Today's Objectives

1. Board Policy that Shapes Transportation Service
2. Magnet Programming and Access
3. Express Transportation
4. Roadmap to Implementation
5. Next Steps and Questions
Background

• Over the years, CMS has increased the number of magnet programs offered, resulting in greater complexity and a growing demand for transportation.

• School transportation services in districts across the nation have been challenged due to the lack of drivers and mechanics.

• CMS staff must operationalize the adopted budget while creating improvements to overall transportation service for our students, as such, recommended changes are necessary.

• To optimize the transportation system under the current conditions and demands of program growth, the department has explored alternative service modes to increase system efficiencies and improve the student experience, while reducing cost.
The Goal

• The goal of the presentation today is to inform the board about modifications to high school magnet transportation beginning in 2023-2024

• We will focus on the current state of magnet transportation for high school students and demonstrate how modifying our service levels can support access, increase student achievement while balancing supply and demand
Alignment to Adopted Budget

- Reductions and modifications to core services are considered to navigate the budget and close the budget gap.

- In 2021-2022 a $3.2 million reduction was made which included reducing cost associated with magnet transportation.

- In 2022-2023 fund balance appropriation was used to cover operating expense since the magnet transportation changes associated with the budget cut had not been

<table>
<thead>
<tr>
<th>Explanation of Change</th>
<th>Description</th>
<th>State Cost</th>
<th>Local Cost</th>
<th>Federal Cost</th>
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<tbody>
<tr>
<td><strong>Reductions/Redirctions</strong></td>
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<tr>
<td>Multiple strategies were employed to close the budget gap including utilizing other funding sources and making additional budget reductions and redirections. Transfers of costs to state funding in our school administration and non-instructional category contributed $3 million to close the gap. Other reductions included eliminating funds for had debt due dates being extended at no cost to students for the 2002-2003 school year (US Department of Agriculture waiver), reducing transportation costs associated with magnet transportation, and using vacancy savings for the one-time state approved bonus.</td>
<td>Salaries &amp; Benefits</td>
<td>(800,040)</td>
<td></td>
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<td></td>
<td>Purchased Services</td>
<td>(345,000)</td>
<td></td>
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<td>Supplies &amp; Materials</td>
<td>(3,246,181)</td>
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<td></td>
<td><strong>Total Reductions/Redirctions</strong></td>
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<td>(4,451,207)</td>
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<th>Description</th>
<th>State Cost</th>
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<th>Federal Cost</th>
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<tr>
<td><strong>I. Sustaining Operations</strong></td>
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<td><strong>Program Continuation</strong></td>
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<td></td>
<td><strong>1. Enterprise Resource Planning (ERP) Systems Modernization</strong></td>
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<td>Recognizing our dated technology is rapidly becoming unsustainable, the State Board of Education has commenced a multiyear project to modernize core systems (finance, payroll, human resources, capital planning) used by DPI and local school administrative units. The modernization program will improve process and data integration (e.g. state/local licensure) while increasing operational efficiency, data management, and compliance monitoring. The integrated platform will provide common state and local reporting with advanced analytics to enable more informed decisions and actionable insights. The contemporary technology (Software-as-a-Service – Cloud) will constantly evolve with new capabilities and enhancements delivered annually to improve process automation, reduce errors and deliver a better employee experience allowing CMS to reinvest efficiency gains into our core mission. Funding is included for ERP licensing and implementation support for year three of the modernization project.</td>
<td>Purchased Services</td>
<td>3,065,572</td>
<td></td>
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</table>
Board Policy

Goals & Guiding Principals that Shape Transportation Policy

(Board Policy - ASGP Operational Efficiency) Provide choice and promote equitable access to varied and viable programmatic options for all children; Maximize efficiency in the use of school facilities, transportation and other capital and operational resources to reduce overcrowding;

(Board Policy - ASGP Operational Efficiency) Consider modifications to transportation zones and feeder patterns that are designed to provide operational efficiency and equitable access to quality educational programs.

(Board Policy - ASGP/E1 Transportation Zone) Students will have a priority for admission based on whether they live within or outside of the transportation zone for the school option to which they are applying. Students living outside of the transportation zone for a school option to which they are admitted through the lottery are not entitled to CMS transportation to the school.

(Board Policy - ASGP/R Student Assignment Plan CMS Transportation) For initial Lottery assignments, students may receive CMS transportation to schools within their Transportation Zones or magnet feeder areas. In all cases in which a student is initially admitted to a magnet program within his/her magnet feeder area and attends through the terminal grade, the student will be provided CMS transportation to magnet programs the student subsequently attends that are in the magnet feeder pattern of the original school.

(Board Policy 0 - Bus) A pupil residing in one attendance area and attending a school in another attendance area may have transportation to such school from any regular stop within the school attendance area and from the school to the same passenger stop.
Transportation Statistics

- District Area: 546 Square Miles
- District Enrollment: 141,217 Students (20th Day Enrollment Numbers)
- Assigned Students for Transportation: 2022-2023: 111,877 or 78.17%
- Number of Buses In Operation: 853 (925 w/ Exceptional Children)
- Avg Miles Per Year: 20 million
- Total Number of Bus Runs Per Day: 4,875
- On-time Performance:
  - AM – 93.4%
  - PM – 88.0%
- Bus Driver Vacancies: 35
- Drivers on Leave: 39
Magnet Programming and Access
Magnet Programs and Access

- Charlotte-Mecklenburg Schools students are provided the option to access magnet programs that vary in themes and design pedagogy, to support their unique interest while promoting excellence in student achievement and growth.

- CMS believes transportation can be a lever to increase access for all families.

- Magnet students receive transportation in accordance with board policy. When new programs are created, new schools open, and boundaries are adjusted, transportation services must be provided.
Magnet Programming and Access

Jaden's Journey

1. 4:30 AM
   Jaden wakes up at 4:30 AM to make it to the bus stop 10 minutes before the scheduled bus stop time.

2. 5:00 AM
   Jaden boards the bus at 5:00 AM. The students ride the school bus for ten stops and finally arrive at the school at 6:50 AM.

3. 6:50 AM
   Jaden arrives at school at 6:50 AM. He can eat breakfast and get settled. His classes begin at 7:15 AM.

4. 2:15 PM
   Jaden will board the school bus at 2:15 PM after a full day of learning.

5. 3:53 PM
   The student will arrive home after 10 stops.
CMBE policy governs and articulates that students will be provided CMS transportation to magnet programs.

1996: First year of Magnet Programs
- 16 magnet themes; 47 schools

2010: 12 magnet themes; 43 schools

2016: 12 magnet themes; 43 schools

2022-23: Current School year
- 14 magnet themes at 71 schools
Magnet Students Assigned to a Bus

- Magnet enrollment account for 21% of overall enrollment in the district and 20% of daily ridership
- Magnet routes account for 33% of all daily bus miles

**Definition of groupings:**
- Magnet Students: All students attending a magnet program
- Non-Magnet Riders: All students attending their home school

Note: Miles are based on routes dedicated to transporting students to magnet programs
Magnet Transportation

Express Route Schools 2023-2024

Total Students Impacted – 5151

1. Harding IB & Berry Technical Academy
2. East Mecklenburg High School
3. Hawthorne & Military Global Leadership
4. North Mecklenburg High School
5. Northwest School of Arts
6. Secondary Montessori @ JT Williams
7. South Mecklenburg High School
8. UNCC
9. EE Waddell
10. PACE – district wide program
11. CPCC – Central Campus

Why were these schools chosen?

1. Alleviates impact to elementary and middle students.
2. Express routes will only be offered at the high school magnet programs listed.
3. Current bus routes cover the largest geographic and resultant daily mileage.
4. Modifying current routes will yield improved service for all district schools.
SES from 2016-17 to 2022-23

<table>
<thead>
<tr>
<th>SES for Identified Schools</th>
<th>Difference in % SES of Magnet Students 2016-17 to 2022-23</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Express Route Schools</td>
</tr>
<tr>
<td>Char Eng Early College-UNCC</td>
<td>-1.54%</td>
</tr>
<tr>
<td>East Mecklenburg High School</td>
<td>-1.18%</td>
</tr>
<tr>
<td>Harding University High School</td>
<td>-6.54%</td>
</tr>
<tr>
<td>Hawthorne Academy of Health Sciences</td>
<td>38.35%</td>
</tr>
<tr>
<td>North Mecklenburg High School</td>
<td>16.93%</td>
</tr>
<tr>
<td>Northwest School of the Arts</td>
<td>10.54%</td>
</tr>
<tr>
<td>Phillip O Berry Academy of Technology</td>
<td>0.33%</td>
</tr>
<tr>
<td>South Mecklenburg High School</td>
<td>-17.42%</td>
</tr>
<tr>
<td>Williams Secondary Montessori</td>
<td>23.31%</td>
</tr>
<tr>
<td>Charlotte Teacher Early College</td>
<td>30.24%</td>
</tr>
</tbody>
</table>

* SES is an index measure based on family income, adult educational attainment, homeownership, household composition, and English language ability (Source: US Census Bureau American Community Survey, 5YR Estimates, Vintage 2020). Batavia1*

* 2013-14 - Hawthorne Academy of Health Sciences experienced a 3-year phase-in. In 2018-19 the school combined with Military Global Leadership which reflect no data for the 2016-2017
Express Transportation

What is Express Transportation? A bus route designed to make less stops and provide express service to school, reducing the ride time for students and drive time for drivers.

There are numerous factors transportation considered when modifying transportation services.

- Regulatory impacts
- Environmental impacts
- Impacts to Families
- Programmatic
- Ridership
- Cost
- Efficiency

- Access to bus stops
- Impacts to families
- Hazards
- Travel paths
- Load /Unload Times
- Traffic
- Ride times
- Highways
- Distance
- Speed limits
Express Routes

Why Express Transportation? Given the characteristics of Charlotte Mecklenburg Schools and the goals and priorities set to provide greater access, alternative service modes were evaluated to determine how school bus services could be improved while minimizing impacts to families.

Alternative Service Modes were Evaluated

Hub & Spoke Model
- Requires to ride to a central hub to transfer and travel to school
- Will require additional drivers

Public Transportation
- Requires coordination with Charlotte Area Transit System
- Additional cost
- Timing

Shuttle Service
- Increases ride time
- Provided fewer pick-up sites and stops

Express Routes
- Increases access
- Reduces ride time
- No additional cost
- No additional drivers needed
- Services only high school magnet schools identified
# Express Routes Stops

<table>
<thead>
<tr>
<th>School Name</th>
<th># PM Stops</th>
<th># Students Identified</th>
<th>Express Stops</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harding IB &amp; Berry Technical Academy</td>
<td>1232</td>
<td>1377</td>
<td>36</td>
</tr>
<tr>
<td>East Mecklenburg High School</td>
<td>635</td>
<td>715</td>
<td>24</td>
</tr>
<tr>
<td>Hawthorne &amp; Military Global Leadership</td>
<td>405</td>
<td>421</td>
<td>18</td>
</tr>
<tr>
<td>North Mecklenburg High School</td>
<td>735</td>
<td>690</td>
<td>23</td>
</tr>
<tr>
<td>Northwest School of Arts</td>
<td>801</td>
<td>822</td>
<td>27</td>
</tr>
<tr>
<td>Secondary Montessori @ JT Williams</td>
<td>189</td>
<td>201</td>
<td>18</td>
</tr>
<tr>
<td>South Mecklenburg High School</td>
<td>759</td>
<td>552</td>
<td>19</td>
</tr>
<tr>
<td>UNCC</td>
<td>361</td>
<td>373</td>
<td>20</td>
</tr>
</tbody>
</table>

- **Total Enrollment**: 11712
- **Total Number of PM Stops**: 5117
- **Total Students Identified**: 5151 44%
- **Express Stops**: 185

Schools included in Express Stops not listed due to 1st year:
- EE. Waddell
- PACE district wide program
- CPCC – Central Campus
Express Transportation

Impacts to families: Transportation is an important component of the district connecting students to schools and opportunity. Modifying magnet transportation allows the district increase its service while reducing student ride time, and increasing access, with minimal impacts to families.

What change can high school students expect to see?
- Change to pick up location, 2-3 miles
- Change to pick up time and drop off time
- Reduced ride time
- Stops designed with student need in mind

What are the benefits to Express Routes for high school students?
- Improves equity of ride time by 40-50%
- Reduction in the number of early pick up’s
- Improves on time arrival for all district routes
- Maximizes transportation resources
The Student Experience

• Full magnet students eligible for transportation would be assigned to their express site closest to home. Campus Security Associates would assist in safety support.

• An estimated 2,000 fewer students, based on assigned students, will be picked up between 4:58am – 6:00am.

• An estimated 5,211 students would experience a stop change.

• Estimated 1 hour and 15-minute reduction in run length on the bus for schools that implement express stop.

• We estimate a total of 1,335,600 or 6.67% of annual miles reduced by adjusting to Express routes.

• Northwest School of the Arts would require a bell time adjustment.

• Campus Safety Associates would be on hand to support students.
Northwest School of the Arts

2015-2016 Enrollment: 1,015

2022-2023 Enrollment: 1,041
JADEN'S JOURNEY

1 4:30 AM
Jaden wakes up at 4:30 AM to make it to the bus stop 10 minutes before the scheduled bus stop time.

2 5:00 AM
Jaden boards the bus at 5:00 AM. The students ride the school bus for ten stops and finally arrive at the school at 6:50 AM.

3 6:50 AM
Jaden arrives at school at 6:50 AM. He can eat breakfast and get settled. His classes begin at 7:15 AM.

4 2:15 PM
Jaden will board the school bus at 2:15 PM after a full day of learning.

5 3:53 PM
The student will arrive home after 10 stops.
Jaden’s Journey

Time:
AM Ride Time: 1 hour 44 minutes
PM Ride Time: 2 hours
3 hours 44 minutes per day
653 hours per school year

Miles Traveled
Daily: 92 Daily Miles
Monthly: 92 x 20 days = 1,840 miles
Annually: 92 x 175 = 16,100 miles
Jaden’s Express Journey

**Time:**
- AM Ride Time: 35 minutes
- PM Ride Time: 35 minutes
- 1 hour 10 minutes per day
- 204 hours per school year

**Miles Traveled:**
- Daily: 46 Daily Miles
- Monthly: 46 x 20 days = 920 miles
- Annually: 46 x 175 = 8,050 miles
Mrs. Jackson’s Journey

1: 3:30 AM
Mrs. Tracey Jackson has been a CMS bus driver for 27 years. She starts her day off at 3:30 AM. She arrives at work at 4:15 AM to start her bus and begin her AM Trip.

2: 9:30 AM
Mrs. Jackson has a long day. She drives from 4:30 AM to 9:30 AM every morning.

3: 10:00 AM-1:00 PM
Mrs. Jackson drives home and eats a quick bite before returning to work.

4: 2:15 PM-5:30 PM
Mrs. Jackson begins her afternoon route. She arrives at UNC Charlotte at 1:30 PM and doesn’t finish dropping her last student off until 5:30

5: 6:00 PM
Mrs. Jackson returns home from a long workday.
Mrs. Jackson’s Journey

**Time:**
- AM Start Time: 4:30 AM
- AM End Time: 9:30 AM
- PM Start Time: 1:00 PM
- PM End Time: 5:30 PM
- 9.5 hours per day
- 1,662 hours per school year

**Miles Traveled:**
- Daily: 200 Miles
- Monthly: 200 x 20 days = 4,000 miles
- Annually: 200 x 175 = 35,000 miles
Ms. Jackson’s Express Journey

**Time:**
- AM Start Time: 5:51 AM
- AM End Time: 9:30 AM
- PM Start Time: 1:00 PM
- PM End Time: 5:30 PM
- 8.0 hours per day
- 1,400 hours per school year

**Miles Traveled:**
- Daily: 125 Miles
- Monthly: 125 x 20 days = 2,500 miles
- Annually: 125 x 175 = 21,875 miles
**Neighborhood Stop Routes vs. Express Routes**

**Jaden:**
- **Time:**
  - 3 hours 44 minutes per day
  - 653 hours per school year
- **Miles Traveled**
  - Day 92 miles
  - Year 92 x 175 days = 16,100 miles

**Mrs. Jackson:**
- **Time**
  - AM start time: 4:30 AM
  - 9.5 hours per day
  - 1,662 hours per school year
- **Miles Traveled**
  - Day 200 miles
  - Year 200 x 175 = 35,000 miles

**Summary of time Jaden spends on the bus**

- Magnet 27 Days
- Express 9 Days

Jaden will spend 18 fewer days on the bus with his express run.
Implementing Express routes reduces miles by 40-50%:

- Data compares current miles traveled in comparison to projected Express miles.
- Data does not account for new programs at EE, Waddell, PACE program, and CPCC.
Roadmap to Implementation
Engagement and Communication Plan

www.cms.k12.nc.us
Communication and Engagement

**EXTERNAL AUDIENCES | STUDENTS & FAMILIES**

**MESSAGE:**
CMS strives to provide every student with access to high-quality education and is excited to announce that some magnet high schools will now be provided Express routes. By decreasing ride time for students attending their magnet program, CMS can increase on time arrival, and reduce ride time. Families will receive additional information in December on how Express routes will impact their schools.

**INTERNAL AUDIENCES | DISTRICT, LEARNING COMMUNITIES, PRINCIPALS,**

**MESSAGE:**
CMS is excited to announce that Express Routes to high school magnet students attending (schools listed). Schools will receive additional information in December on how Express routes will impact their schools. With the increase in efficiency, we will ensure all student have access.

**EXTERNAL AUDIENCES | STUDENTS & FAMILIES**

**WEBSITES | cmsgk12.org**
**SOCIAL MEDIA | District & Transportation Facebook & Twitter**
**MEDIA RELATIONS | Story pitches to local web, print, television**
**NEWSLETTERS | Our CMS Weekly Newsletter**
**COLLATERAL MATERIALS | Flier for distribution by transportation**
**Lottery Process | Include updates in magnet collateral, website updates**
**Email | Parent and Student Survey**
**Bus App | Here Comes the Bus**

**INTERNAL AUDIENCES | DISTRICT**

**WEBSITES | cmsgk12.org**
**NEWSLETTERS | Principal Updates**
**EMAIL | sent by transportation**
**COLLATERAL MATERIALS | Flier for distribution by transportation**
Engaging Students on Express Routes

Social media
  • Twitter
  • Facebook
  • Instagram

School-Based Outreach
  • Hosting a series of informational sessions
  • Educating Counselors on how advise students

Utilizing Technology
  • Blackboard/Connect Ed messaging system
  • Interactive CMS website
In Summary

**Board Policy - ASGP Operational Efficiency** - Consider modifications to transportation zones and feeder patterns that are designed to provide operational efficiency and equitable access to quality educational programs.

**Current State**
- Vacancies - 35
- On-Time Arrival – 93% AM, 88% PM
- Mileage Reduction - None
- Ride Time – Up to 2 hours
- Budget - None
- Bell Times - None

**Projected With Express Stops**
- Vacancies - 0
- On-Time Arrival - 96.5% AM, 95% PM
- Mileage Reduction - 1,335,600
- Ride Time - 30 minutes or less
- Budget - No additional dollars needed
- Bell Time Change – Northwest School of Arts
- Policy Change – None
Next Steps

- **Learning Community Superintendent Meetings**
  - Date: 11.30.22

- **Cabinet Meeting**
  - Date: 12.1.22

- **Chair/Vice Chair Meeting**
  - Date: 12.5.22

- **CMBE Small Groups Presentation**
  - Date: 12.8.22

- **Principal Meetings**
  - Date: 12.13.22

- **Board of Education Meeting**
  - Date: 12.13.22

- **Road to Implementation Engagement**
  - Date: 12.14.22

- **Ongoing Engagement Prior to the Express Kick Off**
  - Duration: 9 months