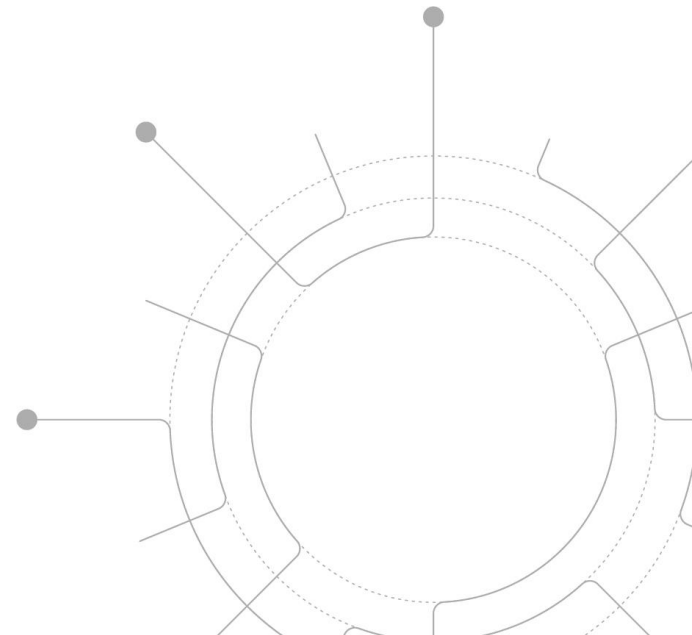




# LONG-TERM SCHOOL PLAN

## Emerging Recommendations - Abridged

May 2019



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

\*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.*

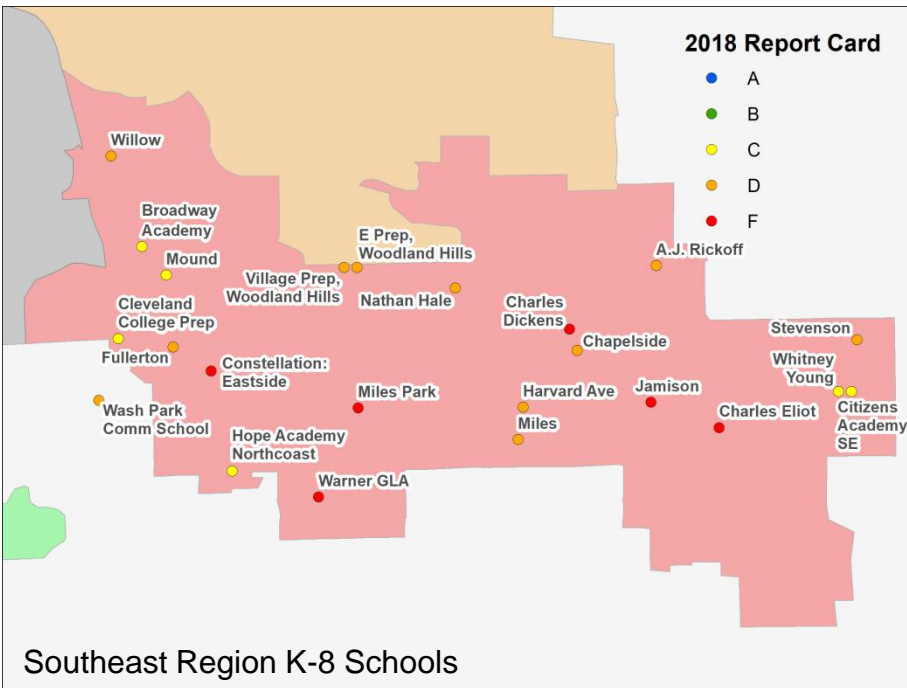
April 5, 2019

*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



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



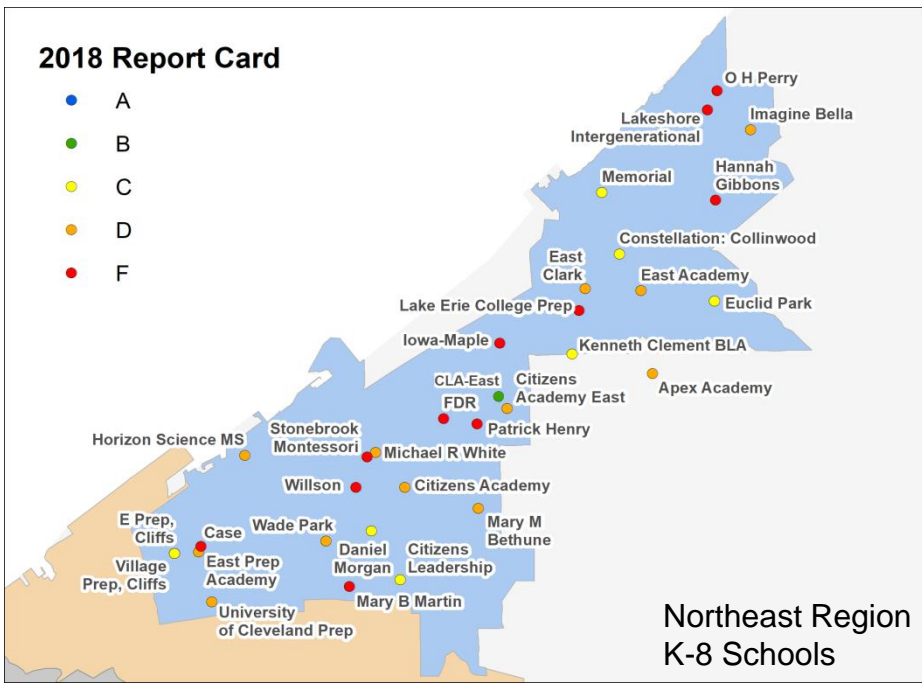
What YOU told us

*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

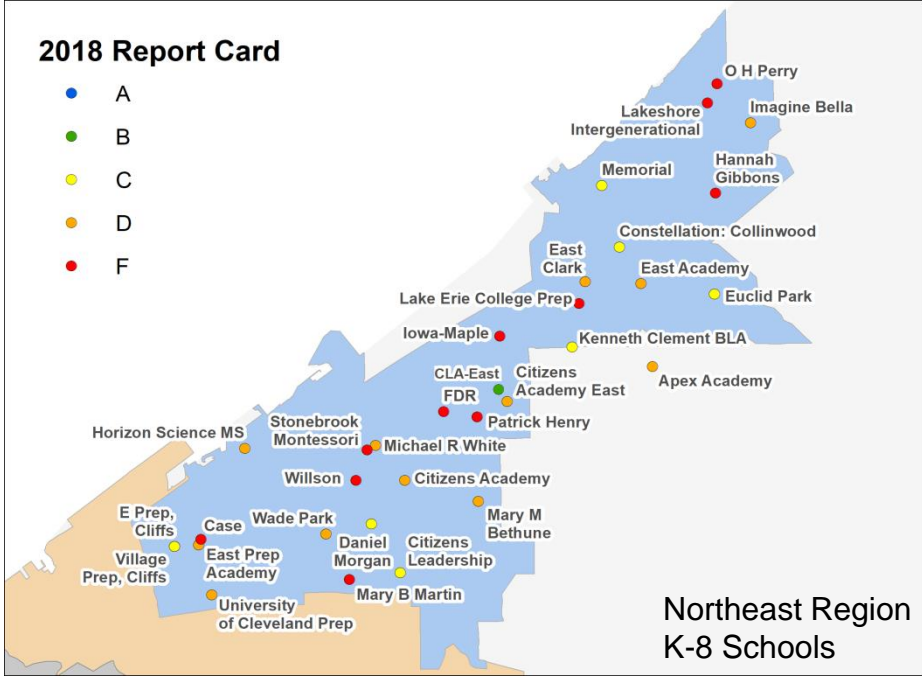
*Ok to combine / close if the stuff associated with viability actually happens.*  
April 13, 2019

*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

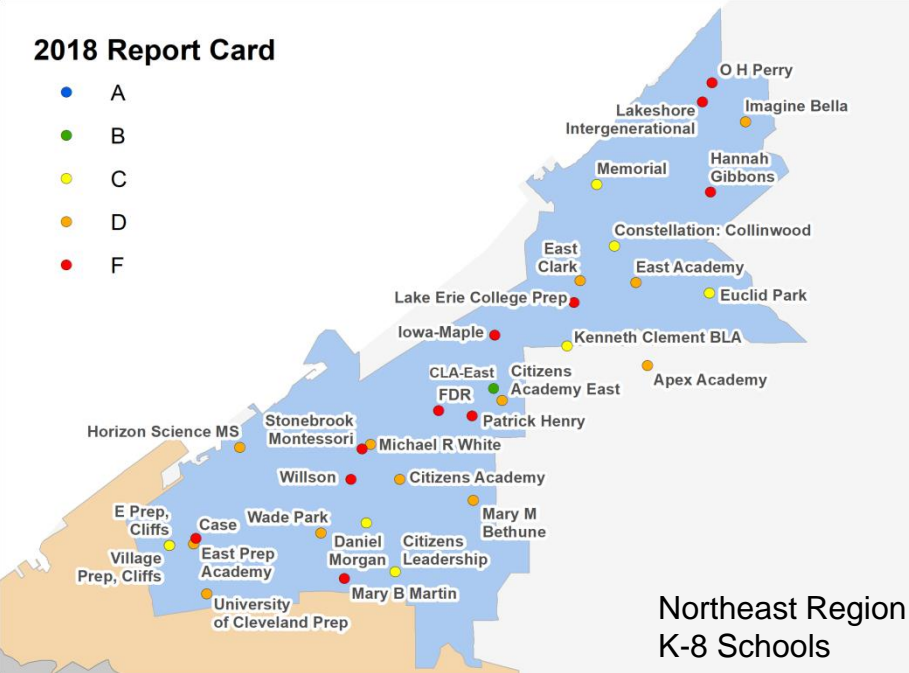
*Ok to combine / close if the stuff associated with viability actually happens.*  
April 13, 2019

*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

2018 Report Card

- A
- B
- C
- D
- F




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

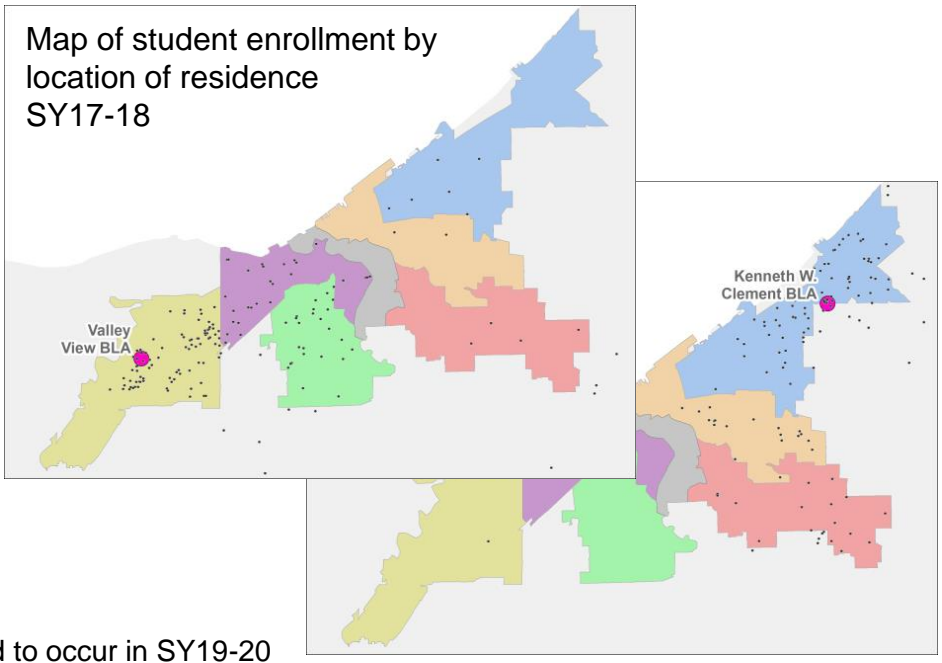


What YOU told us

*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 CMSD'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



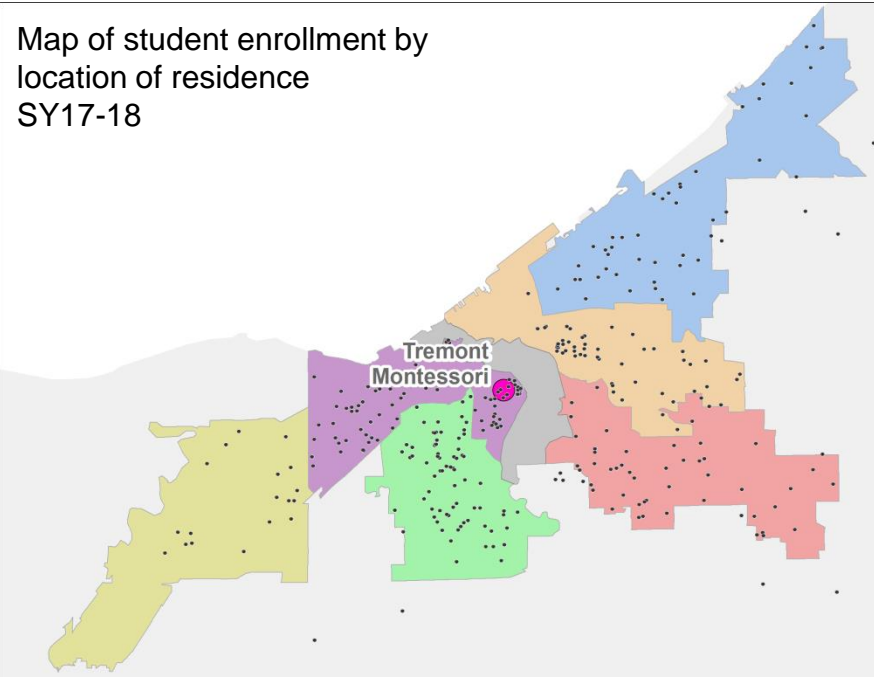
What YOU told us

*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

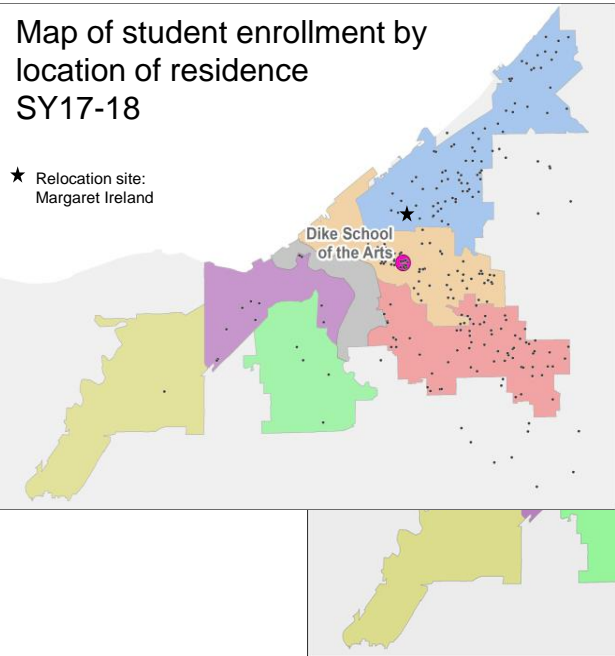


What YOU told us

*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 21<sup>st</sup> 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

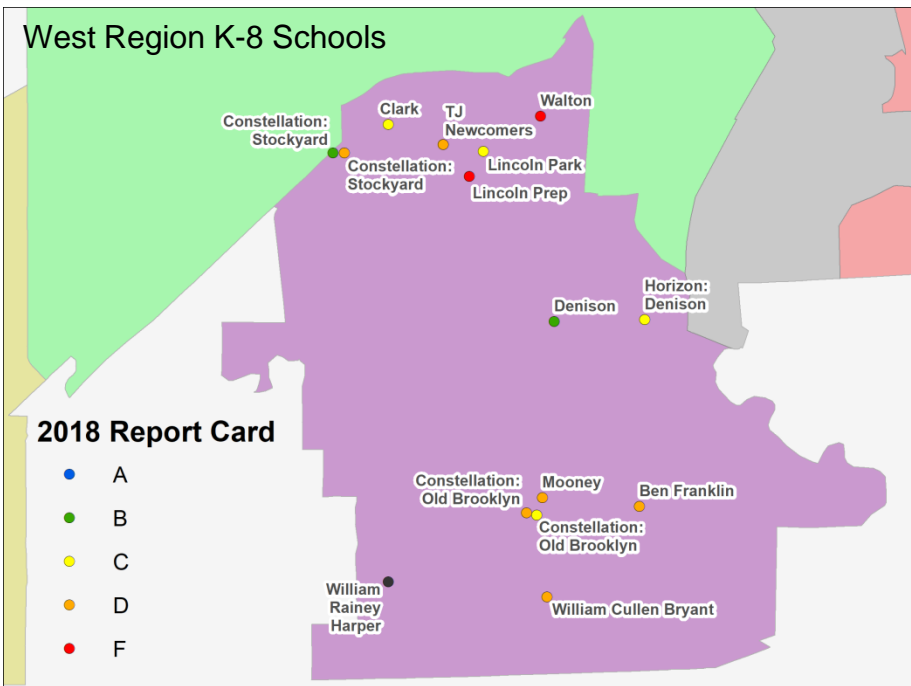
*Walton students could be better served elsewhere...*

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



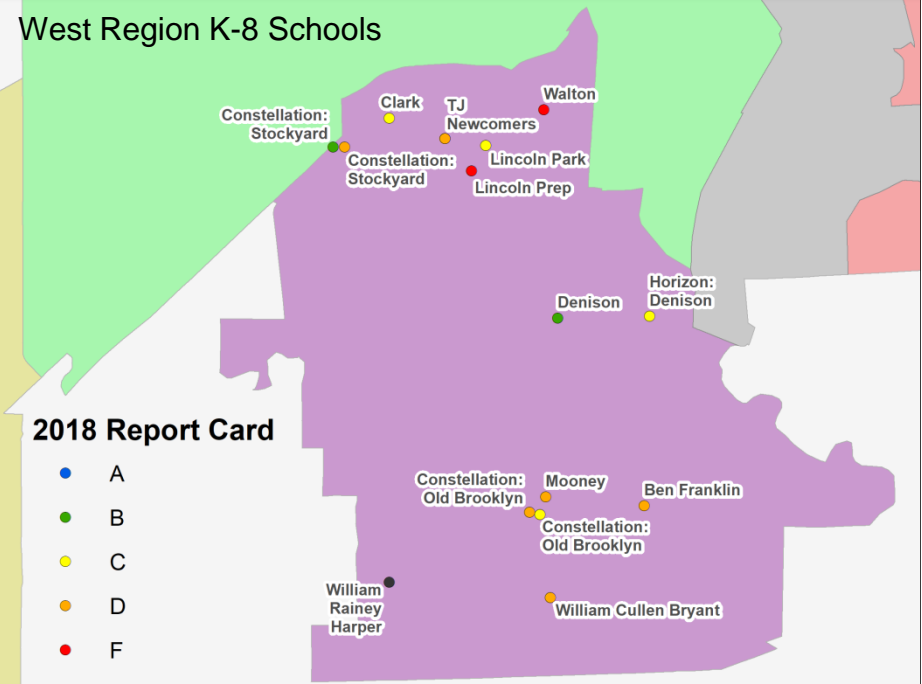
What YOU told us

*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

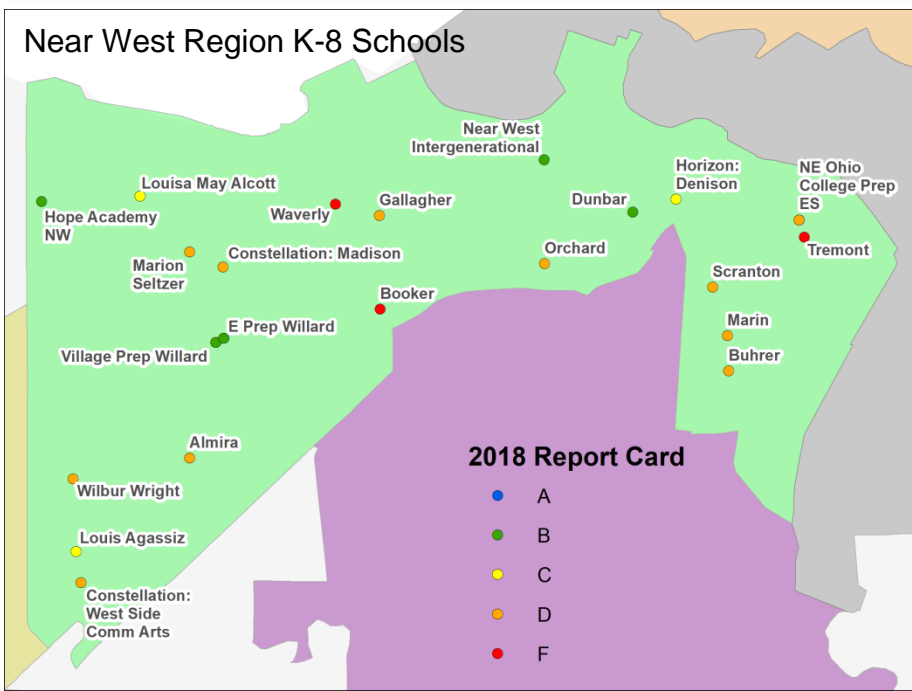


What YOU told us

*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



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

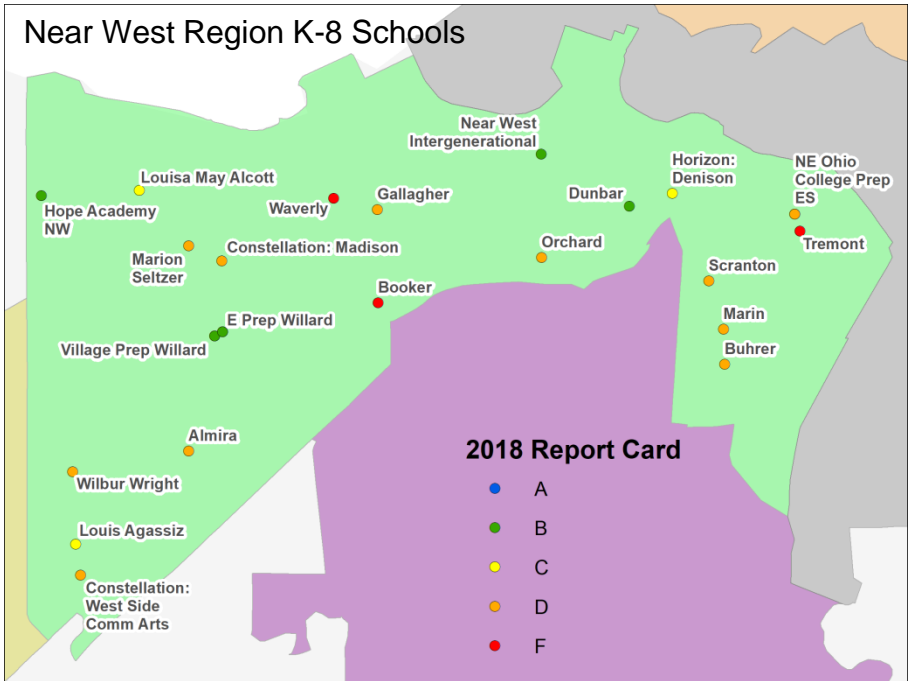
- Larger, older building
- 90% adjusted capacity utilization
- Only District K-8 school in the western part of region north of I-90
- Part of previous Facilities Plan for segments 8/9



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

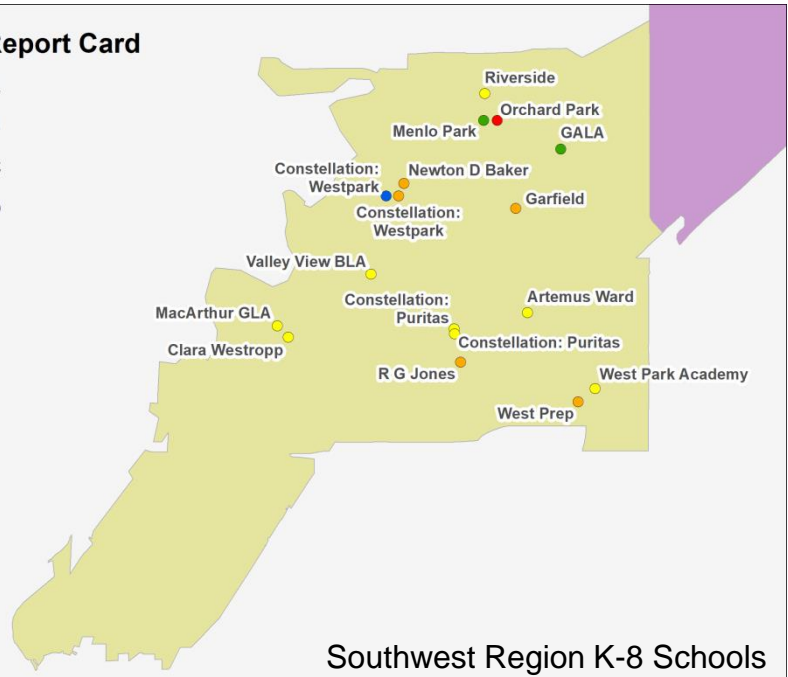
Douglas MacArthur has a C+ and we had the most growth in PI last year  
April 17, 2019

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?	 <b>Academic Quality</b>	<b>11% reduction</b> in students attending D or F-rated District K-8 schools
		 <b>Building Condition</b>	<b>20%-point increase in</b> 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?	 <b>Program Viability</b>	<b>18% increase</b> in average enrollment size of District K-8 schools
		 <b>Building Use</b>	<b>10% increase</b> in utilization of District K-8 buildings
		 <b>Resources required</b>	Estimated <b>\$44M in capital investments</b> (pending OFCC matching funds) Estimated <b>\$10.5M in potential operational savings</b>

# 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 25<sup>th</sup>  
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