

2017-18

Application Kit for Charter Schools

Cleveland Metropolitan School District

1111 Superior Avenue Cleveland, Ohio 44114

Application issued: June 2017

Intent to Apply Due: August 1, 2017

Application Due: September 15, 2017

Interviews: October 2 – 31, 2017

Decisions Made: November 2017



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Request for Proposals (RFP) for 2017-18

For the 2017-18 application cycle, the Cleveland Metropolitan School District (CMSD) is accepting applications for new charter school models, replication of existing charter school models, and requests to change sponsors. This single Application Kit is meant to ease applicant confusion. Please refer to page nine for a table that assists which sections refer to your type of application. CMSD also suggests reading each section carefully to determine if the question is relevant to your application intent.

Important Notice to Applicants

Please note that recent changes in Ohio law may impact whether CMSD can sponsor new or additional schools. All sponsors in Ohio are evaluated annually by the Ohio Department of Education through a sponsor performance review. The results of the review must be published between October 1 and October 15 of each year. Sponsors that are rated ineffective are prohibited from sponsoring new or additional schools during the time the sponsor is rated ineffective. CMSD’s current rating is ineffective based on the results published on October 15, 2016. While CMSD fully intends to improve its next rating and become eligible once more to sponsor new schools, and on the basis of that determination is issuing this RFP, prospective applicants are advised of the uncertainty of the current situation.

Intent to Apply (Due August 1, 2017)

To help CMSD prepare for the application cycle, and to ensure your applicant group receives all appropriate communications from CMSD throughout the application process, all applicants must submit an Intent to Apply. Please email the following information to Evelyn.Holmes@clevelandmetroschools.org by 5 p.m. on August 1, 2017. You may print out this form and attach it to the email, or copy the information requested along with your responses directly into the email. The subject of the email should be “Intent to Apply.”

Type of Application: (Please indicate New School, Replication School, or Sponsor Transfer)

Lead Applicant Name:

Lead Applicant Contact Number:

Lead Applicant Email:

Names of Existing Schools Under Model Proposing to Replicate (if applicable):

Name of Proposed School:

Proposed Geographic Location of School:

Month/Year Proposed School Plans to Open:

Introduction

Thank you for your interest in community school sponsorship with the Cleveland Metropolitan School District (CMSD). Since Ohio's community school law passed in 1997, over 400 community schools (more commonly referred to as charter schools) have opened across Ohio. CMSD is committed to sponsoring high-quality community schools that meet the needs of Cleveland's children.

CMSD's sponsorship of community schools is in furtherance of *Cleveland's Plan for Transforming Schools* (the "Cleveland Plan"), which was developed by a broad range of community stakeholders and approved by the Ohio State Legislature in the form of enabling legislation, House Bill 525 of 2012. The goals of the Cleveland Plan are to ensure that every child in Cleveland attends a high-quality school and that families in every Cleveland neighborhood have a choice of high-performing public schools, whether CMSD or community schools. Central to the Cleveland Plan is the portfolio model, under which discretion and financial authority is devolved to a network of high-performing CMSD and community schools that are subject to additional performance-based accountability and that collaborate to achieve dramatic student achievement gains.

Accordingly, this Community School Application Kit defines the information CMSD requires from community school applicants seeking to open a new school, replicate an existing educational model, or transfer their sponsorship to CMSD. Rigorous in its demand for excellent school planning, design, and governance, the application communicates the high expectations CMSD sets for community schools in its portfolio.

CMSD sets the following goals and priorities for its community schools:

- Create and replicate high-quality options throughout Cleveland, especially in neighborhoods where there is a shortage of high-quality options currently;
- Maintain high standards of teaching and learning, in alignment with city, state, and federal expectations, and as demonstrated on the Ohio Department of Education's local report cards;
- Engage as part of a portfolio of public schools that includes both community and district schools working collaboratively to meet the goals of Cleveland Plan;
- Provide a full range of services and supports to meet the needs of all students who select the community school option;

- Be representative of the CMSD population and/or reflective of the neighborhood in which the school is located; and
- Narrow and/or eliminate an achievement gap.

CMSD expects the community schools it sponsors to be innovators while at the same time focused on academic results. Community schools sponsored by CMSD offer community members, parents, teachers, and administrators the chance to design a school from the ground up. For this opportunity, CMSD expects the schools it sponsors to be leaders in improving public education for all students in the city. Schools develop their own academic design, instructional delivery, and staffing structure, but they must focus on ensuring that students attain academic success. Community schools are accountable for performance on the state assessments and are subject to state and federal requirements and consequences.

Community schools are secular, tuition-free public schools governed by not-for-profit organizations. Ohio's community school legislation offers students, families, and educators more choices in public education. Community schools receive more autonomy and flexibility in how they operate compared to traditional school district-managed schools, in exchange for stricter accountability and higher educational standards.

Community schools are not a part of CMSD and are not governed by the CMSD Board of Education. They operate under a contract with CMSD, which serves as their sponsor. The contract includes specific goals for the school's academic, organizational, and financial compliance and performance. Community schools are expected to meet the performance expectations set forth in their contracts. Those that do not meet these expectations face a variety of consequences, including potential closure.

Application and Review Process

Each complete application submitted in response to this RFP will be evaluated by a review team of at least five trained evaluators, at least two of whom shall have three or more years of experience with sponsoring community schools. The review team will include CMSD personnel and at least one external reviewer, and its members will have expertise with school education plans, school governance, school finance, school accountability, and, if applicable, the proposed school's area of specialization. The evaluation will include a capacity interview of the applicant team by the review team. In the case of an application either to replicate an existing educational model or to transfer an existing school's sponsorship to CMSD, CMSD also will interview the applicant's current sponsor and, if applicable and at CMSD's option, past sponsor(s). Based on the application and interview(s), the review team will make a formal recommendation to the CMSD Board of Education for approval or denial,

Please note that the application phase is the first of many steps toward earning the privilege of operating a community school. Once the CMSD Board of Education approves an application, the parties may enter into a preliminary agreement. CMSD will meet with applicants to finalize the community school contract. CMSD's Board of Education will approve applications in November of each year and enter into preliminary agreements at that time. This provides accepted applicants with nine months of planning time before the proposed school opens.

Even receiving a contract from CMSD does not ensure that a school will open. State law requires that all schools satisfy many pre-opening requirements prior to receiving the final approval to serve students. These requirements

must be submitted by the sponsor to the Ohio Department of Education no later than ten days prior to the first day of school. Failure to satisfy all pre-opening requirements may delay the opening of the school.

Finally, please note also that CMSD-sponsored community schools do not receive guaranteed access to facilities. CMSD has established a separate facilities process for organizations interested in accessing space available in existing CMSD facilities. Community school applicants interested in applying for the opportunity to access space in CMSD facilities must submit a separate application to CMSD Chief Operating Officer Patrick Zohn, at patrick.zohn@clevelandmetroschools.org. Application materials are posted on CMSD's website. Please contact Mr. Zohn for more information on the process.

Thank you again for your interest in opening or replicating a high-quality community school sponsored by CMSD. CMSD is committed to ensuring that all school opportunities granted by the CMSD Board of Education are well designed and supported by individuals and organizations with the capacity and the drive to overcome the challenges of preparing *all* students to succeed academically.

Terminology

Accountability. Performance-based accountability is a central component of community school policy. Community schools must have clear, measurable academic performance standards under which they will operate and be evaluated. Also, community schools must be financially accountable, provide evidence of public satisfaction and support, and must comply with applicable laws such as health and safety, special education, and all civil rights laws. The CMSD Board of Education will only approve applications that clearly demonstrate strong capacity for establishing and operating a high-quality community school. The Board reserves the right to accept or reject any application that in its sole judgment fails to meet CMSD's goals and objectives for sponsored schools. In addition, the Board reserves its right to select the best qualified candidates from those candidates submitting applications.

Autonomy. Community schools operate with substantial autonomy and flexibility in comparison to traditional public schools. School operators have the opportunity and responsibility to decide the best ways to allocate resources to best meet the needs of their students within the bounds of the law. For example, operators may determine the length and structure of the school day in a way that best fits the educational program; they may structure staffing in a way that best supports teachers and students; and they may structure the budget to ensure that teachers will have the instructional resources they need to be effective. The authority of operators to make these types of decisions is premised on the belief that those closest to students are best suited to make decisions about meeting their learning needs.

Governance. A community school is governed by a not-for-profit governing board of trustees. High-performing community schools have governing boards that are composed of individuals with a mixture of backgrounds and expertise relevant to governing a public, not-for-profit educational organization. Such experience and expertise may include educational program, legal compliance, real estate and facilities, financial management and accounting, fundraising and development, human resources management, community engagement, and parent involvement.

Preliminary Agreement. This is a written agreement that sets forth the intention of both parties to pursue, in good faith, the execution of a community school contract in accordance with Chapter 3314 of the Ohio Revised Code. The preliminary agreement must precede the contract.

Replication: Term used to describe when an existing charter school seeks to establish one or more additional schools using the same educational model and maintaining a close relationship between the initial school and the replication models.

Sponsor (also called authorizer). Community schools are created by a contract with a community school sponsor. CMSD is designated as a community school sponsor under state law.

Request for Proposals to Establish a Community Schools Sponsored by CMSD

The remainder of this Application Kit is dedicated to the specific steps and requirements that a community school applicant must follow to submit an application to start a new school, replicate an existing school, or change its sponsor to CMSD. All necessary forms, requirements, and deadlines related to the application process are included within this Application Kit.

The Application Kit, however, is not a guide to community school law and other laws that govern the operations of public schools. It is the sole responsibility of the applicant to fully understand and address the legal requirements of all relevant laws. Applicants must present a coherent and viable school design that both complies with the law and is likely to improve student learning and achievement for the children in Cleveland.

CMSD looks forward to reviewing your proposal and to partnering with you to develop a high quality public community school in Cleveland.

As a reminder, please ensure that your group has submitted the Intent to Apply by the **August 1, 2017** deadline. For more information, see page 3 of this Application Kit.

Finally, please note that recent changes in Ohio law may impact whether CMSD can sponsor new or additional schools. All sponsors in Ohio are evaluated annually on by the Ohio Department of Education through a sponsor performance review. The results of the review must be published between October 1 and October 15 of each year. Sponsors that are rated ineffective are prohibited from sponsoring new or additional schools during the time the sponsor is rated ineffective. CMSD's current rating is ineffective based on the results published on October 15, 2016.

Resources for Applicants

You can find more information about CMSD's relationships with charter schools and other helpful resources on our website at <http://www.clevelandmetroschools.org/domain/2528>.

In addition, the following websites may be helpful to applicants interested in applying to the CMSD for charter school sponsorship. Please note that education policy and Ohio law and regulations change frequently, and CMSD cannot verify the accuracy of all the information linked here. School applicants are encouraged to consult with legal counsel if legal advice is needed.

Information on the Cleveland Plan, available at <http://www.clevelandmetroschools.org/Page/532>

Ohio Department of Education (ODE) information on community schools, available at <http://education.ohio.gov/Topics/School-Choice/Community-Schools>

Ohio Revised Code, Section 3314 et al., available at <http://codes.ohio.gov/orc/3314>

Ohio 2014 Charter School Guidebook, available at http://www.oapcs.org/files/u1255/Ohio_Charter_Law_Guidebook_Oct_2014_Version.pdf

A Shared Responsibility: Ensuring Quality in Every Cleveland Neighborhood Study, available at [http://www.iff.org/resources/content/3/0/documents/IFF%20Cleveland%20Report_FINAL\(1\).pdf](http://www.iff.org/resources/content/3/0/documents/IFF%20Cleveland%20Report_FINAL(1).pdf)

Cleveland Transformation Alliance, available at <http://www.clevelandta.org/>

Applicant Guidance

This single application can be used for applicants seeking to open a new school, replicate an existing school model, or transfer sponsorship from another authorizer to CMSD. Not all sections of the application apply to each type of applicant. The following table is intended to assist applicants in navigating which sections apply to their type of applications. If you are uncertain whether a section applies to your application, please contact CMSD Executive Director of Charter Schools, Stephanie Klupinski, at Stephanie.klupinski@clevelandmetroschools.org.

Section	Section Type	New School	Replication School	Sponsor Transfer
	Intent to Apply	X	X	X
1	Applicant Information	X	X	X
2	Executive Summary	X	X	X
3	Student Enrollment Plan	X	X	X
4	Simultaneous Submission to Another Entity	X	X	X
5	Sponsor Status of Other School in Model		X	X
6	Affiliated Organization Information	X	X	X
7	Capacity to Replicate		X	
8	Performance Rationale for Replication		X	
9	Rationale for Transferring Sponsorship to CMSD			X
10	School Calendar	X	X	X
11	Academic Program	X	X	X
12	Academic, Organizational, and Financial Goals	X	X	X
13	Professional Development	X	X	X
14	Racial and Socioeconomic Diversity	X	X	X
15	Special Student Populations	X	X	X
16	High School Graduation Requirements	X	X	X
17	Organizational Chart	X	X	X
18	School Leadership	X	X	X
19	Parent and Community Engagement	X	X	
20	Governing Authority	X	X	X

21	Budgets and Budget Narrative	X	X	X
22	Fiscal Soundness	X	X	X
23	Insurance	X	X	X
24	Facilities	X	X	
25	Timeline	X	X	

Submitting Your Application to the Cleveland Metropolitan School District

The first step in applying is submitting an Intent to Apply by August 1, 2017. Please see page 3 of this Application Kit for more details. As you prepare your application, please keep in mind that your answers to the specific requests carry enormous significance beyond determining whether or not you will be granted the opportunity to organize and operate a community school; they may be used to determine the specific terms of your contract and set the conditions of your school’s operations. It is therefore critical you not simply provide responses that may sound impressive on paper. All responses should include plans that are reasonable, feasible, and achievable, as the school may be held accountable for commitments made.

General Guidance

- Where a question or section is keyed to a specific statutory provision, the statutory provision appears in brackets. Please note that unless specifically indicated otherwise, all references are to provisions contained within the Ohio Revised Code and Ohio Department of Education documents.
- Each application section request in this document is printed in bold typeface. Immediately following each section request in italic typeface is any “guidance” for responses to the request. In many cases, it will be impossible to provide an adequate and complete response without careful reference to the guidance as well as the request.
- Most sections include the criteria that CMSD’s application evaluators will use in analyzing your response.
- Ensure that the application is organized and that all sections are labeled by their title. Any changes could result in the proposal responses not being reviewed.
- **Once again, Intent to Apply emails are due by 5:00 p.m. EST on Tuesday, August 1, 2017. All section responses and attachments for remainder of the application are to be submitted together by 5:00 p.m. EST on Friday, September 15, 2017.**

Public Disclosure

CMUSD will release to the public a list of the names of all proposed community schools submitted. Included in this release will be the name of the applicant and public contact information for the proposed school, the contact person, level of proposed enrollment, grades served, management company (if any), and partner organization (if any). In addition, the Proposal Summary form you will be asked to complete below will be released. While the entire proposal is available under the Public Records Act [R.C. 149.43], all personal and proprietary information will be redacted as permitted by law.

Submitting the Proposal

One electronic copy of the proposal is required; please see the section below on Submitting the Electronic Copy for more information. In addition, one paper copy *that is an exact printout* of the electronic version must also be submitted. **Please note: The electronic version of the proposal is regarded as the official submission. Any ambiguity and/or discrepancy between the electronic version and the paper copy submission will always be resolved in favor of the electronic copy.**

1. Please print all pages single-sided (*i.e.*, text on only one side of each page).
2. Each page should contain a footer that includes the proposed school name and should be consecutively numbered. Page numbers should indicate the Section number or Attachment number along with the page number in each section. For example, Section 1-1 would indicate the first section, first page, Section 7-12 would indicate the twelfth page of the seventh section, Attachment 6 B - 6 would indicate the sixth page of Attachment 6 B, etc. The application should be organized so that all the Sections come first, followed by the Attachments.
3. The complete paper application must be included in a three-ring binder or spiral bound with tabs separating sections and attachments. Tabs should be labeled.
4. Each electronic copy of the proposal shall consist of all files containing the narrative organized just as the sections are described in the table below. The table also notes file types acceptable for each response, *e.g.*, Microsoft Word®, Microsoft Excel®, etc.
5. Your proposal ultimately will contain the following:
 - **The Community School Proposal Transmittal Form**, which must be the cover or first page. The Transmittal Form should be completed and signed by the applicant who will serve as the contact for CMUSD (the “Applicant Contact”). The original signed form must be submitted with the paper copy of the proposal.
 - **Complete Responses to Each Section Request**. Please respond to each request on the form and, where appropriate, provide as much clear information as possible to enhance the reader’s understanding of your proposed community school. As explained in more detail on page 12, replication applicants may refer to contracts or prior applications from schools within the same model being replicated, provided that the instructions on page 12 are followed. Each section should start on a new page to separate it from the prior sections. CMUSD requests that you use tabs to separate each section response and attachment. Please label the tabs with the appropriate section or attachment number and/or title.

- **Responses to Each Attachment Request.** Attachments should follow the response to each Section Request and be labeled as identified below.
- **All sections identified below.** Even if a request is not applicable to the particular applicant, the applicant must include a response to that section noting, “This Section is Not Applicable.”

Amending Application After Submission

- **Do not** send unsolicited amendments following submission of your response to the RFP. If you find that you have inadvertently overlooked something or have additional information to submit, please contact Evelyn Holmes at (216) 838-0115 or Evelyn.Holmes@clevelandmetroschools.org to determine whether the materials are necessary. If so, we will advise you regarding how and when to submit the material(s). As noted earlier, the CMSD may request additional academic information from you.

When and Where to Submit Applications

- The Intent to Apply must be submitted via email by **5:00 p.m. on August 1, 2017**. See page 3 of this Application Kit for more information.
- The complete application (both electronic and paper submissions) is due to the Cleveland Metropolitan School District no later than **5:00 p.m. on Friday, September 15, 2017**. You may deliver the paper copy to CMSD or mail it to the following address:

Cleveland Metropolitan School District
Office of Portfolio Planning and Management
Proposal for a Community School
Attention: Evelyn R. Holmes
1111 Superior Avenue
Cleveland, OH 44114

Submitting the Electronic Copies of the Proposal

As noted above, you should submit one electronic version of your proposal on a flash drive as follows:

- Create a folder on the flash drive called [School Name] Community School Proposal.
- Within that folder, save the **Community School Proposal Transmittal Form**, the main narrative with section titles and formatted as described below. **Please be sure if you are using the track changes feature of Microsoft Word® that all changes have been accepted and track changes has been turned off prior to saving.**
- Acceptable electronic formats for the files to be saved are Microsoft Word®, Microsoft Excel®, or Adobe Acrobat® as indicated below. Adobe Acrobat® files are only acceptable when scanning documents is absolutely necessary. When scanned files are submitted in Adobe Acrobat® format, they should be OCR'd (Optical Character Recognition) and Optimized to reduce the file size. Files required to be submitted in Microsoft Word® or Microsoft Excel® may not be submitted in any other format. Please include electronic copies of all sections including all related materials.

- Please contact CMSD at (216) 838-0115 with any questions about electronic formatting requirements.

Incorporating by Reference (Replication Applicants Only)

Replication applicants may choose to answer some questions by referring to information from a current charter contract with CMSD or a prior application to CMSD, provided that the information comes from the model of school that is applying to be replicated. Please note that this option is only available in denoted sections of the application.

All documents or portions of documents being incorporated by reference must be submitted along with the application. For example, if the applicant wants to reference the Educational Plan of an existing school from the same model, the applicant must include as an attachment in that same section the relevant portion of the Educational Plan. **The applicant does not need to attach the entire charter contract or even the entire Educational Plan.** Note that all attachments in this section, as with any section, must be labeled as described on page 10 (*e.g.*, Attachment 18B-2). If you have questions about incorporating by reference, please contact CMSD Executive Director of Charter Schools Stephanie Klupinski at Stephanie.klupinski@clevelandmetroschools.org.

Charter Application Timeline

Application Released:	June 2017
Intent to Apply due by 5 p.m. on:	August 1, 2017
Complete Application due by 5 p.m. on:	September 15, 2017
CMSD Initial Review takes place:	September 16 – October 1, 2017
Interviews held:	October 2 – 31, 2017
Initial recommendation proposed to CMSD Governing Board:	November 6, 2017
Application decisions made at CMSD Governing Board Meeting:	November 14, 2017

Application for a CMSD-Sponsored Community School

Section Requests

&

Criteria

Section 1 – Applicant Information

Provide background information regarding each applicant.

Please complete the [form located in the Appendix](#) regarding this section. The form asks for the following information:

- Whether the application is for a New Community School, for a Replication of an Existing Educational Model, or for Transfer of Sponsorship to CMSD.
- The full legal name of each applicant;
- The address, telephone number(s), facsimile number (if applicable), and e-mail address for each applicant;
- Assurance that each applicant(s) is, at least, 18 years of age. (Not-For-Profit Corporation Law § 1702);
- If there is more than one applicant, that one applicant is designated as the contact person for the proposal (“Lead Applicant”); and
- Background information for each applicant, including whether he or she is a teacher, parent, school administrator, and/or community resident, and if he or she would be a member of the community school’s governing authority. Required background information includes at a minimum the applicant’s educational and employment history; curriculum vitae or resumes are preferred.

Criteria for Section 1 – Applicant Information

Reviewers will look for background information that:

- Is presented accurately and truthfully; and
- Answers all the required questions.

Section 2 – Executive Summary

In no more than 2,000 words, please provide an Executive Summary that lists the core elements of the school. Describe the school’s target student population and the reason it is likely to meet the needs of those students. Briefly summarize how the applicant knows there is demand for this educational model in the proposed neighborhood. Also briefly summarize the academic, organizational, governance, and financial designs and explain how they will support school success.

Criteria for Section 2 – Executive Summary

Reviewers will look for an Executive Summary that:

- Demonstrates a need for the proposed model in the neighborhood desired;
- Presents a coherent argument as to why the proposed program is likely to meet the needs of students and improve student learning; and
- Effectively summarizes how the academic, organizational, governance, and financial designs will support the success of the school.

Section 3 – Student Enrollment Plan and Rationale

Use the table to submit enrollment information for the first five operations years of the applicant community school. The following information is required:

- Grades that the school serves or proposes to serve;
- Ages of students to be served in each grade (for kindergarten, please indicate the date by which a student must turn five in order to be eligible to enroll in the school);
- Number of students expected in each grade and in each class; and
- Total number of enrolled students for each year of the proposed contract term.

Then please submit a narrative response to this section explaining the rationale used in choosing the grades and ages and growth pattern projected in the chart. Explain reasons for possible attrition in the narrative section and detail any plans to address attrition.

		Number of Students				
Grades	Ages	Year 1 20__-__	Year 2 20__-__	Year 3 20__-__	Year 4 20__-__	Year 5 20__-__
Entrance date for K: _____ K						
1						
2						
3						
4						
5						
6						
7						
8						
9						

10						
11						
12						
Total students						
Number of classes per grade						
Avg. # number of students per class						

Criteria for Section 3 – Student Enrollment Plan and Rationale

Reviewers will look for an enrollment plan and rationale that:

- Align with the school’s stated mission;
- Promote continuity of educational experience;
- Contribute to attracting and retaining students for a sustained number of years; and
- Are reasonable and address any possible attrition.

Section 4 – Simultaneous Submissions to Another Sponsoring Entity

Indicate whether the applicant has also applied for a charter contract for the applicant school to a sponsoring entity other than CMSD.

If so, provide the name of the entity, the date(s) and name(s) of the application(s) submitted, and the status of the application. If the application was denied by a sponsor other than CMSD, provide a copy of the letter from the sponsoring entity stating the reasons for denial. If the application was withdrawn from consideration by a sponsoring entity, please provide the reasons for the withdrawal. If the application was granted, but the applicant is considering other sponsors, please provide an explanation as to what the applicant is seeking from a sponsor.

Note: There are no defined criteria for this response other than to fully explain the status of any simultaneous or prior submissions of the same community application.

Section 5 – Sponsor Status of Other Schools in Model

If applicable, please use the chart below to indicate the sponsors and contract terms of other schools in the model seeking to replicate, including any school whose contract has expired or has been non-renewed.

Name of School	Name of Sponsor	Date School Opened	Date Current Contract Expires or Expired*

*If any school in the model has a contract that has expired and has not been renewed, please explain in this section the circumstances surrounding the termination or non-renewal.

Note: There are no defined criteria for this response other than to fully explain the sponsor and contractual status of other schools in the model.

Section 6 – Affiliated Organization Information

If you are filing a proposal in conjunction with a college, university, museum, educational institution, or a not-for-profit corporation with 501(c)(3) tax-exempt status under the Internal Revenue Code, please provide the information listed below for each such entity:

- Name of the organization;
- Proof of the legal status of the organization (*e.g.*, not-for-profit corporation, university, etc.) and whether or not the organization has authority to do business in Ohio;
- Proof of tax-exempt status under Internal Revenue Code section 501(c)(3);
- Letter of intent or commitment from a representative of the partner organization indicating that the organization will be involved in the community school and the terms and extent of its involvement;
- Name of a contact person for the partner organization, along with the address, phone number, facsimile number (if applicable), and e-mail of such contact person for the partner organization;
- Description of the nature and purpose of the proposed school’s relationship with the organization; and
- Description of how the board will oversee and/or manage the relationship with the organization to ensure the school posts strong evidence of success.

Please note the following in responding to this section:

- *If you are not filing in conjunction with any entity as described above, please so indicate in your response and proceed to the next section.*
- *You may file an application with many different types of organizations. For CMSD’s purposes in considering your application, these affiliated organizations generally fall into three categories: a community profit or not-for-profit organization that offers goods or service free of charge; a partnership with an organization that charges fees for services; or a management organization that takes a flat percentage of the school’s income and in exchange provides services that can include staffing, training, providing materials, etc.*
- *A management organization differs from a partner entity in that the former contemplates entering into a contractual, fee-based relationship with the community school pursuant to which the management organization takes day-to-day responsibility for and management of the community school’s educational program and/or other aspects of the school. As set forth in the request, if you are filing in conjunction with a not-for-profit school management organization that takes a flat percentage fee (and are not filing in conjunction with any other community or fee based organization partners), you should respond as indicated here. In addition, please direct the reader to the appropriate information included in the Attachments by stating, “See Attachment X, Y, and Z for information on the for profit management organization.” Remember to label the attachments as described on page 10. Complete those attachments and proceed to the next section. Note further that although management organizations typically are contractually bound to provide management services to the community school, it is still the community school’s board of trustees that is ultimately responsible for ensuring that the school operates in a legally and*

fiscally prudent manner. More importantly, it is the school's board of trustees that is responsible for overseeing the academic success of the school and holding the management organization responsible for that success.

- *The letter of intent or commitment that you are required to provide from each partner organization must specify any services (for a fee or otherwise) or financial or other assistance that the partner has agreed to provide and that you have represented will be provided. If the partner organization will be receiving funds from the community school, the organization must have authority to do business in Ohio as an Ohio legal entity. If you represent that the school will be receiving a service for free or at a reduced rate from the partner organization, the letter from the partner must so indicate. For example: if you elsewhere claim in this community school proposal that tutors will be provided by a university partner on a volunteer basis, and those tutors are a component of your remedial education program, the university partner must provide a firm written commitment to provide such tutors. If this commitment is not provided, CMSD's financial analysis will take that omission into consideration when analyzing the financial plan's ability to realistically support the claims in the community school application.*
- *Depending on the extent of the proposed partner organization's involvement with the proposed community school, CMSD may request that the partner organization complete a Due Diligence Questionnaire just as a proposed management organization is required to do. This request will be made after the initial proposal review conducted by CMSD.*
- *An applicant is best served by submitting a proposal in conjunction with only those entities that are committed to providing a substantial and tangible benefit to the proposed community school. Indeed, in the eyes of the proposal reviewers, an applicant's credibility may suffer when he or she provides a list of partners that add little or nothing to do with the proposed school. In other words, quality, not quantity, is key.*
- *Not every community organization relationship requires that those organizations be identified formally as partners. For instance, if you plan on frequent field trips to local museums, those museums need not file a proposal in conjunction with this application.*
- *Note that no more than 40% of the trustees of a community school sponsored by CMSD may be affiliated with any other single entity, other than another community school.*

Criteria Section 6 – Affiliated Organization

Reviewers will look for a response that indicates a thoughtful and detailed partnership relationship wherein the school's board of trustees will hold the partner accountable for increased student achievement results and can take action to sever the partnership if evidence suggests it is not beneficial to continue.

Section 7 – Capacity to Replicate

If this application is for the replication of an existing educational model, please describe the model's short- and long-term replication plans for Cleveland and the State of Ohio and how this applicant school fits into the larger plans for the model and the operator.

Please describe:

- Business or growth plan for the existing educational model;
- Any market research that specifically relates how the applicant school relates to the Cleveland Plan and other citywide high-quality educational access plans (Questions regarding how this application impacts other existing schools in the educational model are addressed in Section 17);
- What resources your group has to replicate the school for which you are currently applying;
- What additional resources you think you will need in the future for your long-term replication goals;
- In detail, what makes the current schools in the model successful and the processes in place that will recreate the success in the proposed school; and
- Any significant challenges or concerns with current schools in the model and address the steps that are being taken to address them.

Please note the following section will probe in more detail about the academic, financial performance of schools in the model. Do not duplicate those responses here; instead, please discuss any other concerns or challenges (for example, teacher recruitment, facilities costs, etc.)

Criteria Section 7 – Capacity to Replicate

Reviewers will look for a response that shows:

- A thoughtful short- and long-term replication plan;
- Thoughtful research and analysis underpinning how this application fits into the larger plans for the model and the operator;
- A compelling argument that replication of the proposed model will be successful; and
- An honest appraisal of the status of schools in the model seeking to replicate.

Section 8 - Performance Rationale for Replication

If this is an application for replication of an existing educational model, please use the Existing School Data Workbook (which is available online at <http://tinyurl.com/CMSDcharterapp>, or follow the directions provided in the Appendix). Please provide the other information described in this section to provide achievement and performance data related to existing schools currently managed by the applicant.

In the “model” sheet of the workbook, please include information about all schools in your current community school network that follow the same model as the model proposed for this school. In the “network” portion, please include information about all the schools in your current network. Please write “N/A” if a school was not opened for a year requested, or if you do not yet have the requested data from the state.

Next, for each of these same schools, please submit:

1. Minutes from meetings of the school’s governing authority from July 1, 2016 through the most recently board-approved minutes. Only submit minutes for the educational model being replicated. For governing authorities that govern more than one school, submit only one set of minutes but indicate prominently which schools that authority governs;
2. The four most recent quarterly financial statements and most recent annual financial audit.

Finally, please craft a narrative for this section and provide explanations related to these schools for:

1. Positive, negative, stable, and/or inconsistent trends related to:
 - a. Leading indicators,
 - b. Growth,
 - c. Achievement;
2. Differences in performance levels among schools within the same academic model;
3. How existing fiscal and human resources will be used to ensure that performance for new schools and existing model schools at least continue to meet current levels; and
4. Any reports, notices, or findings of legal or contractual noncompliance as to any of the schools or their operator(s), and information on how these notices or findings were resolved.

Please note, as stated in the Introduction, that CMSD also will interview current and, if applicable and at CMSD’s discretion, past sponsor(s) of the existing school(s) in the model.

Criteria Section 8 – Performance Rationale for Replication

Reviewers will look for a response that:

- Provides complete data for all schools and all available years in the required format;
- Provides evidence of sound governance of other schools managed by the network and/or following the same model;
- Provides evidence of sound financial management of other schools in the network and/or following the same model;
- Provides a thoughtful reflection on performance trends (or lack of trends) in all requested areas, and how these trends can speak to future performance at the proposed school;
- Explains differences in performance within the same academic model/ framework;
- Considers how prior attempts at model expansion have performed relative to more mature model/network schools;
- Reflects a record of compliance, and/or acknowledges any past compliance issues and explains their resolution, in a way that inspires confidence that similar issues will be avoided for the proposed school;
- Identifies how potential challenges could impair performance at the proposed school and includes plans to overcome such challenges; and
- Is not outweighed by considerations that come to light as a result of the interview of current and/or past sponsors

Section 9 – Rationale for Transferring Sponsorship to CMSD

If the application proposes to transfer the sponsorship of an existing school to CMSD, please use the Existing School Data Workbook (which is available online at <http://tinyurl.com/CMSDcharterapp>, or follow the directions provided in the Appendix) and provide the other information described in this section to provide achievement and performance data related to the school.

If the applicant is proposing the transfer of a school that is part of an existing educational model or is managed by a charter management organization (CMO), the applicant must also complete Section 8, above, as to the other schools in the model or network and/or those managed by the network or CMO.

Please submit the following:

1. Minutes from meetings of the school’s governing authority from July 1, 2016 through the most recently approved minutes; and
2. The school’s four most recent quarterly financial statements and most recent annual financial audit.

Next, please craft a narrative for this section and provide explanations related to the school for:

1. The applicant’s rationale for transferring the school’s sponsorship to CMSD;
2. Positive, negative, stable, and/or inconsistent trends related to:
 - a. Leading indicators,
 - b. Growth,
 - c. Achievement;
3. How existing fiscal and human resources will be used to ensure that the performance for the school continues at least to meet current levels; and
4. Any reports, notices, or findings of legal or contractual noncompliance as to the school or its operator, and information on how these notices or findings were resolved.

Please note, as stated in the Introduction, that CMSD also will interview the school’s current, and if applicable and at CMSD’s discretion, past sponsor(s).

Criteria Section 9 – Rationale for Transferring Sponsorship to CMSD

Reviewers will look for a response that:

- Provides a satisfactory rationale for switching sponsors;
- Provides complete data for all available years in the required format;
- Provides evidence of sound governance of the school;
- Provides evidence of sound financial management of the school;
- Provides a thoughtful reflection on performance trends (or lack of trends) in all requested areas, and how these trends can speak to future performance at the proposed school;
- Reflects a record of compliance, and/or acknowledges any past compliance issues and explains their resolution, in a way that inspires confidence that similar issues will be avoided for the school after the transfer of its sponsorship to CMSD;
- Identifies how potential challenges could impair performance at the school and includes plans to overcome such challenges; and
- Is not outweighed by considerations that come to light as a result of the interview of current and/or past sponsors.

Section 10 – School Calendar and Daily/Weekly Schedule

It is important for CMSD to understand how the daily and weekly school calendar will deploy the proposed curriculum. Further, CMSD needs to ensure that the school calendar meets the statutory requirements for hours of instruction. For more information on classroom-based and non-classroom-based learning opportunities, please see section 3314.08 (H) (2) of the Ohio Revised Code.

Present a proposed school calendar showing:

- The number of days the school will be in session;
- Sample daily or weekly class schedules for each grade showing daily hours of operation and subject areas addressed; and
- Allocation of time for core instruction, supplemental instruction, extracurricular activities, etc., as applicable.

Criteria Section 10 – School Calendar & Daily/Weekly Schedule

Reviewers will look for a response that shows a school year, school day, and overall calendar that complies with state law and that supports the school’s stated mission, supports strong academic performance for all students, and provides for the staffing, activities, and programs identified in the application.

Section 11 – Academic Program

CMSD is interested in understanding the applicant school’s mission, vision, and educational philosophy.

Please describe:

- School’s mission, vision, and educational philosophy;
- Describe the curriculum, instructional methods and promotion policy; and
- Explain in detail how these elements of the proposed school are likely to meet the needs of the expected student body.

For replication school applicants, applicants that are part of a model with other schools sponsored by CMSD may refer to prior applications or current charter contracts here.

Example:

For a description of the proposed school’s mission and philosophy, please see the Educational Plan of the Charter Contract from another school in the model. This can be found in Attachment 10A of this Section of the application. Our curriculum, instructional methods, and promotion policy are described in a prior charter application, also available here in Attachment 10B. There will be no substantial differences in the proposed school’s mission, philosophy, or academic program. The vision for this school will be that will provide a high-quality option for the grade levels served in a neighborhood that currently lacks any high-quality options for those grades.

Criteria for Section 11 – Academic Program

Reviewers will look for an enrollment plan and rationale that:

- Effectively describe the school’s mission, vision, and education philosophy;
- Provide specific and detailed information as to why the school design is likely to result in high student achievement; and
- Connect the design of the proposed school to the needs of the community it intends to serve.

Section 12 – School Academic, Organizational, and Financial Goals

CMSD-sponsored charter must adhere to a performance framework. The current performance framework used for most CMSD-sponsored schools can be found on our website at <http://www.clevelandmetroschools.org/Page/6133> (please scroll to the bottom of the page where it says, “See CMSD’s performance expectations for its sponsored schools here.”).

After reviewing CMSD's performance framework, the applicant should create at least four school-specific goals aligned to the mission and vision of the school. These goals should not duplicate goals within CMSD's performance framework. There must be at least two academic goals, one organizational goal, and one financial goal.

Use the chart below to list the goals for the proposed school. Goals must include indicators, measures, metrics, and targets, as defined below. Remember to develop at least two academic, one organizational, and one academic goal. Please see the example on the following page.

Indicators. Indicators represent general dimensions of academic quality or achievement, such as “Postsecondary Readiness and Success.”

Measures. Measures are general instruments or means to assess performance in each area defined by an indicator. Measures require the application of specific metrics or calculation methods (see below). For example, a measure of postsecondary readiness is high school completion.

Metrics. Metrics specify a quantification, calculation method, or formula for a given measure. For example, the typical high school completion metric is a graduation rate, such as “the percentage of ninth-graders graduating in four years.”

Targets. Taking metrics a step further, targets are specific, quantifiable objectives that set expectations or define what will constitute success on particular measures within a certain period of time. For example, a graduation-rate target might be “90% of ninth-graders graduating within four years.” Likewise, state-mandated performance levels are common targets. Having well-conceived and well-defined performance targets is important to achieve and evaluate school success.

Academic Goal Sample

Indicator	Measure	Metric	Target
Student Academic Performance (Status)	Proficiency Levels on State Assessments by Grade and By Subject	Percentage of students at proficient	<p>Year 1 – Baseline</p> <p>Year 2 – 20% improvement over baseline scores</p> <p>Year 3 – 15% improvement over Year 2 scores</p> <p>Year Four – Half the difference from Year Three Scores and 100% proficient</p> <p>Year Five – Half the difference between Year Four scores and 100% proficient</p>

Criteria Section 12 – School Goals

Reviewers will look for goals that:

- Convey a genuine commitment to accountability for results;
- Provide evidence of the competence to achieve those results;
- Are clear, measurable, and data-driven; and
- Are consistent with mission and program of the applicant school.

Section 13 – Professional Development

Describe how the school’s professional development program will assist teachers in meeting student academic needs and school goals by addressing identified shortcomings in student learning and teacher pedagogical skill and content knowledge.

Indicate how the school’s professional development plans will ensure the school attracts, trains, and retains as well as retools staff to ensure that classroom instruction is rigorous in its pursuit of ensuring students meet Ohio State standards.

For replication schools, applicants that are part of a model with other schools sponsored by CMSD may refer to prior applications or current charter contracts here.

Example: For a description of the proposed school’s professional development program, please see the description from a prior charter application, available here in Attachment 12A.

Criteria Section 13- Professional Development

Reviewers will look for a response that

- Is linked to the mission of the school as well as state curricular and assessment demands;
- Provides details necessary to determine that the school has earmarked sufficient resources to support the program;
- Reflects the ongoing support and training for novice teachers;
- Is linked to student academic needs, not adult interests;
- Is evaluated regularly and systematically to determine its effectiveness;
- Indicates strong alignment between the culture the school proposes to create and the academic results demanded by CMSD; and
- Includes specific strategies, staffing structures, and supports to try to ensure that students with disabilities will succeed as do students as a whole at the proposed school.

Section 14 – Racial and Socioeconomic Diversity

Describe the applicant’s vision for the racial and socioeconomic diversity of the school’s student population and its plans for addressing the challenges that will be presented depending on what the enrollment pattern actually turns out to be.

Please describe the school’s vision, if any, for the ideal racial and socioeconomic composition of the student population, and the reasons it views such a composition as educationally ideal.

Please describe the anticipated challenges the school will face in achieving this enrollment, including, if applicable, how it projects its actual enrollment is likely to vary from the ideal, and its plans for meeting these challenges. For example:

1. If the applicant anticipates serving a high proportion of economically disadvantaged students and/or students who belong to racial minorities, describe how the proposed school will address the anticipated academic challenges posed by the lack of socioeconomic and racial diversity and the concentration of poverty among its students, including any measures to attract and achieve better diversity and balance.
2. If the applicant anticipates disproportional interest in the school from non-minority and/or socioeconomically non-disadvantaged families, explain measures the school will take to achieve enrollment that is more representative of the school district as a whole.
3. If the applicant anticipates a racially and/or socioeconomically balanced and diverse student population, describe how the school will offer the differentiated instruction necessary to ensure that students with a range of academic needs all achieve to high standards and reach their maximum academic and developmental potential.

Criteria Section 14 - Racial and Socioeconomic Diversity

Reviewers will look for a response that:

- Reflects sound analysis, research, and/or reasoning behind the ideal vision for enrollment;
- Reflects an understanding of likely enrollment and the related educational challenges; and
- Provides credible plans for meeting these challenges.

Section 15 – Special Student Populations

Briefly summarize how the proposed school will meet the needs of each of the following populations.

Please include the services that the school will make available for each population, and if applicable, identify services that will be contracted:

- Students with disabilities;
- Gifted students;
- Limited English Proficient students; and,
- Homeless students.

For replication applicants, detail any challenges other schools in the model have faced meeting the needs of these groups of students, and, if applicable, describe how these challenges have been met and/or the proposed school will be better prepared to meet the students' needs. Applicants that are part of a model with other schools already sponsored by CMSD may refer to prior applications or current charter contracts here, as appropriate.

Criteria Section 15 – Special Student Populations

Reviewers will look for a response that:

- Provides assurance of a strong understanding of special student population needs and requirements under state and federal law;
- Is detailed, going beyond boilerplate policy language, to indicate detail regarding how the applicant's program will meet the needs of special student populations; and
- Presents an honest assessment of the model's current ability to meet special student populations and explains how any past or current concerns will be addressed by the proposed school.

Section 16 – High School Graduation Requirements

If the proposed school will serve high school students, please provide the school's graduation requirements. Ensure that the graduation requirements comply with those determined by the Ohio Department of Education. Include the school's requirements for diploma and diploma with honors.

Note: If the proposed school does not plan to serve high school students, please indicate that as the response to this section.

Reviewers will look for a response that:

- Adheres to the State's graduation requirements; and
- includes requirements for diploma and honors diploma.

Section 17 – Organizational Chart and Staffing Plan

Provide an organizational chart and staffing plan for the school. The plan and chart should identify plans for the first five years of the school and reflect the needs of the academic program described in the application. It should similarly align with the budget presented in the application.

The organizational chart should clearly indicate the reporting structure of staff to the governing authority, and of the staff to the school leader(s). If the charter school intends to contract or partner with an entity for management or educational services, the organizational chart should also reflect that relationship and the narrative should include a discussion of the role of the management or partner organization.

For replication schools, applicants that are part of a model with other schools sponsored by CMSD may refer to prior applications or current charter contracts here, as appropriate.

Criteria Section 17 – Organization Chart & Staffing Plan

Reviewers will look for a response that:

- Provides a clear delineation of the roles and responsibilities for administering the day-to-day activities of the school;
- Demonstrates understanding of management needs and priorities;
- Has a staffing and leadership structure designed to successfully implement the proposed school design; and
- Has a staffing plan that appears viable and adequate for effective implementation of the proposed educational program.

Section 18 – School Leadership

CMSD wants to learn more about the leadership for the applicant school.

Please provide the following information for the applicant school:

- Describe the characteristics of the school leader or leaders planned for the proposed school;
- Indicate why that leadership design was selected and how it supports strong school performance;
- Provide the attributes identified by the board as central to the selection of a person to lead the school; and
- If the school has already selected a leader, include that person’s curriculum vitae or resume and provide insight as to why the board selected that individual.

For replication schools, applicants that are part of a model with other schools sponsored by CMSD may refer to prior applications or current charter contracts here, as appropriate.

Example: For a description of the essential attributes needed for our school leader please see the description available in Attachment 16A. This description was included in a prior charter application. Although we will make slight updates to the description, the job qualifications and attributes will largely remain the same.

Criteria Section 18 – School Leadership

Reviewers will look for a response that:

- Indicates the founders have identified key elements necessary for strong school leadership;
- Demonstrates a link between the attributes of leadership sought by the school and the program described in the application; and
- Conveys a likelihood that the attributes of school leadership and the leadership structure proposed will assist the school in avoiding challenges related to school start up.

Section 19 – Parent and Community Engagement

CMSD wants to locate schools in communities where the school meets the needs of those neighborhoods, including contributing to the Cleveland Plan’s goals of ensuring that families in every Cleveland neighborhood have a choice of high-performing public schools. For new schools to be successful, it is important to engage community stakeholders and build interest for the proposed educational model.

CMSD seeks evidence that the applicant has considered the needs and demographics of the neighborhoods where the proposed school is to be located and that the proposed school is consistent in advancing the Cleveland Plan. CMSD will consider applications from proposed schools in any Cleveland neighborhood, but want to improve the relationship between proposed schools and community need.

Please complete the form located in the Appendix regarding this section. To properly complete the form, applicants are required to do the following:

- Review the summary of the annual CMSD Strategic Regional Analysis (SRA), which is available at <http://www.clevelandmetroschools.org/Page/6133>. Consider the proposed school’s location and how it meets this documented community need. Complete the form accurately based upon your review.
- Describe the applicant’s use of market research and analysis to inform its siting decision and/or enrollment projections.
- CMSD strongly encourages meeting with the City of Cleveland Council Member representing the ward where the school is to be located. As a result of the meeting, request a letter of support for the proposed school.
- CMSD strongly encourages the nonprofit Community Development Corporation representing the neighborhood where the school is to be located. As a result of the meeting, request a letter of support for the proposed school with specific details about how the organization will support the school and its enrollment efforts.
- Hold a minimum of one community meeting to share plans for the proposed school in the neighborhood where the school is to be located. This meeting may occur as part of a standing block watch meeting or other regularly scheduled community discussion. Please provide a copy of the marketing flyer for the meeting and any materials that were presented. Provide a narrative summarizes community feedback and how that input impacted planning efforts for the proposed school.
- During these various community dialogues, capture last names, zip codes, and current grade levels for families that have expressed interest in attending the proposed charter school. CMSD has no minimum required interest level but wants the applicant to present evidence of good faith efforts to develop interest for the proposed educational model. Include this list in your response to this section.
- After opening, indicate how will the school continue to engage parents and the community in supporting the school’s academic and overall success. Please identify the

type and frequency of parent engagement opportunities. Detail how the school builds and maintains family-school partnerships that strengthen support for student learning.

- List any community partners the school may have developed and describe their role in contributing to the school and the students' success. Include letters of support or other information to support the plans outlined in the proposal.

Criteria Section 19 - Parent and Community Engagement

Reviewers will look for a response that:

- Demonstrates applicant understanding of existing analyses that document the need for additional high-performance seats in the neighborhood selected;
- Shows strong evidence of parent demand for the school;
- Provides evidence of community support that supports claims made in the application; and
- Indicates support that will directly benefit the school's ability to meet its academic, organizational, and financial goals.

Section 20 – Governing Authority

Please complete the chart below listing the proposed members of the governing authority for the school, indicating any ex-officio members. If any seat is proposed to be non-voting, please indicate, but understand that such persons will not count toward the minimum number of members needed (five) nor toward quorum.

Ex-officio seats are voting seats unless they are specified as non-voting. Please note that any one person can only serve on a maximum of five charter school boards. Also please read Chapter 3314.02 (E), which provides additional information on requirements for persons wishing to serve on the governing authority.

Please also indicate any vacant positions expected to be filled. If all members have not yet been identified, please provide the qualifications, attributes, and characteristics required for membership.

Next, please indicate whether CMSD already has a “Request for Information from Prospective Community School Trustee” for each governing authority member. If so, you do not need to submit these again. If not, please provide the “Request for Information from Prospective Community School Trustee” included in the Appendix of this document for that member.

Finally please also attach the bylaws for the Governing Authority of the proposed school and the school's 501 c (3) documentation.

Name	Position on Governing Authority	Committee affiliations, if applicable (e.g., finance, governance, etc.)	Voting member? (Y or N)	#of charter boards currently serving on	Does CMSD already have a "Request for Information" form for this proposed member?

Criteria Section 20 – Governing Authority

Reviewers will look for a response that:

- Indicates the trustees have a balanced mix of skills and knowledge including, but not limited to knowledge of academically successful schools, data analysis, not for profit governance, education and other municipal law, finance, real estate, etc.; and
- Demonstrates that the governing authority will have the expertise and capacity to perform their legal responsibilities.

Section 21 – Budgets and Budget Narrative

Applicants are required to use CMSD’s Community School Budget Template. That template is available in the Appendix, as well as in electronic format. Use the budget templates and provide first-year and five-year budget projections. The mandatory budget and cash flow templates are provided.

Assumption columns are available within the file for comments. In addition to line item comments, provide a full budget narrative outlining all assumptions underlying budgetary projections. If the budget includes any private contributions, grant funds, or other philanthropic funds in the school budget, please provide letters of commitment from the funding sources detailing the amounts and uses for the funding.

Please note the following:

- *The Start-Up budget refers to the period of time before the school officially opens. The budget for this period should show revenues and expenditures the school anticipates receiving and incurring while getting the school up and running. The typical start-up period usually consists of the six to eight months prior to receiving the first per pupil aid payment each October.*
- *The Cash Flow Start-Up & Pre-opening Period is a cash flow projection that should reflect a well thought out timetable of anticipated receipts and outlays on a month-by-month basis. This monthly cash flow should ideally match the “Start-Up” budget.*
- *The Year One Budget & Assumptions refer to the first year the school will be in operation. This is arguably the most fiscally crucial year in the initial charter term. The template for year one will require potential schools to break down the budget into programs (i.e., regular education, special education, and other) and support services (i.e., fundraising, management, and general). In addition to the budget, be sure to include all assumptions used in all calculations. A budget without a full set of stated assumptions cannot be meaningfully reviewed.*
- *The Year One Cash Flow is a cash flow projection for the school’s first year that should reflect a well thought-out timetable of anticipated receipts and outlays on a month-by-month basis. The totals in this template should match the year one budget totals and assumptions. Due to the importance of the first operational year, it is crucial that potential schools think about and plan out every month to ensure fiscal stability.*
- *The Five Year Budget and Cash Flow Adjustments is a five-year outlook for a potential school for the first five years of school operation. Schools should complete this tab and include all assumptions for calculations used in years two through five in the column/space provided. Adjustments that affect cash flow (depreciation, capitalized expenditures, etc.) can also be made to the bottom of the template so an accurate depiction of actual cash flow can be shown.*

- *When preparing budgets and cash flows, schools should not include federal Charter School Program (CSP) Grant funds. Schools should present a sound operational model based on the operational funding it will receive based on enrollment. The federal CSP grant is highly competitive, and there is no guarantee a school will receive an award and funding.*

Criteria Section 21 – Budgets

Reviewers will look for a response that:

- Presents budget priorities that are consistent with and support key parts of the plan, including the school’s mission, educational program, staffing and facility;
- Presents realistic, evidence-based revenue and expenditure assumptions, including for any plan to incur and repay debt;
- Presents viable strategies for meeting potential budget and cash flow challenges, particularly for the first year of operation; and
- Demonstrates a commitment to maintaining the financial viability of the school.

Section 22 – Fiscal Soundness

Provide an overview of fiscal policies and procedures the school will institute to ensure compliance with required Generally Accepted Accounting Principles (GAAP) or other principles as defined by the Ohio Revised Code for community schools.

The State of Ohio Auditors office has outlined the major required code sections in the 2017 Ohio Compliance Supplement Compliance Guide under Exhibit 5, Matrix 3, which can be found on the State of Ohio’s website at:

https://ohioauditor.gov/references/compliancemanuals/2017/OCSImplementationGuide_2017.pdf.

Fiscal policies and procedures should also include various other policies and procedures which fall under Ohio Revised Code Section 3314. Fiscal policies and procedures should be sound and have strong internal controls.

If applicant is an existing community school seeking to transfer to CMSD as a sponsor, please provide the three latest audit reports with management letters. For any management letter comments from the auditor, please provide a corrective action plan.

Criteria Section 22 – Fiscal Soundness

Reviewers will look for a response that:

- Provide sound fiscal policies and procedures that comport with the requirements of Ohio Rule and Law;
- Are characterized by sound, strong internal controls;
- Are feasible given the staffing structure provided; and
- Include a strong description as to how the board and school finance personnel will monitor their effectiveness.

Section 23 – Insurance

State the applicant school’s approach to minimizing liability of the community school, its trustees, and employees.

CMSD requires the schools that it sponsors to obtain at least the following coverage:

- Commercial General Liability policy that expressly covers Corporal Punishment Liability and Athletic Participation Medical Liability;
- Commercial general liability insurance with limits of one million dollars (\$1,000,000) per occurrence and two million dollars (\$2,000,000) aggregate;
- Automobile liability insurance of one million dollars (\$1,000,000);
- Employee dishonesty insurance with limits of five hundred thousand dollars (\$500,000); and
- Educators’ legal liability insurance (which shall include coverage of trustees and officers of Community School) with limits of one million dollars (\$1,000,000) for each claim and two million dollars (\$2,000,000) aggregate.

Please list the providers from which the board will seek coverage. Please note that CMSD must be listed as an additional named insured on each of these insurance policies.

Applicants that are part of a model with other schools sponsored by CMSD may refer to prior applications or current charter contracts here, as appropriate.

Criteria Section 23 – Insurance

Reviewers will look for a response that:

- Completely addresses the identified requirements and indicate the board’s diligence in working to protect the school.

Section 24 – Facilities

If the school has identified a facility, describe the proposed facility and its location, including the address, site plan, and floor plan (include the number and size of the classrooms, common areas, recreational space, any charter facilities, and any residential facilities that will also be used by the school). Indicate whether the property and/or facility will be leased or purchased.

If the facility has been or will be purchased, please provide the following information:

- Cost of the land and building;
- Contract information for the entity or individual that will own the property;
- Whether the facility is a new construction or a retrofit;
- How the new construction or retrofit will be financed;
- Whether the owner is a party to this application;
- Conflicts of interest if they exist;
- A copy of the mortgage or deed; and
- Copy of the financing documents.

If the facility will be leased, please provide the following information:

- Whether it is a permanent or temporary site;
- The entity or individual that will be the lessee;
- Whether any party to the lease is a party to this application;
- Whether the development team will need to make leasehold improvements (and if so, explain whether there will be any rent abatement for these improvements);
- Conflicts of interest if they exist; and
- A copy of the lease.

If the school has not identified a facility but are researching properties, please describe the locations you are targeting and the rationale for locating in those neighborhoods. Also include a discussion of the rationale for the space the school will need, and describe in general terms the school's thinking as to what features of the program are required to support the program outlined in the proposal (environmental space, laboratory space, physical education space, etc.). Please also provide a discussion of the amount of funds the school anticipates devoting to facilities, leasehold improvements, etc.

PLEASE NOTE: Applicants are encouraged to submit an application for facilities use. Information and application details are available on the CMSD website. Please contact CMSD Chief Operating Officer Patrick Zohn at Patrick.Zohn@clevelandmetroschools.org for additional details.

Criteria Section 24 – Facilities

Reviewers will look for a response that:

- Indicates an understanding of the facilities required to support the proposed school program;
- Reflects an understanding of facilities acquisition costs, lease hold improvement costs, and operating costs;
- Reflects the founding board of trustees' understanding of facilities acquisition challenges; and
- Indicates that the proposed board of trustees has or has access to the expertise and knowledge necessary to secure a quality facility.

Section 25 – Timeline

CMSD wants to ensure that applicant schools have a realistic timeline to move from approval to the first day of school.

Present a timeline with specific actions the school will take should it receive a charter that outlines activities between the date the contract is signed and the proposed first day of school.

The timeline should include:

- Outline the governance, financial, staffing, and academic program steps required to prepare the school to open; and
- Attach responsibilities to members of the proposed staff and/or governing board.

PLEASE NOTE: The CMSD Board of Education will vote to enter into a community school contract with applicants. The contract will include the requirement that the school satisfy the elements required in the pre-opening checklist included in the Appendix of this document.

Criteria Section 25 – Timeline

Reviewers will look for a response that:

- Indicates a thoughtful approach to the setup of the organizational, financial, and academic steps it takes to ready a school to welcome children;
- Outlines a well-timed plan for student recruitment and enrollment of students; and
- Lists activities scheduled in order to meet the timing required for the CMSD community school pre-opening checklist, which must be complete no later than 10 days prior to the opening of school.

Appendix

Application for a Community School Transmittal Cover Page Cleveland Metropolitan School District

1. Type of Application: *New School, Replication of Existing Educational Model, or Transfer of Sponsorship*

2. Name of School:

2. Location of the School: *(Provide an address if available. If not available, please provide the general area of the city for the desired location of the school.)*

3. Enrollment:

Contract Year	Grades Served	Total Enrollment
Year 1		
Year 2		
Year 3		
Year 4		
Year 5		

4. Desired School Opening Date:

5. Proposed Affiliations:

Name of Community Partner and/or Education Service Provider:

6. Names of Other Existing Schools in Model:

7. Lead Applicant Contact Information:

Name:

Mailing Street Address:

City:

State:

Zip:

Home Phone #:

Cell Phone #:

Fax #:

Email Address:

Lead Applicant Public / Media Contact Name:

Lead Applicant Public / Media Contact Number:

Signature of Lead Applicant: _____ Date: _____

Section 1 – Applicant Information

1. **Type of Application:** New School, Replication of Existing Educational Model, or Transfer of Sponsorship:

2. **Full Legal Name of Applicant:**

3. **Lead Applicant Contact Information:**

Name:

Mailing Street Address:

City: State: Zip:

Home Phone #:

Cell Phone #:

Fax #:

Email Address:

4. **Additional Applicant Contact Information:**

Name:

Mailing Street Address:

City: State: Zip:

Home Phone #:

Cell Phone #:

Fax #:

Email Address:

5. **Additional Applicant Contact Information**

Name:

Mailing Street Address:

City: State: Zip:

Home Phone #:

Cell Phone #:

Fax #:

Email Address:

6. **Are all applicant(s) at least 18 years or older (Nor-For-Profit Corporation Law Section 1702):** Yes or No

7. **On additional sheets, provide background information for each applicant.**

Include whether he or she is a teacher, parent, school administrator, and/or community resident, and if he or she would be a member of the community school's governing

authority. Required background information includes at a minimum the applicant's educational and employment history; curriculum vitae or resumes are preferred.

Directions for Section 8: Performance Rationale for Replication

If you cannot access the Existing School Data Workbook from the website, please email CMSD Executive Director of Charter Schools Stephanie Klupinski at Stephanie.klupinski@clevelandmetroschools.org for a copy. Alternatively, you may create your own Excel Workbook using these categories as headers for columns (and complete for each school in the charter school management organization):

- Row A: School Name
- Row B: Year Opened
- Row C: CMO
- Row D: Model
- Row E: Attendance Rate 2012-13
- Row F: Attendance Rate 2013-14
- Row G: Attendance Rate 2014-15
- Row H: Attendance Rate 2015-16
- Row I: October 1 Enrollment 2012-13
- Row J: October 1 Enrollment 2013-14
- Row K: October 1 Enrollment 2014-15
- Row L: October 1 Enrollment 2015-16
- Row M: May 1 Enrollment 2012-13
- Row N: May 1 Enrollment 2013-14
- Row O: May 1 Enrollment 2014-15
- Row P: May 1 Enrollment 2015-16
- Row Q: Growth on One-Year Value Add 2012-13
- Row R: Growth on One-Year Value Add 2013-14
- Row S: Growth on One-Year Value Add 2014-15
- Row T: Growth on Three-Year Value Add 2012-13
- Row U: Growth on Three-Year Value Add 2013-14
- Row V: Growth on Three-Year Value Add 2014-15
- Row W: Performance Index 2012-13
- Row X: Performance Index 2013-14
- Row Y: Performance Index 2014-15
- Row Z: Third Grade Reading Proficiency 2012-13
- Row AA: Third Grade Reading Proficiency 2013-14
- Row AB: Third Grade Reading Proficiency 2014-15
- Row AC: High School Graduation Rate 2012-13

Section 19 – Parent and Community Engagement

1. Address of Proposed School:
2. Neighborhood name where school is proposed:
3. Council Member and Ward where school is proposed:
4. What Need Rank is the proposed neighborhood, per the most recent CMSD SRA?
5. If you met with a Cleveland City Council member, please provide the Date of Meeting:
6. Did Cleveland City Council Member provide support letter? (*Yes or No – Please attach*)
7. If you met with the Community Development Corporation, please provide the Date of Meeting:
8. Did Community Development Corporation provide support letter? (*Yes or No – Please attach*)
9. Date of Community Meeting:
10. Name of civic association that hosted Community Meeting, if applicable:
11. Provide a list of community partners the school may have developed and describe their role in contributing to the school and the students' success. Include letters of support or other information.
12. Attach narrative that summarizes community comments and how the proposed school is intending to address these areas.
13. Attach a copy of the marketing flyer that promoted attendance at the Community Meeting.
14. Attach a copy of the presentation materials from the Community Meeting.
15. Attach list of families committed to attending the proposed school including zip code and current grade.

16. Attach narrative that indicates how the school will continue to engage parents and the community in supporting the school's academic and overall success.

Section 20 – Governing Authority

Request for Information from Prospective Community School Trustee

Background

1. Name of Charter School for which you intend to serve as a trustee.
2. Full name:
Home Address:
Business Name and Address:
Home telephone No.:
Work telephone No.:
E-mail address:
3. A brief educational and employment history (you may attach a resume or curriculum vitae):

Resume attached.
4. Please affirm that you will be at least 18 years old by the date of appointment to the charter school’s board. I affirm.
5. Please indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). No. Yes.
6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. No. Yes.
7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement. No. Yes.

Conflicts

8. Please indicate whether you or your spouse knows any of the other school trustees, or prospective or former school trustees. If so, please indicate the precise nature of your relationship. I / we do not know any such trustees. Yes.
9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship. I / we do not know any such employees. Yes.
10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school. I / we do not know any such persons. Yes.
11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. I / we do not anticipate conducting any such business. Yes.
12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship. Not applicable because the school does not contract with a management company or charter management organization. I / we do not know any such persons. Yes.
13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. N/A. I / we have no such interest. Yes.
14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. N/A. I / we or my family do not anticipate conducting any such business. Yes.

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the Community School board.) To the extent you have provided this information in response to prior items, you may so indicate. Does not apply to me, my spouse or family. Yes.
16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board, or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. None. Yes.
17. Please indicate whether you or an immediate relative of yours is or, within the past year, has been an owner, employee, or consultant of any sponsor or operator of a community school. No. Yes.
18. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer.

Other

19. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). I affirm.
20. Please provide any other information that you feel pertinent to the District's review.

Certification

I, _____, certify to the best of my knowledge and ability that the information I am providing in regards to my application to serve as a member of the board of trustees of the _____ Community School is true and correct in every respect.

Signature

Date

Section 21 – Budgets and Budget Narratives

Budget Templates

IRN No.

County:

Community School Name:

Five Year Budget (Receipt, Disbursements, and Changes in Fund Cash Balances)

the Fiscal Years Ending June 30, 2019, through 2020, Forecasted

	Forecasted				
	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2019	2020	2021	2022	2023
<u>Operating Receipts</u>					
State Foundation Payments (3110, 3211)	\$0	\$0	\$0	\$0	\$0
Charges for Services (1500)	0	0	0	0	0
Fees (1600, 1700)	0	0	0	0	0
Other (1830, 1840, 1850, 1860, 1870, 1890)	0	0	0	0	0
Total Operating Receipts	0	0	0	0	0
<u>Operating Disbursements</u>					
100 Salaries and Wages	0	0	0	0	0
200 Employee Retirement and Insurance Benefits	0	0	0	0	0
400 Purchas Services	0	0	0	0	0
500 Supplies and Materials	0	0	0	0	0
600 Capital Outlay –New	0	0	0	0	0
700 Capital Outlay – Replacement	0	0	0	0	0
800 Other	0	0	0	0	0
Total Operating Disbursements	0	0	0	0	0

Excess of Operating Receipts Over (Under)

Operating Disbursements	0	0	0	0	0
-------------------------	---	---	---	---	---

Nonoperating Receipts/(Disbursements)

Federal Grants (all 4000 except fund 532)	0	0	0	0	0
State Grants (3200, except 3211)	0	0	0	0	0
Donations (1820)	0	0	0	0	0
Interest Income (1400)	0	0	0	0	0
Debt Proceeds (1900)	0	0	0	0	0
Debt Principal Retirement	0	0	0	0	0
Interest and Fiscal Charges	0	0	0	0	0
Transfers – In	0	0	0	0	0
Transfers – Out	0	0	0	0	0

Total Nonoperating Revenues/(Expenses)	0	0	0	0	0
--	---	---	---	---	---

Excess of Operating and Nonoperating Receipts

Over/(Under) Operating and Nonoperating

Disbursements	0	0	0	0	0
---------------	---	---	---	---	---

Fund Cash Balance Beginning of Fiscal Year	0	0	0	0	0
--	---	---	---	---	---

Fund Cash Balance End of Fiscal Year	\$0	\$0	\$0	\$0	\$0
--------------------------------------	-----	-----	-----	-----	-----

Disclosure Items for State Fiscal Stabilization
Funds

Personal Services SFSF	
Employees Retirement/Insurance Benefits SFSF	
Purchased Services SFSF	
Supplies and Materials SFSF	
Capital Outlay SFSF	
Total Expenditures - SDFSF	<hr/> \$0 <hr/>

Assumptions

Year 1 Budget, p. 1

Applicant school:														
Year 1 Cashflow Summary	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	
Total Revenue														
Total Expenses														
Over/(Under)														
Total Enrollment														
Year 1 Cashflow Budget	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	
REVENUE														
State Revenue														
State Foundation														
PBA														
Special Education														
Parity														
Food Service														
Other														
Total State Revenues		0	0	0	0	0	0	0	0	0	0	0	0	
Federal Revenue														
CCIP														
Title I														
Title I ARRA														
Title I SI														
Title II-A (PD)														
Title II -D (Tech.)														
Title III (LEP & Immigrant)														
Title IV (Safe & Drug Free)														
Title V (Innovative Ed)														
Title VI (Rural Ed)														
IDEA-B (Spec. Ed)														
SFSF														
PCSP														
Other														
Total Federal Revenues		0	0	0	0	0	0	0	0	0	0	0	0	
Total Fundraising Revenues														
TOTAL REVENUE		0	0	0	0	0	0	0	0	0	0	0	0	

Year 1 Budget, p. 2

EXPENSES													
Administrative Personnel Costs	# positions												
Executive Management													
Instructional Management													
Deans, Directors & Coordinators													
CFO/Director of Finance													
Operations/Business Manager													
Administrative Staff													
Other													
Total Administrative Personnel Costs		0	0	0	0	0	0	0	0	0	0	0	0
Instructional Personnel Costs	# positions												
Teachers - Regular													
Teachers - Special Ed													
Substitute Teachers													
Teaching Assistants													
Specialty Teachers													
Aides													
Therapists & Counselors													
Other													
Total Instructional Personnel Costs		0	0	0	0	0	0	0	0	0	0	0	0
Non-Instructional Personnel Costs	# positions												
Nurse													
Librarian													
Custodian													
Security													
Other													
Total Non-Instructional Personnel Costs		0	0	0	0	0	0	0	0	0	0	0	0
Subtotal # personnel		0	0	0	0	0	0	0	0	0	0	0	0
Subtotal Personnel Costs		0	0	0	0	0	0	0	0	0	0	0	0
Payroll Taxes & Benefits													
Payroll Taxes & Benefits													
Employee Benefits													
Retirement/Pension													
STRS/SERS													
Total Payroll Taxes & Benefits		0	0	0	0	0	0	0	0	0	0	0	0
Contracted Services													
Accounting/Audit													
Legal													
Treasurer													
Data Reporting													
Management Company Fee													
Nurse/Health Services													
Food Service/School Lunch													
Payroll													
Special Education													
Sponsorship Fee													
Other													
Total Contracted Services		0	0	0	0	0	0	0	0	0	0	0	0

Year 1 Budget, p.3

School Operations															
Board Expenses															
Classroom/Teaching Supplies & Materials															
Special Education Supplies & Materials															
Textbooks/Workbooks															
Supplies & Materials Other															
Equipment/Furniture															
Telephone															
Technology															
Student Testing & Assessment															
Field Trips															
Transportation															
Student Services (Other)															
Office Expenses															
Staff Development															
Staff Recruitment															
Student Recruitment/Marketing															
School Meals															
Travel (Staff)															
Fundraising															
Other															
Total School Operations															
Facility Operation & Maintenance															
Insurance															
Janitorial															
Building and Land Rent/Lease															
Repairs & Maintenance															
Equipment/Furniture															
Security															
Utilities															
Total Facility Operation & Maintenance															
TOTAL EXPENSES															
UNDER/(OVER)															

5 Year Projected Budget, p. 1

Applicant School											
5 Year Summary					2014-15	2015-16	2016-17	2017-18	2018-19	Total:	
Total Revenue										0	
Total Expenses										0	
Over/(Under)										0	
Total Enrollment										0	
5 Year Projected Revenue					2014-15	2015-16	2016-17	2017-18	2018-19		
Revenue											
State Revenue											
State Foundation											0
PBA											0
Special Education											0
Parity											0
Food Service											0
Other											0
Total State Revenues					0	0	0	0	0	0	
Federal Revenue											
CCIP											
Title I											0
Title I ARRA											0
Title I Si											0
Title II-A (PD)											0
Title II-D (Tech.)											0
Title III (Lep & Immigrant)											0
Title IV (Safe & Drug Free)											0
Title V (Innovative Ed)											0
Title VI (Rural Ed)											0
IDEA-B (Spec. Ed)											0
SFSF											0
PCSP											0
Other											0
Total Federal Revenues					0	0	0	0	0	0	
Total Fundraising Revenues											0
Total Revenue					0	0	0	0	0	0	

5 Year Projected Budget, p.2

EXPENSES									
Administrative Personnel Costs*									
Executive Management									
Instructional Management									
Deans, Directors & Coordinators									
CFO/Director of Finance									
Operations/Business Manager									
Administrative Staff									
Other									
Total Administrative Personnel Costs					0	0	0	0	0
Instructional Personnel Costs*									
Teachers - Regular									
Teachers - Special Ed									
Substitute Teachers									
Teaching Assistants									
Specialty Teachers									
Aides									
Therapists & Counselors									
Other									
Total Instructional Personnel Costs					0	0	0	0	0
Non-Instructional Personnel Costs*									
Nurse									
Librarian									
Custodian									
Security									
Other									
Total Non-Instructional Personnel Costs					0	0	0	0	0
Subtotal # personnel*					0	0	0	0	0
Subtotal Personnel Costs					0	0	0	0	0

5 Year Projected Budget, p.3

Payroll Taxes & Benefits									
Payroll Taxes & Benefits									
Employee Benefits									
Retirement/Pension									
STRS/SERS									
Total Payroll Taxes & Benefits					0	0	0	0	0
Contracted Services									
Accounting/Audit									
Legal									
Treasurer									
Data Reporting									
Management Company Fee									
Nurse/Health Services									
Food Service/School Lunch									
Payroll									
Special Education									
Sponsorship Fee									
Other									
Total Contracted Services					0	0	0	0	0
School Operations									
Board Expenses									
Classroom/Teaching Supplies & Materials									
Special Education Supplies & Materials									
Textbooks/Workbooks									
Supplies & Materials Other									
Equipment/Furniture									
Telephone									
Technology									
Student Testing & Assessment									
Field Trips									
Transportation									
Student Services (Other)									
Office Expenses									
Staff Development									
Staff Recruitment									
Student Recruitment/Marketing									
School Meals									
Travel (Staff)									
Fundraising									
Other									
Total School Operations					0	0	0	0	0
Facility Operation & Maintenance									
Insurance									
Janitorial									
Building and Land Rent/Lease									
Repairs & Maintenance									
Equipment/Furniture									
Security									
Utilities									
Total Facility Operation & Maintenance					0	0	0	0	0
TOTAL EXPENSES						0	0	0	0
UNDER/(OVER)					0	0	0	0	0

**Thank you for your interest in applying for sponsorship
with the Cleveland Metropolitan School District.**

As a reminder:

Intent to Apply forms are due August 1, 2017.

Complete applications are due September 15, 2017.

This marks the end of the application.