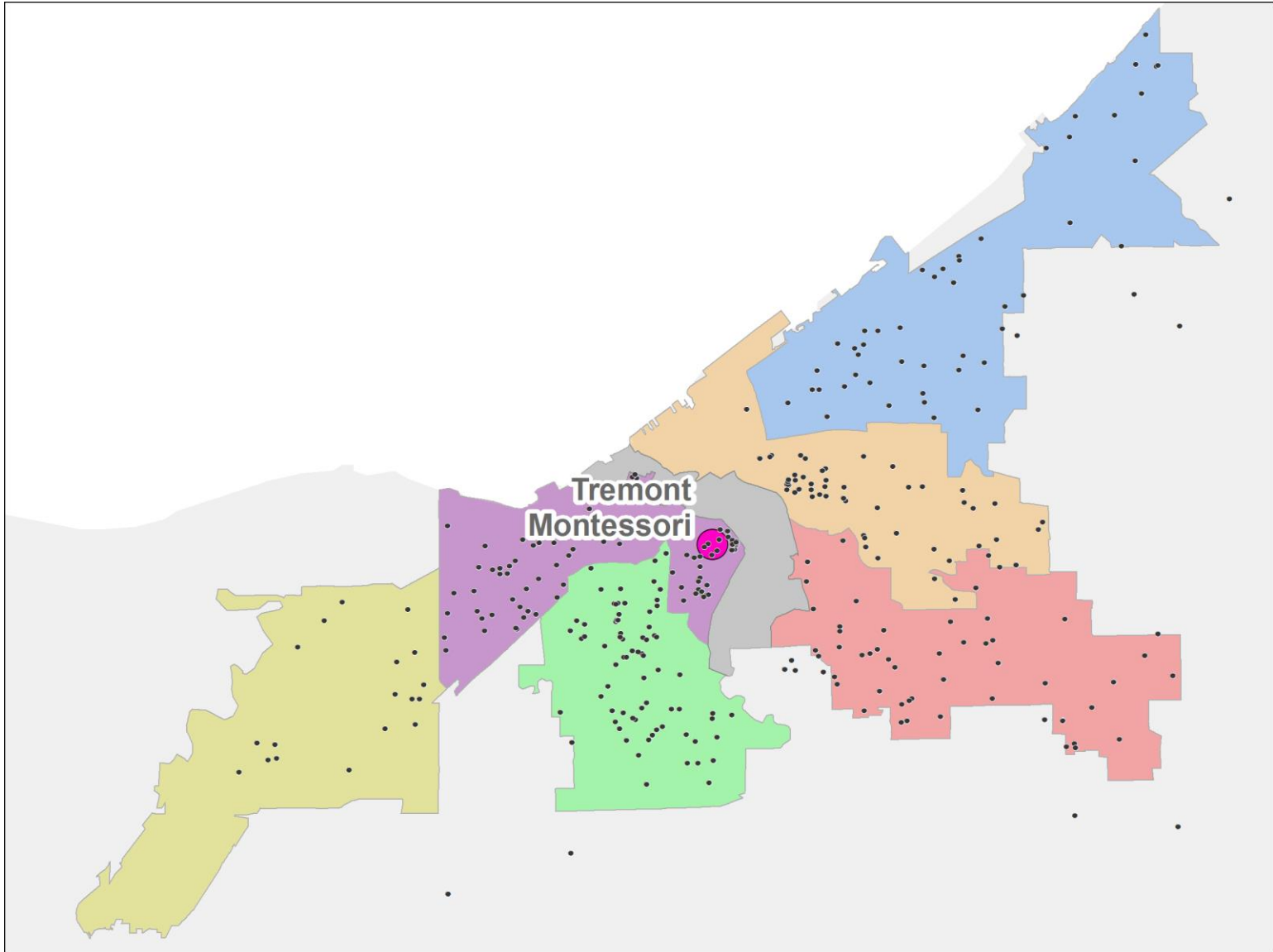


- 28 CMSD K-8 schools on the east side have been newly constructed or renovated since 2002, which represents 76% of the 37 CMSD K-8 schools.
- 15 CMSD K-8 schools on the west side have been newly constructed or renovated since 2002, which represents 50% of the 30 CMSD K-8 schools.



Near West Region: Where do students reside?

Tremont Montessori: 11% of students reside within a mile

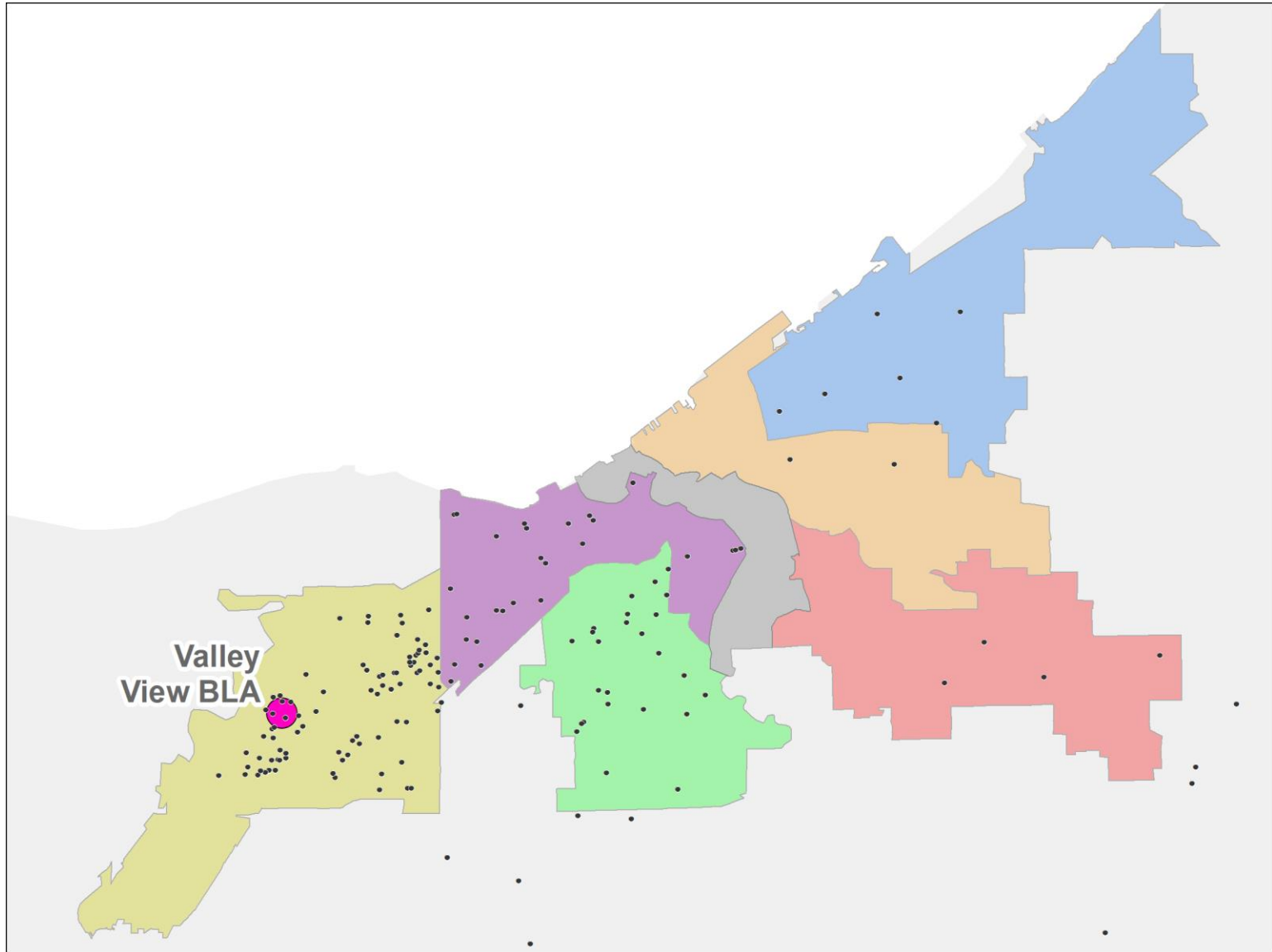


SOURCE: 2017-18 geo-coded enrollment data



Southwest Region: Where do students reside?

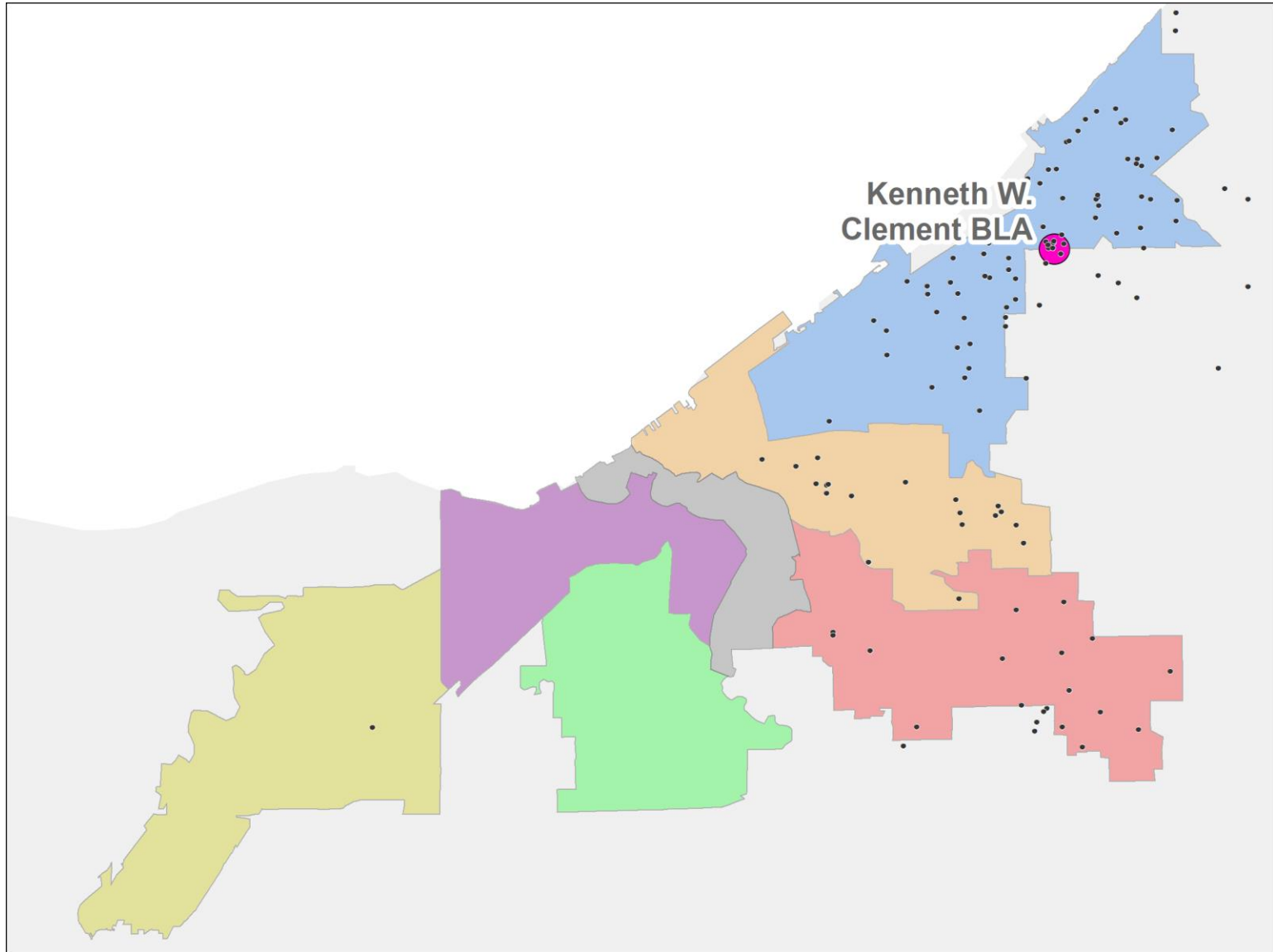
Valley View Boys Leadership Academy: 19% of students reside within a mile



SOURCE: 2017-18 geo-coded enrollment data

Northeast Region: Where do students reside?

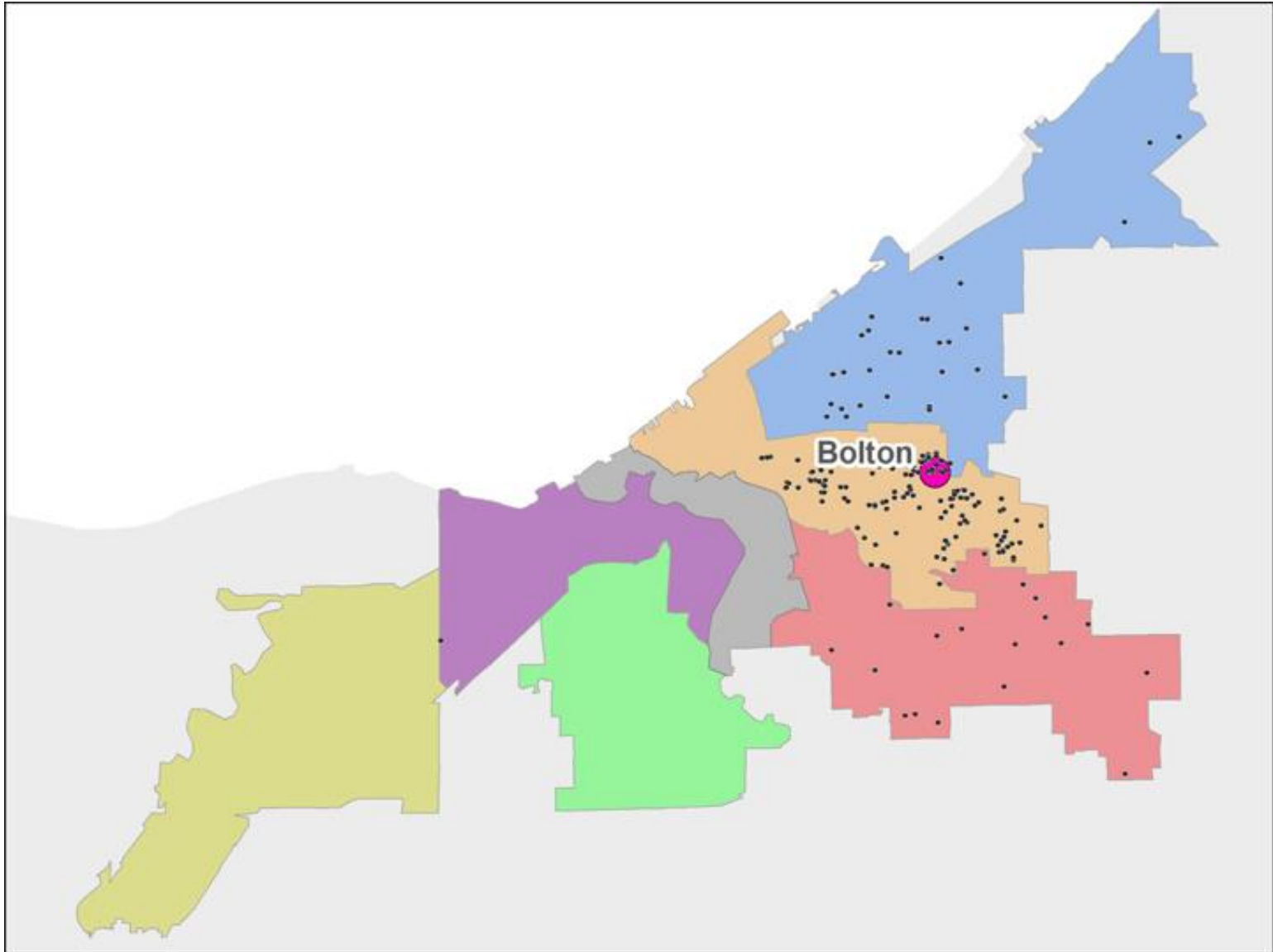
Kenneth W Clement Boys Leadership Academy: 17% of students reside within a mile



SOURCE: 2017-18 geo-coded enrollment data

East Region: Where do students reside?

Bolton: 37% of students reside within a mile

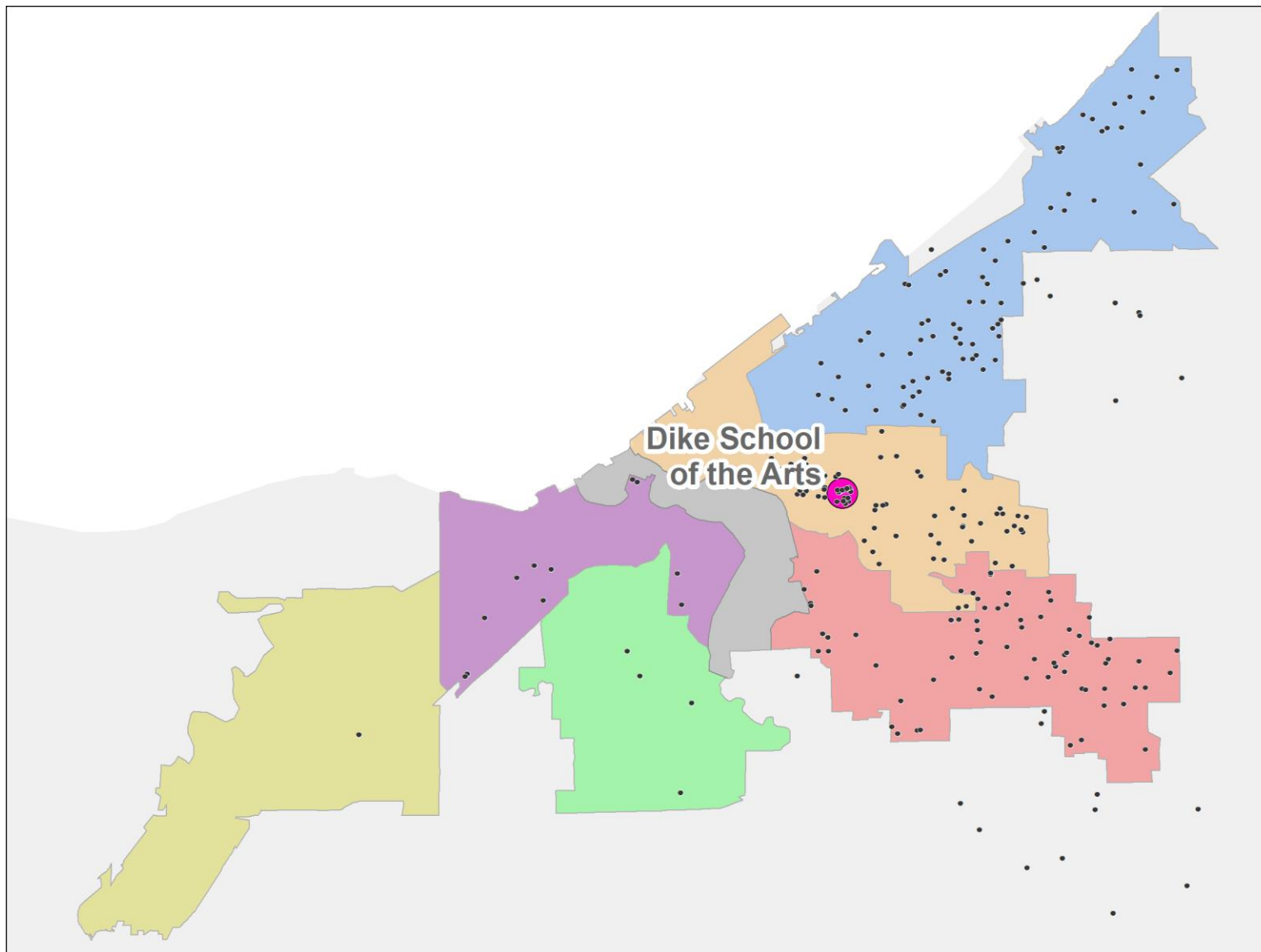


SOURCE: 2017-18 geo-coded enrollment data



East Region: Where do students reside?

Dike School of the Arts: 16% of students reside within a mile



SOURCE: 2017-18 geo-coded enrollment data