

Budget

Cleveland Municipal (043786) - Cuyahoga County - 2014 - Straight A Fund - Rev 0 - Straight A Fund - Application Number (210)

U.S.A.S. Fund #:
 Plus/Minus Sheet ([opens new window](#))

Purpose Code	Object Code	Salaries 100	Retirement Fringe Benefits 200	Purchased Services 400	Supplies 500	Capital Outlay 600	Other 800	Total
Instruction		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Support Services		0.00	0.00	0.00	0.00	5,000,000.00	0.00	5,000,000.00
Governance/Admin		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Prof Development		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Family/Community		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Safety		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facilities		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transportation		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total		0.00	0.00	0.00	0.00	5,000,000.00	0.00	5,000,000.00
Adjusted Allocation								0.00
Remaining								-5,000,000.00

Application

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Applicants shall respond to the prompts or questions in the areas listed below in a narrative form.

A) APPLICANT INFORMATION - General Information, Experience and Capacity

1. Project Title: Getting to school on-time all the time

2. Executive summary: Provide an executive summary of your project proposal and which goal(s) in question 9 you seek to achieve. Please limit your responses to no more than three sentences.
The Cleveland Metropolitan School District (CMSD) will increase student achievement and maximize spending reductions in the five-year fiscal forecast with a critical investment in energy efficient school buses. This investment will eliminate and reduce a key institutional challenge which adversely impacts student attendance, plus allows us to allocate increased resources into the classroom.

8520 3. Total Students Impacted:

4. Lead applicant primary contact: - Provide the following information:

First Name, last Name of contact for lead applicant: Eric Gordon
Organizational name of lead applicant: Cleveland Metropolitan School District
Unique Identifier (IRN/Fed Tax ID): 043786
Address of lead applicant: 1111 Superior Avenue Cleveland, Ohio 44114
Phone Number of lead applicant: 216-838-0020
Email Address of lead applicant: eric.gordon@clevelandmetroschools.org

5. Secondary applicant contact: - Provide the following information, if applicable:

First Name, last Name of contact for secondary applicant: Nicholas Jackson
Organizational name of secondary applicant: Cleveland Metropolitan School District
Unique Identifier (IRN/Fed Tax ID): 043786
Address of secondary applicant: 1111 Superior Avenue Cleveland, Ohio 44114
Phone number of secondary applicant: 216-838-0122
Email address of secondary applicant: nicholas.jackson@clevelandmetroschools.org

6. List all other participating entities by name: Provide the following information for each additional participating entity, if applicable: Mention First Name, Last Name, Organizational Name, Unique Identifier (IRN/Fed Tax ID), Address, Phone Number, Email Address of Contact for All Secondary Applicants in the box below.

NA

7. Partnership and consortia agreements and letters of support: - (Click on the link below to upload necessary documents).

* Letters of support are for districts in academic or fiscal distress only. If school or district is in academic or fiscal distress and has a commission assigned, please include a resolution from the commission in support of the project.

* If a partnership or consortium will be established, please include the signed Straight A Description of Nature of Partnership or Description of Nature of Consortium Agreement.

[UploadGrantApplicationAttachment.aspx](#)

8. Please provide a brief description of the team or individuals responsible for the implementation of this project including relevant experience in other innovative projects. You should also include descriptions and experiences of partnering entities.

Nick Jackson is the lead for this project. He is Deputy Chief of Transportation and Facilities. Christine Fowler-Mack is Chief of Portfolio Schools, and manages the district's effort to have high quality schools of choice. Ann Carlson is the Director of Transportation, and has over 30 years' experience in the transportation industry. Mike Bower is the Fleet Maintenance Manager for the district, and has been the acting Clean Air Project Manager. Mike has extensive grant project experience, having worked with Clean School Bus USA, Clean Buses for Kids, and Cleveland Clean Air Century Campaign. Dennis Kubick is the Deputy Chief Financial Officer and Controller, who develops our 5-year forecast and monitors spending across the district. For the purposes of accountability the aforementioned individuals will come together as a cross-functional team- leveraging staff in finance, operations, and our portfolio office.

B) PROJECT DESCRIPTION - Overall description of project and alignment with Outcomes

9. Which of the stated Straight A Fund goals does the proposal aim to achieve? - (Check all that apply)

- Student achievement
- Spending reductions in the five-year fiscal forecast
- Utilization of a greater share of resources in the classroom

10. Which of the following best describes the proposed project? - (Select one:)

- New - never before implemented
- Existing and researched-based - never implemented in your district or community school but proven successful in other educational environments
- Mixed Concept - incorporates new and existing elements
- Enhancing/Scale Up - elevating or expanding an effective program that is already implemented in your district, school, or consortia partnership

11. Describe the innovative project.

The problem is an old fleet of buses which are constantly breaking down and requiring extensive repairs. CMSD currently operates 297 buses that suffer from frequent breakdowns, even in-route to school, causing students to be tardy to their first classes of the day. The total repair/maintenance cost of the district fleet district in 2013 was \$3,650,000. The 66 buses that the Straight A Fund support would replace are the buses that are in most dire need of repair and the most costly. We are wasting too many financial resources fixing broken buses, resources that would be put to better use in the classroom. Worse, however, is that many students are arriving tardy to school, due to no fault of their own. Tardiness adversely impacts academic achievement. Thus, our old fleet of buses is wasting money and students' time. CMSD, due to its scale, has one of the largest public school transportation operations in Ohio. Transportation is expensive, but more so for CMSD due to the scale. CMSD does not have the financial resources to invest in new buses, so relies on lower cost maintenance efforts to keep the buses running. However, in the long run, this is not cost effective. Thus, the Straight A Grant presents a unique opportunity to make the large investment in transportation that an operation of our size requires, which will result in long-term savings. With this project, CMSD will make a large-scale investment in the purchasing of energy efficient school buses, which will ultimately result in increased academic achievement and substantial cost savings redirected towards the classroom.

12. Describe how it will meet the goal(s) selected above. - If school/district receives school improvement funds/support, include a brief explanation of how this project will advance the improvement plan.

Are children coming to school ready to learn? This question is critical to academic achievement, for it contains two key questions impacting education. Are children coming to school? Are they ready to learn? Both of these questions are profoundly impacted by school transportation. When our buses break down, it negatively impacts children coming to school, and their readiness to learn. Students are tardy or absent for many reasons, and while CMSD works with the families and community to address this, we also have to acknowledge how our aged bus fleet is adding to this problem. When our buses break down, we are causing the tardiness which means time off-task, plus we are disrupting the hallways and classrooms by bringing many students to school late. To combat this challenge of tardiness, we have launched the Target 11 Attendance Initiative, where the district is being supported by community partners, like the Literacy Cooperative to encourage families to get their students to school on time. At the same time, the district is encouraging teachers to maximize academic time. Passing time, lunch time and other maintenance time needs to be minimized to maximize the percent of the school day available for instruction. Teachers can't satisfy this standard if they are planning collaborative learning and students do not arrive on time, to no fault of their own. If parents and caregivers are working to get their students to the bus stops on time, the District must play its part and make the proper investment in safe and efficient means of transportation. Transportation is also critical for the success of another element of the Cleveland Plan, II-A-3A, which focuses on conditions for learning. A bus breakdown decreases the students' readiness to learn. Cleveland is one of the poorest big cities in America, with our school having 100% free/reduced lunch. What this really means is that many of our students rely on CMSD for two of their daily meals. Breakfast is a crucial part of every child's day. It affects everything from

memory to creativity in the classroom. Children who go hungry are more inclined to become distracted from learning at school, or give up more easily when faced with challenges. Healthy, well-rounded breakfasts are best for a child's maximum performance level. Unfortunately, for many of our students, when the bus breaks down, they have no breakfast, are hungry, and are not ready to learn. Another key initiative of the Cleveland Plan is the development of the Wrap-Around school model, whereby we extend the school day with comprehensive enrichment and academic supports for students. We encourage our students to participate in this, and would like to be able to extend transportation for these extended days, but are not sure our old fleet will allow this. Our students and parents need to know that the students have safe and reliable transportation if the children are to stay late. This is a direct academic impact as well as supporting II-A-4a of the public implementation (see www.clevelandmetroschools.org for full plan) which targets improving our "customer satisfaction", in other words, ensuring that families have a good experience with Cleveland Schools, including reliable transportation especially for our K-8 and Special Education students. Thus, one can easily see how transportation is directly connected to students coming to school ready to learn. Five-Year Financial Forecast Savings would be found in a reduction in repairs as well as fuel cost. Our current buses can make 4 miles per gallon. New, more fuel efficient buses can get 5 miles per gallon. The fuel cost savings adds up to an annual savings of \$68,640 per year. Purchasing 66 new buses for the district will significantly reduce the overall maintenance budget. The expected savings is \$794,540.00.

C) SUSTAINABILITY - Planning for ongoing funding of the project, cost breakdown

13. Financial Documentation - All applicants must enter or upload the following supporting information. Responses should refer to specific information in the financial documents when applicable:

a. Enter a project budget

b. Upload the Straight A Financial Impact Template forecasting the expected changes to the five-year forecast resulting from implementation of this project. If applying as a consortia or partnership, please include the five-year forecasts of each school district, community school or STEM school member for review.

c. If subsection (b) is not applicable, please explain why, in addition to how the project will demonstrate sustainability and impact.

NA

14. What is the total cost for implementing the innovative project?

5,000,000.00 * Total project cost

* Provide a brief narrative explanation of the overall budget. The narrative should include the source and amount of other funds that may be used to support this concept (e.g., Title I funding, RttT money, local funding, foundation support, etc.), and provide details on the cost of items included in the budget (i.e. staff counts and salary/benefits, equipment to be purchased and cost, etc.).

The overall budget for the purchase of 66 new buses is \$5,000,000. These funds will come directly from the Straight A Fund Grant.

15. What **new/recurring costs** of your innovative project will continue once the grant has expired? If there are no new/recurring costs, please explain why.

132,000.00 * Specific amount of new/recurring cost (annual cost after project is implemented)

* Narrative explanation/rationale: Provide details on the cost of items included in the budget (i.e. staff counts and salary/benefits, equipment to be purchased and cost, etc.). If there are no new/recurring costs, please explain why.

Although the new buses will come with a warranty, the new buses will require routine maintenance. The cost of routine maintenance on the 66 new buses will be \$132,000, annually. The cost of repairs and maintenance on the 66 new buses will be \$2,792,000, annually. This cost is \$858,000 less than the district is currently paying for repairs and maintenance on the equivalent 66 buses.

16. Are there **expected savings** that may result from the implementation of the innovative project?

794,640.00 * Specific amount of expected savings (annual)

* Narrative explanation/rationale: Provide details on the anticipated savings (i.e. staff counts and salary/benefits, equipment to be purchased and cost, etc.).

The repair/maintenance budget and the fuel budget will be reduced significantly by the purchase of additional buses. The repair budget will be reduced by \$794,640,000 per year in FY15 - FY19 (66 * \$13,000) and \$214,500 in FY14. The fuel budget will be reduced by \$68,640 per year in FY15- FY19 and \$17,160 in FY14 since these new buses will get an additional 1 mile per gallon. FY15 includes savings that will occur in FY14 and FY15. The 66 buses will incur on-going costs of \$132,000 per year beginning in FY15 for routine maintenance items not covered by the warranty. Savings: Current cost to maintain 66 buses is \$858,000 per year Estimated savings fuel efficient buses - \$68,640 per year New Cost: Estimated routine maintenance on 66 new buses - \$132,000 Net savings is \$794,640 per year. Notes: Currently it costs the district an average of \$13,000 to maintain each bus in the fleet. The district is estimating that they save .5 miles per gallon on the new buses.

17. Provide a brief explanation of how the project is self-sustaining. If there are ongoing costs associated with the project after the term of the grant, this explanation should provide details on the cost reductions that will be made that are at least equal to the amount of new/recurring costs detailed above. If there are no new/recurring costs, explain in detail how this project will sustain itself beyond the life of the grant.

The project is self-sustaining because the 66 new buses will be under warranty for the duration of the 5-year forecast. Other repairs that are not covered under the warranty (\$132,000 per year) are costs the District has already budgeted for. The reduction in maintenance costs, \$858,000/year, as well as the reduction in fuel costs (\$68,640) will allow the district to allocate more resources to our classrooms. These savings will positively impact the General Fund.

D) IMPLEMENTATION - Timeline, communication and contingency planning

18. Fill in the appropriate dates and an explanation of the timeline for the successful implementation of this project. In each explanation, be sure to briefly describe the largest barriers that could derail your concept or timeline for implementation and your plan to proactively mitigate such barriers. In addition, the narrative should list the stakeholders that will be engaged during that stage of the project and describe the communication that occurred as the application was developed.

Describe the ongoing communication plan with the stakeholders as the project is implemented. (Stakeholders can include parents, community leaders, foundation support and businesses, as well as educational personnel in the affected entities.)

* Proposal Timeline Dates

Plan (MM/DD/YYYY): 10/01/2013

* Narrative explanation

After the urgent need for new buses was realized, the District released an RFP to bus manufacturers that could produce a new fleet of buses. A decision will be made as to who the District will contract with to purchase buses by December 17th, in order for the CMSD Board of Education to approve.

Implement (MM/DD/YYYY): 01/01/2014

* Narrative explanation

The district will issue a purchase order for the bus manufacturer who the District determines will supply the 66 new buses.

Summative evaluation (MM/DD/YYYY): 05/01/2014

* Narrative explanation

The buses will be delivered by this date so that the buses will be ready to use and roll out for the 2014-2015 school year.

19. Describe the expected changes to the instructional and/or organizational practices in your institution.

The expected changes to the instructional and/or organizational practices include: better opportunities for teachers to plan collaborative and group learning (given than students will be in class on time), better customer satisfaction of parents who will not need to report issues around tardiness as a result of unreliable buses, and better attention from students because they will have started their day with a full breakfast. This will significantly impact instructional time in the classrooms and does not interfere with student/teacher schedule. All of these levers around instructional/organizational practices contribute to our districts effort to have high quality schools of choice in our neighborhoods, affirmed by parent satisfaction with their experience working in the district and their student's improved academic achievement.

E) SUBSTANTIAL IMPACT AND LASTING VALUE - Impact, evaluation and replication

20. Describe the rationale, research or past success that supports the innovative project and its impact on student achievement, spending reduction in the five-year fiscal forecast or utilization of a greater share of resources in the classroom.

In a 2008 report on student achievement, it was stated that, "Too many absences in kindergarten pull down achievement in first grade; for low-income students who don't have the resources to make up for time on task, the effects of these early absences appear to be long lasting." CMSD created the Target 11 Attendance Initiative in the effort to help parents/guardians monitor and support their child's school attendance. Per state requirement, all schools must have an attendance average of 93%. In an additional effort to support Target 11 and ensure that students are on-time for school, CMSD is lowering transportation risks by purchasing new buses. The impact of less reliable buses also means that many students miss our breakfast program. Studies show that breakfast is paramount to the academic

success of students. A review of studies on this very issue by J.M. Murphy (Current Nutrition & Food Science, 2007, 3, 3-36) show that in a low income sample from the U.S. there were reported significantly higher scores on the Comprehensive Test of Basic Skills (CTBS), a standardized academic achievement test, in three schools in Lawrence, Massachusetts that had adopted a universal free approach to school breakfast. In regards to the execution of the Cleveland Plan, the Triad Research Group produced a 3rd party study for Cleveland Schools in 2012, surveying parents and children attending both Cleveland district and charter schools. One of the questions focused on the reliability of transportation to and from school. Over 50% of the parents surveyed said that reliable transportation was "very important to them". 75% of parents who have students attending a D or F rated district school said that reliable transportation was "very important to them". Tied to that, of the total parent respondents for both district and charter schools, where there were 10 options on why you would choose to send your child to a school close to home, 23% said that their reasoning had to do with schools close to their homes. That is almost a quarter of parents who could have chosen 9 other possible reasons for attending a school (ie: better school rating, relationship with principal, etc...). By having reliable transportation in our district, we are meeting a direct need that our families say they want. Reducing the Five-Year Fiscal Forecast In 2013, the district spent \$3,650,000 on repair and maintenance costs for buses. The district will also reduce their five-year fiscal forecast by replacing older, less efficient buses with new buses. The maintenance costs will be reduced to \$2,924,000, which is a difference of \$726,000/year. The reduction in maintenance costs will allow the district to allocate funds elsewhere. The district will also save \$68,640 per year on fuel since these buses will be more fuel efficient.

21. Is this project able to be replicated in other districts in Ohio?

Yes

No

22. If so, how?

In order to reach a 93% attendance rate in schools, all transportation must be functioning properly for students to get to school on time. This project could be replicated in all districts throughout Ohio, specifically schools that would benefit from reduced maintenance costs for transportation. This project would also benefit those schools that have a high student tardiness rate due to bus breakdowns.

23. Describe the substantial value and lasting impact that the project hopes to achieve.

The project will lower the maintenance costs of transportation, allowing an addition \$858,000.00/year to be saved and allocated to classroom resources. The lasting impact is both financial and educational. Financially, these maintenance savings will continue to be produced through newer, more efficient busing. Educationally, students will safely be transported to school, on time, and ultimately help the district achieve the 93% attendance goal.

24. What are the specific benchmarks related to the fund goals identified in question 9 that the project aims to achieve in five years? Include any other anticipated outcomes of the project that you hope to achieve that may not be easily benchmarked.

Student Achievement By providing newer, more efficient busing, the district hopes to lower student tardiness, allowing more time for classroom instruction and less time for interruptions. This will aid in the district meeting the 93% attendance goal. Over the next five years, the reduction in student absences and tardiness will result in higher test scores and student achievement. In addition, customer satisfaction and conditions for learning (elements of the Cleveland Plan) should also improve as a result of more reliable transportation. This is not easily benchmarked, but, we would hope that the number of complaints by parents and caregivers about why students didn't arrive on time as a result of bus breakdowns should go down and those same students should be arriving in time for the district breakfast program, therefore, increasing their readiness to learn. Five Year Financial Forecast The reduction in maintenance is projected to continue throughout the next five years. The district will save, over the next five years, approximately \$4,204,860. The monies saved will be allocated to resources, specifically technology, for classrooms.

25. Describe the plan to evaluate the impact of the concept, strategy or approaches used.

* Include the method by which progress toward short- and long-term objectives will be measured. (This section should include the types of data to be collected, the formative outputs and outcomes and the systems in place to track the program's progress).

* Include the method, process and/or procedure by which the program will modify or change the program plan if measured progress is insufficient to meet program objectives.

The district will measure student achievement, specifically in conjunction with the Target 11 Attendance Initiative, by continuing to track student attendance. The district will compare attendance numbers of whole group and specific students to the previous year. Should the district not see progress in attendance numbers, they will reevaluate the program and introduce additional incentives for students to come to school on time. The district will fold transportation into our metric work. Each week, the Senior Leadership of the district meets for a half-day to go over cross-function metrics that impact student achievement. The district can ensure that accountability for efficient and reliable transportation is understood and enforced through transparency. Included in the metric work will be an analysis of the financial impacts of new and cost efficient buses. There should be a reduction on the five-year fiscal forecast by purchasing new buses guarantees lower maintenance costs. Additional funds that would normally go toward maintaining buses, but will now go toward student achievement and classroom resources. This progress can be measured by showing how funds are being re-allocated to the classroom, receiving reports from our family services center about any complaints regarding transportation, and engaging with our Family and Community Engagement Office about how we can improve our yellow-bus service. Should the goals not be met, the district will reevaluate the system in which they are purchasing resources and modify their initial plan to ensure that classroom resource needs are met.

By virtue of applying for the Straight A Fund, all applicants agree to participate in the overall evaluation of the Straight A Fund for the duration of the evaluation timeframe. The Governing Board of the Straight A Fund reserves the right to conduct evaluation of the plan and request additional information in the form of data, surveys, interviews, focus groups, and any other related data to the legislature, governor, and other interested parties for an overall evaluation of the Straight A Fund.

PROGRAM ASSURANCES: I agree, on behalf of this applicant agency and/or all identified partners to abide by all assurances outlined in the Assurance section of the CCIP. In the box below, enter "I Accept" and indicate your name, title, agency/organization and today's date.

"I accept" Diana Ehler Deputy Chief of Academic Resources/State and Federal Programs Cleveland Metropolitan School District 10/25/2013