# GO Team

## Business Meeting #2

Where we are – Where we're going



## Agenda

- I. Call to Order
- II. Roll Call; Establish Quorum
- **III.** Action Items (add items as needed)
  - a. Approval of Agenda
  - b. Approval of Previous Minutes
  - c. Approval of vacant Community Member Seat
  - d. Approval of vacant Swing Seat
  - e. Approval of vacant Student Seat

#### IV. Discussion Items

- a. Graduation Rate
- b. 2025-2030 Strategic Plan Development

#### V. Information Items

- a. Principal's Report
- b. APS Forward 2040 –Comprehensive Long-Range Facilities Plan Update
- **VI.** Announcements (add items as needed)
- VII. Adjournment





### **Action Items**

- 1. Approval of Agenda
- 2. Approval of Previous Minutes
- 3. Approval of vacant Community Member Seat
- 4. Approval of vacant Swing Seat
- 5. Approval of vacant Student Seat





#### **GRADUATION RATE**

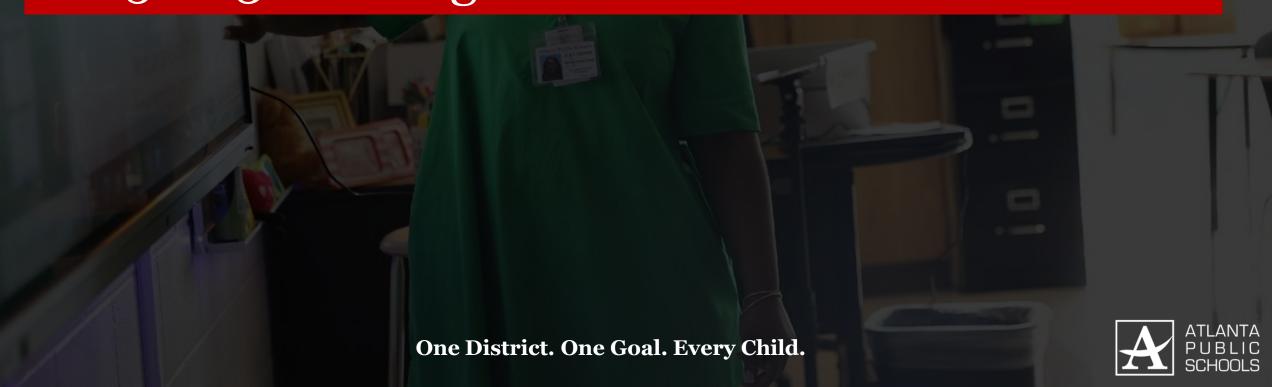
Before Presenting to your GO Team:
Insert School's 2025 Graduation Rate – use as many slides as necessary
Discuss the information with the GO Team during your meeting.



# 2025-2030 School Strategic Plan Development







# We are *Atlanta's* Public School System

To educate and empower Atlanta's students to shape the future

#### A COMMUNITY OF BELIEVERS GETTING BACK TO BASICS

#### **Our Strength is Our Team**

Atlanta's students will have effective and engaged teachers, leaders, and staff.

- Increase concentration of highly-effective teachers and leaders
- Prioritize engagement and retention for staff
- Grow and promote strong teachers, leaders, and staff

#### **Our Responsibility Is Shared**

Atlanta's students will have supportive families, communities, and partners.

- Build meaningful partnerships
- > Expand Atlanta Partners for Education (APFE) impact
- Increase access and engagement for families and communities

## Our System Is Efficient & Effective Atlanta's students will have the schools and resources they need to succeed.

- Maximize facility usage for the student and community good
- Leverage data to drive strategic financial investments
- Implement sustainability initiatives

# We Are Strengthening Our Instructional Core Atlanta's students will have high-quality instruction, materials, and targeted support.

- Implement high-quality, relevant, and engaging instructional materials and professional learning in all core content areas
- ➤ Target resources towards subgroups (eg. exceptional education, English learners, economically-disadvantaged)
- Accelerate early learning

#### We Are Caring For Every Child

Atlanta's students will have trusted, supportive adults meeting their unique needs.

- Expand strategies that reduce chronic absenteeism and disproportionate discipline
- Implement systematic culture and climate strategies
- Increase student access to trusted and reliable adults (eg. mentors, coaches, counselors)

#### We Are Sparking Student Curiosity

Atlanta's students will have access to explore and expand their passions and interests.

- > Promote robust arts, athletics, world language, and enrichment offerings
- Expand access to high-interest and workforce-ready offerings (e.g. career programs and pathways, advanced coursework)
- Explore specialized and innovative school models (eg. School of the Arts)



#### **Goals and Key Performance Indicators**



By 2030, we will increase the percentage of 3rd grade students scoring proficient or above in ELA (GA Milestones) by **20 percentage points.** 



By 2030, we will increase the percentage of 8th grade students scoring proficient or above in Math (GA Milestones) by 20 percentage points.



By 2030, we will increase the percentage of students meeting at least one CCRPI College and Career Readiness Indicator by **20 percentage** points.

Focus Area: We Are Caring For Every Child

Actual (2025)

Light pink: 2024

Target (2030)

	Absenteeism	
68.8%	% of students who are not chronically absent*	80%
	Sense of Belonging	
60%	% students who feel a sense of belonging*	75%
	Discipline: All Students	
89.6%	% of all students without suspensions (OSS) *	95%
	Discipline: Students with Disabilities	
	% of Students with Disabilities students without suspensions	
83.5%	(OSS)*	95%
	Discipline: Black Students	
86.4%	% of Black students without suspensions (OSS)*	95%
	Student-Staff Relationships	
	% of students feeling comfortable going to most or all of the	
<b>56%</b>	adults in the school for help*	75%
	Student Success Plans	
0%	% of students with individual success plans	90%
	School Climate	
19%	% of schools with 4 or 5 star climate rating*	50%

<sup>\*</sup> Includes Charter and Partner Schools







What is our purpose? What do we do?

What is our picture of the future?

What results do we want to satisfy our stakeholder needs?

What are the main focus areas ("Pillars of Excellence") of our WOrk?

What continuous improvement activities are needed to get results?

How will we evaluate performance to know if we are achieving the results we want?

What high-leverage strategies will lead to the desired results?

Who will do what by when?

We are educating and empowering Atlanta's students to shape the future.

- 1. Literacy
- 2. Numeracy
- 3. College & Career Readiness

We are Caring for Every Child (example)

Expand strategies that reduce chronic absenteeism (example)

% of students who are not chronically absent (example)

Implement Multi-Tiered Systems of Support (MTSS) (example)

Monthly, provide consistent communication with all families on the importance of attendance and supports available (example)



Management

### GO Team Focus (Governance)



Mission

**Vision** 

**Strategic Goals** 

**Focus Areas** 

**Objectives** 

What is our purpose? What do we do?

What is our picture of the future?

What results do we want to satisfy our stakeholder needs?

What are the main focus areas ("Pillars of Excellence") of our WOrk?

What continuous improvement activities are needed to get results?



### **School Strategic Planning Overview**

#### **Purpose**

To cascade the district strategic plan to the school level, while grounding our focus in the school's Continuous Improvement Plan. This will create alignment, reduce confusion, and simplify our efforts.

#### <u>Timeline</u>

Our school's 2030 Strategic Goals and Objectives should be **updated**, **approved and ranked by January 2026**. Schools will focus on the strategies as part of FY27 Budget and Continuous Improvement Plan processes.



#### Three Key Resources to Review



#### 2020-2025 School Strategic Plan

#### **2025-2026 Continuous Improvement Plan Goals**

**School Data Sheet** https://tinyurl.com/SchoolDataSheets

Mission: Our mission is to provide a comprehensive and rigorous curriculum that will prepare all students to be life-long learners and



Vision Frederick W. Benteen Elementary School is a school that provides a world class education that prepare students of today to be leaders of tomorrow

Students in grades 3-5 will increase the

level of Proficient and above students by at least 3 percent on the EOG ELA

Students in grades 3-5 will increase the level of Proficient and above students by at least 3 To further support whole child development the school will increase the integration of SEL strategies throughout the school day amongs and between school stakeholders inclusive of students, staff, parents, and community,

APS Strateaic Priorities &

Initiatives

2. 3. Increase implementation and intersection

of IB and DLI

1 Develop a culture with an emphasis on Social

School Strategic Priorities

1. Increase staff knowledge of math and ELA/reading best practices to impact student

2 Professionally develop the teaching staff by providing tailored, specific PD based on their collective and individual strengths and

1 Build capacity of staff around ELL learners and strategies and tenets of IB.

1 Build a school structure to provide

support and opportunities for staff

1: Dual Language Immersion Program as the approved instructiona model for ESOL students in grades K- 5 and provide opportunities and partnership with the EOSL/World Language Department for staff to

1A. Create instructional frameworks to guide math and ELA/Reading

Read Alouds in ELA classes.

1B. Strengthen language development with a literary focus on Interactive

1C. Reflect & Revise IB unit planners after implementation in grade PreK -

1: Increase the amount of time allocated in the master schedule for SEL

2: Develop master schedule where teachers have collaborative planning

opportunities to improve teacher efficiency in inquiry based instruction

1: Consolidate the lead team & pedagogical lead team into one governing body to streamline operation and structure for support

- By the end of the 2025 2026 school vear, Benteen will increase the CCRPI Attendance by at least 6.6% points from 83.4% to 90%.
- By the end of the 2025 2026 school years, Benteen will increase the percent of students scoring proficient and above on the GMAS assessments in math by 5%, from 35% to 40%. Benteen will decrease the percent of students scoring beginning on the GMAS assessment in math by 3%, from 38 to 35%
- By the end of the 2025 2026 school year, Benteen will increase the CCRPI Attendance by at least 6.6% points from 83.4% to 90%.

District Current 2030 Goal Change We Are Strengthening Kindergarten ELA 46.0% + 19.0 pp all ELA domains in Spring GKIDS 2.0 11.2% + 10.0 pp 21.2% above on End of Grade Milestones Exams Economically Disadvantaged stud., proficient and above on End of Grade Milestones Exa + 9.0 pp + 9.4 pp 75.0% We Are Caring For Discipline: Black Student % of Black students without suspensions (OSS) Student-Staff Relationship 43.6% + 21.4 pp We Are Sparking Student Curiosity Pathway Completion

Use the QR code to access all school data sheets



#### **School Strategic Planning Process**

- 1 Review Data
- 2 Align Mission/Vision/Purpose
- **2** Confirm 2030 Goals
  - Create CIP Goals to 2030
  - Identify Additional Goals
- 4 Identify 2025-2030 Strategic Objectives
  - Reflect on 2020-2025 Strategic Plan
  - Review and Discuss Additional
     Objectives Going Forward
- 5 Approve Your Strategic Plan & Rank Your Strategic Objectives for FY27

#### Sample GO Team Business Meeting Cadence

#### **Business Meeting 1:**

• Review Data (MAP, GMAS, Graduation Rate, CCRPI, etc.)

#### **Business Meeting 2:**

- Review Data (School KPIs)
- Align Mission/Vision/ Purpose
- Confirm 2030 Goals

#### **Business Meeting 3:**

Identify 2025-2030 Strategic Objectives

#### Business Meeting 4 (Budget Allocation):

• Confirm & Prioritize Your Strategic Plan



#### **Today's Focus:**

#### School Strategic Planning Process: Steps 1, 2, and 3

- 1 Review Data
- 2 Align Mission/Vision/Purpose
- **2** Confirm 2030 Goals
  - Create CIP Goals to 2030
  - Identify Additional Goals
- Identify 2025-2030 Strategic Objectives
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- Approve Your Strategic Plan & Rank Your Strategic Objectives for FY27

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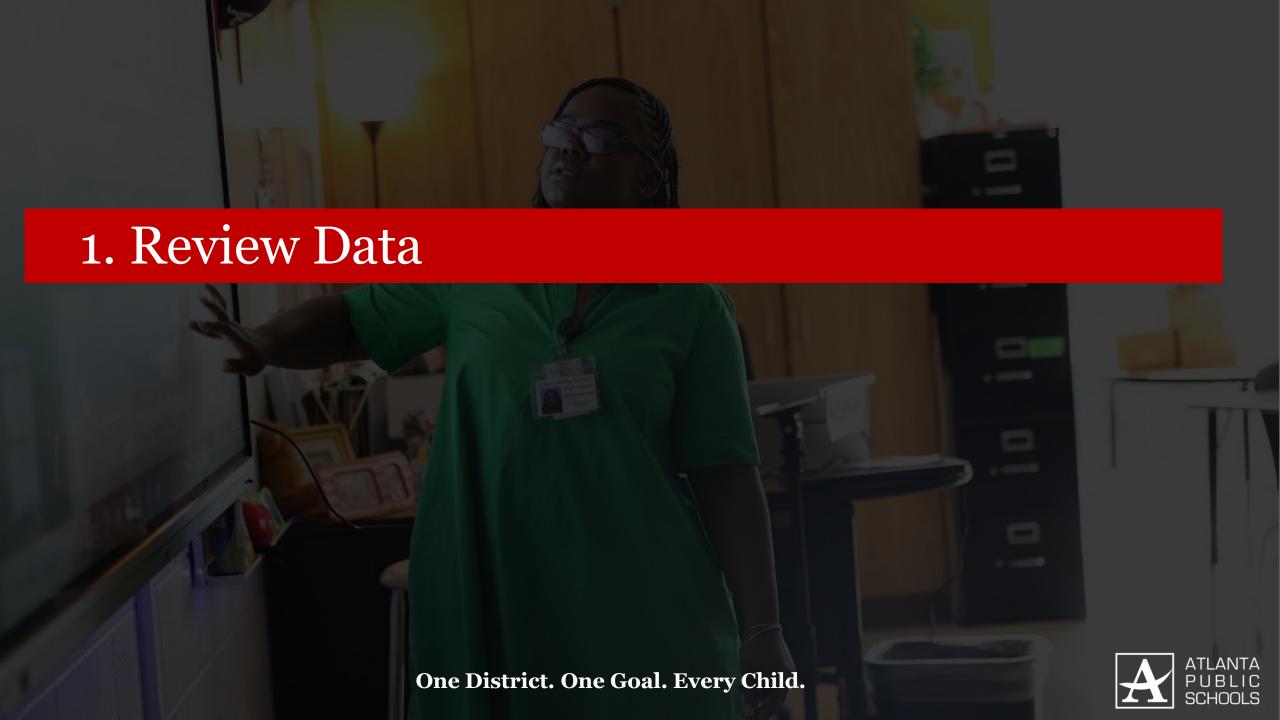
#### **Business Meeting 3:**

Identify 2025-2030 Strategic Objectives

#### **Business Meeting 4 (Budget Allocation):**

 Approve Your Strategic Plan & Rank Your Strategic Objectives for FY27





# Guiding Questions for the GO Team to Discuss:

- What do you notice?
- What are your wonderings?
- Are you on track?
- Are there specific sub-group performance gaps?
- Outside of the "Instructional Core," what could be a focus area?

#### KPI Summary South Atlanta High School



Focus Area	Category	Metric	Current KPI	2030 Goal Change	2030 Goal	Current District Performance	Goa
District Goals	College & Career Readiness*	% of students meeting at least one CCRPI College and Career Readiness Indicator	36.7%	+ 23.0 pp	59.7%	36.7%	
We Are Strengthening Our Instructional Core	English Learners	% of English Learners with a Typical or High ACCESS Student Growth Percentile	35.3%	+ 10.7 pp	46.0%	35.3%	
We Are Caring For Every Child	Attendance	% of students who are not chronically absent	44.4%	+ 15.0 pp	59.4%	44.4%	
	Discipline: All Students	% of students without suspensions	80.7%	+ 11.3 pp	92.0%	80.7%	
	Discipline: Black Students	% of Black students without suspensions (OSS)	79.3%	+ 12.8 pp	92.0%	79.3%	
	Discipline: Students with Disabilities	% of Students with Disabilities students without suspensions (OSS)	81.6%	+ 10.4 pp	92.0%	81.6%	
	Student-Staff Relationships	% of students feeling comfortable going to most or all of the adults in the school for help	31.3%	+ 24.7 pp	56.0%	31.3%	
	School Climate*	School climate star rating out of 5	2 *	+2*	4 *	2 *	
We Are Sparking Student Curiosity	Pathway Completion*	% of students who complete a pathway in CTAE, Fine Arts, Advanced Academics, or World Language	78.6%	+ 7.0 pp	85.6%	78.6%	
	Accelerated Enrollment*	% of students earning HS credit in AP, IB, or Dual Enrollment	35.7%	+ 7.0 pp	42.7%	35.7%	-11
	Post-Secondary Enrollment*	% of on-time graduating seniors who enrolled in a 2-year or 4-years institution the October following graduation	40.9%	+ 8.7 pp	49.6%	40.9%	
Our Strength is Our Team	Staff Engagement	% of engaged staff	49.3%	+ 14.2 pp	63.5%	49.3%	
	Teacher Experience	% of teachers with 3 or more years of experience	83.1%	+ 6.1 pp	89.2%	83.1%	
	Teacher Compensation	Average teacher salary	\$85,938	+ \$14,062	\$100,000	\$85,938	
Our Responsibility Is Shared	Family Engagement: Support Student Success	% of favorable responses to "Supporting Student Success" (Family Engagement Survey)	65.1%	+ 8.4 pp	73.5%	65.1%	
	Family Engagement: Parent Portal	% of Infinite Campus Parent Portal accounts	61.0%	+ 17.7 pp	78.7%	61.0%	
Our System Is	Safety Perception: Grades 6-12	% of students choosing very safe or extremely safe to location questions (MS/HS)	42.8%	+ 13.0 pp	55.8%	42.8%	
Efficient & Effective	Enrollment	School meeting K-12 Enrollment Minimums	942	+ 258 students	1200	942	

\* Data for 2025 has not been released, so 2024 data is being used

School > South Atlanta

Updated 9/26/2025



# We are *Atlanta's* Public School System

# To educate and empower Atlanta's students to shape the future

#### Note:

- Your GO Team will decide
  if they would like to update
  the school mission, vision,
  or purpose statements.
  Use this slide and a
  combination of the next 2
  slides to display your
  school's current mission
  and vision, and lead your
  team in the discussion.
- Potential Activity: Share the current school mission/vision. Ask GO Team members to hold up fingers to indicate their level of satisfaction with the current mission and vision (5=Love it, 0=Strongly Dislike). Proceed with the discussion based on the team's feedback.



#### South Atlanta High School (South Atlanta Cluster)

#### District Mission & Vision

With a caring culture of trust and collaboration, every student will graduate, ready for college and career

A high-performing school district where students love to learn, educators inspire, families engage and the community trusts the system



The South Atlanta Cluster will cultivate a universal culture of excellence through collaboration, academic achievement, personal responsibility, respect and a commitment to service.

Our vision is to be a high-performing cluster where every student graduates with college and career readiness

#### School Mission & Vision

Work daily to change the mindset of who we are and what we can be.

A school that builds future leaders who will one day have a lasting impact in their communities and ultimately change the world.



#### Signature Program: STEM (Science, Technology, Engineering and Mathematics)

#### **School Priorities**

- Establish foundational core content knowledge
- 2. Provide remediation and acceleration as indicated by data
- Implement Science, Technology, Engineering, and Math (STEM) program model
- 4. Prepare all students to have essential life skills
- Enhance college and career awareness and preparedness
- Improve the recruitment and retention of high-quality teachers
- 7. Build Teacher Capacity
- 8. Expand school leadership development opportunities
- Build systems and resources to support the School Strategic Plan
- 10. Identify and address the root causes to promote social and academic growth
- 11. Inform and engage the school community
  - 12. Develop a positive, informed and engaged school culture

#### School Strategies

口

- 1A. Use the district Unit's of study with fidelity & as an alignment tool for the expected level of rigor
- 1B. Ensure appropriate content-specific "Look-fors" are present in each classroom
- 1C. Ensure the standards-based learning environment to provide all students equal access to content
- 1D. Utilize an increase in technology on a daily basis
- 1E. Ensure students complete learning contracts
- 2A. Provide double-doses of math
- 2B. Provide ELA support by implementing target reading programs
- 2C. Offer after-school tutorial and mentors
- 2D. Provide an alternate bell schedule to offer remediation
- 3A. Implement STEM instruction and content
- 3B. Implement integrated, project- and problem-based learning projects
- 3C. Implement rigorous and real-world inter-disciplinary projects and units
- 3D. Integrate technology throughout the curriculum
- 4A. Implement Social and Emotional Learning (SEL)
- 4B. Increase the communication skills of all students
- 5A. Partnered with organization to provide ACT and SAT preparation
- 5B. Provide a credit recovery program
- 5C. Offer career pathways
- 6A. Improve the retention of high-quality teachers
- 7A. Provide targeted professional learning opportunities to improve the quality of instruction
- 7B. Implement intentional vertical and horizontal alignment and collaboration
- 7C. Implement on-going STEM specific professional learning opportunities
- 8A. Ensure consistent and ongoing feedback as part of the performance management process
- 8B. Identify and develop future school leaders through growth opportunities
- 9A. Develop relevant business and education partnerships and establish various effective strategies to enhance communication
- 9B. Ensure the necessary technology infrastructure and equipment is available in all schools
- 9C. Ensure the necessary resources to support STEM curriculum
- 9D. Ensure the required facilities, transportation, scheduling, and staffing allocations
- 10A. Analyze data to inform instruction
- 10B. Hold consistent PLC meetings to focus on student success
- 11A. Build community awareness, knowledge, and support for STEM
- 11B. Implement Adult Education opportunities
- 11C. Offer monthly parent workshops and curriculum nights
- 11D. Train staff on how to reach out to stakeholders
- 12A. Implement SEL for school staffs & parents
- 12B. Increase effective internal communications
- 12C. Build a strengths-based school community
- 12D. Implement attendance strategies



- Increase the number of students in the Developing and Proficient categories on the Milestone in Algebra, Biology, U.S. History, and, American Lit
- Increase Attendance Rate
- Decrease Suspension Rate





Talent

Management

Academic

Program



## Mission and Vision Alignment:

We are *Atlanta's* Public School System

To educate and empower Atlanta's students to shape the future

Guiding Question: Does our current school mission and vision align with these statements?

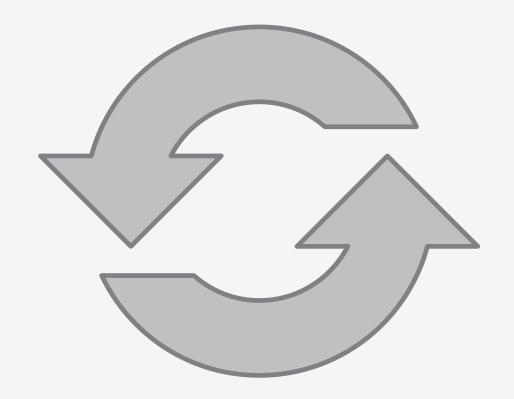
Vision: A school that builds future leaders who will one day have a lasting impact in their communities and ultimately change the world

Mission: Work daily to change the mindset of who we are and what we can be



### **Proposed Updates to School Mission and Vision:**

Enter proposed changes to the school mission and vision here based on the GO Team's discussion.







- Extend your Continuous Improvement Plan Goals to 2030
- Identify if there are any additional goals for the strategic plan beyond those identified. If so, capture them (no more than 1-2 additional goals)



#### **Continuous Improvement Goals**

By May 2026, South Atlanta High School will increase its CCRPI attendance rate from 42.1% (SY 24-25) to 49.1% (SY 25-26) by implementing and promoting daily attendance incentives to encourage consistent student attendance. By May 2026, the percentage of students scoring Developing or above on the Spring 2026 Literature and Composition II End-of-Course (EOC) assessment will increase from 41% to 46% overall. Within this group percentage of (EE) scoring Developing or above will increase from 20% to 25%

By May 2026, the percentage of all students scoring Developing or above on the Spring 2026 Algebra I: Concepts and Connections End-of-Course (EOC) assessment will increase from 47% to 52%. Within this group, the percentage of Exceptional Education (EE) scoring Developing or above will increase from 30% to 35%

By May 2026, South Atlanta High School will increase the graduation rate from 89% (as of August 2025) to 91%, ensuring more students meet all graduation requirements on time. By the end of the 2025–2026 school year, 57% of South Atlanta High School Cohort 2026 students will achieve at least one College and Career Readiness Indicator (CCRPI) as defined by the Georgia Department of Education.

By May 2030, South Atlanta High School will increase its CCRPI attendance rate from 42.1% (SY 24-25) to XX.XX% by implementing and promoting daily attendance incentives to encourage consistent student attendance.

By May 2030, the percentage of students scoring Developing or above on the Spring 2030 Literature and Composition II End-of-Course (EOC) assessment will increase from 41% to XX% overall. Within this group percentage of (EE) scoring Developing or above will increase from 20% to 25%

By May 2026, the percentage of all students scoring Developing or above on the Spring 2030 Algebra I: Concepts and Connections End-of-Course (EOC) assessment will increase from 47% to XX% Within this group, the percentage of Exceptional Education (EE) scoring Developing or above will increase from 30% to 35%

By May 2030, South Atlanta High School will increase the graduation rate from 89% (as of August 2025) to XX%, ensuring more students meet all graduation requirements on time.

By 2030, XX% of South Atlanta High School Cohort 2030 students will achieve at least one College and Career Readiness Indicator (CCRPI) as defined by the Georgia Department of Education.

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Guiding Question: After reviewing our current Strategic Plan and school KPIs, are there any additional goals we would like to include with our 2030 CIP Goals for the 2025-2030 Strategic Plan? (No more than 1-2 additional goals)

Enter any proposed additional goals for the strategic plan that the team identifies here.



Strategic planning will help you fully uncover your available options, set priorities for them, and define the methods to achieve them.

Robert J. Mckain

# Questions?





Add slides as necessary to cover any discussion items important to you or your GO Team.





#### **SCHOOL UPDATES**

**Before Presenting to your GO Team:** Insert as many slides as necessary to highlight items pertinent to your school and community as part of the principal report; or just use this time to speak to items specific for your stakeholders





#### APS Forward 2040: Reshaping the Future of Education

#### **Taskforce Meetings**

May 8, 2025 - <u>Presentation</u> August 5, 2025 - <u>Presentation</u>

#### **Upcoming Public Meetings**

- October 20
- November 10

Virtual – at Noon

**In-person** at 6PM at CLL (130 Trinity Ave)



# Comprehensive Long-Range Facilities Plan

atlantapublicschools.us/APS2040



#### <u>Carver HS – Primary Scenario</u>

#### **ESPLOST DEPENDENT**

Re-Imagine Carver High School – District-wide School of the Arts (6-12) & Early College HS (9-12)

Programs

Carver Early College Facility converts to 6<sup>th</sup>-12<sup>th</sup> grade District-wide School of the Arts & Early College HS (SPLOST Dependent)

- Preference will be given to students in the current Carver zone
  - Probable phase-in by grade

Upon end of STEAM PBSA agreement - School of Arts & Early College expands to entire Carver campus

Explore locations for centralizing BEST/CSK with repurpose of facility in Carver/Washington/Jackson Clusters



Carver HS Facility Converted to Atlanta School of the Arts at Carver High & Early College HS

Condition & Program Renovations

Potential relief for Jackson and Midtown Clusters

Sylvan MS converted to an elementary school for Finch and Perkerson ES

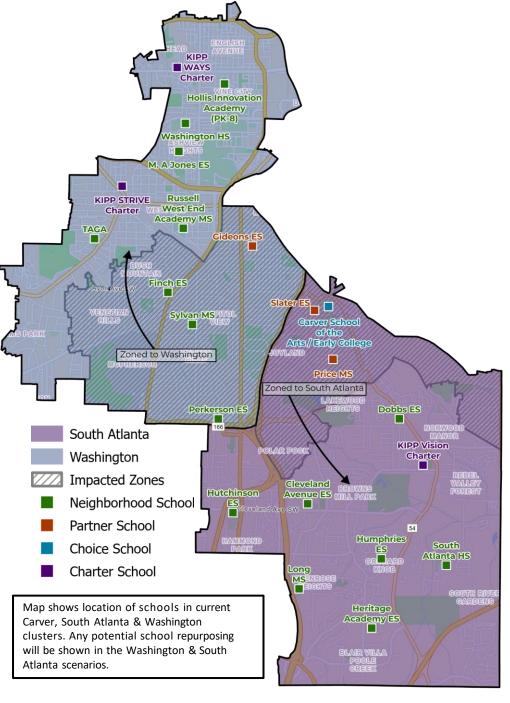


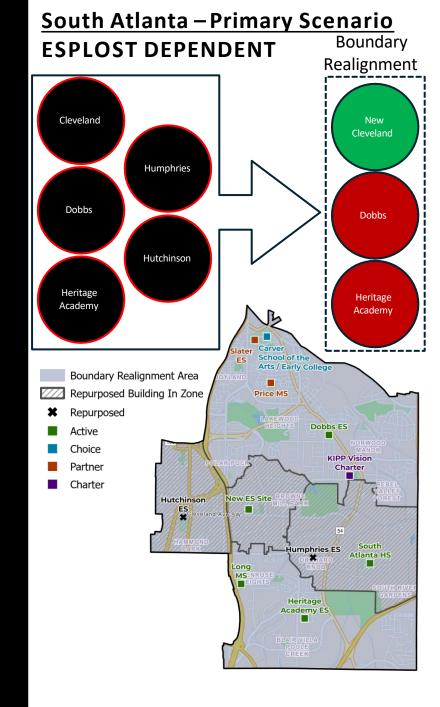
Carver HS attendance areas moved to South Atlanta and Washington Clusters

Finch, Gideons, & Perkerson Elementary schools rezoned to the Washington Cluster.

Finch & Perkerson ES combined at converted Sylvan MS Sylvan MS students move to Russell West End MS in Washington Cluster

Slater ES & Price MS rezoned to South Atlanta Cluster Increases enrollment potential for clusters





School(s)	Proposed Action	Resulting Capacity	2025-2026 Enrollment	2029-2030 Projected Live-In
Cleveland ES	Replace Cleveland ES on-site.	700 - 900	224	
Dobbs ES	Repurpose Humphries ES and	725	312	
Heritage Academy ES	Hutchinson ES. Elementary boundary realignment within the cluster.	675	332	
Humphries ES	realignment within the cluster.	0	272	2175
Hutchinson ES	Slater ES moves from Carver to South Atlanta Cluster.	0	243	
Slater ES		675	450	
Total		2775 - 2995	1833	
Long MS	Accept HS students from Slater ES zone moving to South Atlanta Cluster	1000	601	883
Price MS		775	226	246
		I	1	I

Facility

South Atlanta HS

New Elementary School at existing Cleveland site Facility Improvements to Dobbs & Heritage Academy (ESPLOST Dependent)

1625

930

1494

聞 Boundary

Slater ES & Price MS moves from Carver to South Atlanta Cluster Elementary boundary realignment within the cluster

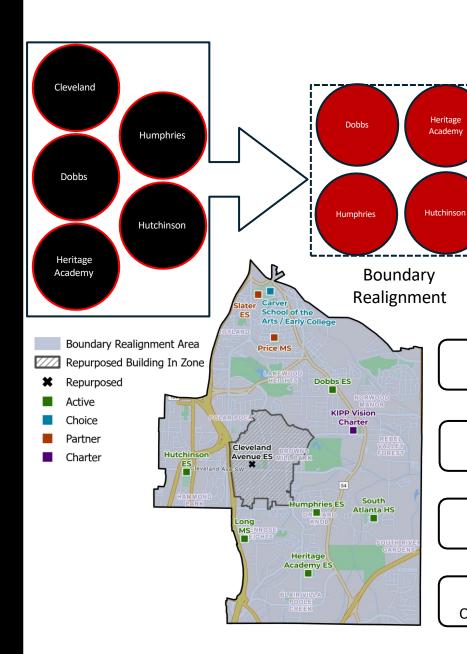


Humphries ES & Hutchinson ES - TBD



Reduction of 2 ES Facilities: @ \$3m-\$4m annually

#### South Atlanta – Secondary Scenario



School(s)	Proposed Action	Resulting Capacity	2025-2026 Enrollment	2029-2030 Projected Live-In
Dobbs ES	Denougase Clausland EC Flamoutons	725	312	
Heritage Academy ES	Repurpose Cleveland ES. Elementary	675	332	
Cleveland ES	boundary realignment within the cluster.	0	224	
Humphries ES	Clate 55 and a few Control of the	450	272	2175
Hutchinson ES	Slater ES moves from Carver to South	575	243	
Slater ES	Atlanta Cluster.	675	450	
Total		3100	1833	
			1	

Long MS		1000	601	883
Price MS	Accept HS students from Slater ES zone moving to South Atlanta Cluster	775	226	246
South Atlanta HS	<b>3</b>	1625	930	1494

Facility

Repurpose Cleveland ES

Facility Improvements to Dobbs & Heritage Academy (ESPLOST Dependent)

∭ Boundary Slater ES & Price MS moves from Carver Cluster to South Atlanta Cluster Elementary boundary realignment within the cluster



Cleveland ES - TBD

Operational Savings

Reduction of 1 ES Facility: @ \$1.5m-\$2m annually

# Questions?





# Thank you



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