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Adjusted Allocation: 0.00

Remaining: -750,000.00
Applicants shall respond to the prompts or questions in the areas listed below in a narrative form.

A) APPLICANT INFORMATION - General Information, Experience and Capacity

1. Project Title: The Dublin School Districts' Operational Excellence/Cooperating with OSU & Cardinal Health to Transform District Processes and Performance

2. Executive summary: Provide an executive summary of your project proposal and which goal(s) in question 9 you seek to achieve. Please limit your responses to no more than three sentences.

Dublin City Schools has a responsibility to judiciously allocate limited resources to the academic and operational areas of the District in order to maximize the return on investment our stakeholders have made in our schools and our students. Dublin City Schools will implement a proven and sustainable cost reduction methodology, known as Lean Six Sigma, through a partnership with The Ohio State Fisher College of Business - that teaches this discipline to corporate employees from around the world, and with Cardinal Health - a Fortune 50 company headquartered in Dublin that employs Lean Six Sigma to drive organizational efficiency. Bringing this private sector concept to our public school system, in cooperation with entities such as MoreSteam, will reduce operating costs on the business side of Dublin City Schools, resulting in savings that can be redirected to the classroom per the District's five year forecast.

14B00 3. Total Students Impacted:

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

First Name, Last Name of contact for lead applicant: Todd F. Hoadley, Superintendent
Organizational name of lead applicant: Dublin City Schools
Unique Identifier (RN/Fed Tax ID): 6174027
Address of lead applicant: 7030 Coffman Road, Dublin, OH 43017
Phone Number of lead applicant: (614) 602-1456
Email Address of lead applicant: hoadley_todd@dublinschools.net

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

First Name, Last Name of contact for secondary applicant: N/A
Organizational name of secondary applicant: N/A
Unique Identifier (RN/Fed Tax ID): N/A
Address of secondary applicant: N/A
Phone number of secondary applicant: N/A
Email address of secondary applicant: N/A

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

Peter Ward, The Ohio State University Fisher College of Business Fed Tax ID: 614021002 7000 Cardinal Place, Dublin, OH 43017 (614) 757-2349 bill.owad@cardinalhealth.com Timothy Kelley MoreSteam. Fed Tax ID: 614021002 9976 Brewster Lane Powell, OH 43065 (614) 757-2349 bill.owad@cardinalhealth.com

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

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

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

UploadGrantApplicationAttachment.aspx

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

Dr. Todd Hoadley (Dublin City Schools) - Dr. Hoadley leads the 12th-largest school district in Ohio, working collaboratively with staff, students, parents, and stakeholders to provide students with a world-class education while meeting the facilities and financial challenges of a growing district. He previously served as superintendent at Olmsted Falls City Schools and Van Buren Local Schools. Dr. Hoadley has a bachelor's in mathematics from Bowling Green State University, where he also earned a master's degree and a PhD in educational leadership and policy studies. In 2010, he earned a Masters of Business Operational Excellence (MBOE) from the Fisher College of Business at Ohio State University. He leveraged his MBOE education at Olmsted Falls to lead several Lean Six Sigma projects designed to reduce expenditures on the business side of the operation in order to direct savings into the classroom. Dr. Hoadley's status as a Lean Six Sigma black belt and MBOE graduate uniquely position him to offer cost-reduction expertise to the district. Peter Ward (Fisher College of Business) - Ward is a professor of operations at Fisher, where he holds the Richard M. Ross Chair in Management and serves as chair of the Department of Management Sciences. Ward also serves as co-director of Fisher's Center for Operational Excellence and is the academic director and a sitting faculty member of the Master of Business Operational Excellence degree program. Before entering academia, Ward worked as a manager of systems and software engineering in the corporate manufacturing engineering function of Wang Laboratories Inc. and as an economist for the U.S. Bureau of Labor Statistics. He has a doctorate in operations management from Boston University and a master's of science in business administration from the University of Massachusetts, where he also earned his bachelor's of economics. Ward is an accomplished researcher whose work has appeared in leading operations management journals and has been recognized with a number of awards. In 2004, he won the prestigious Shingo Prize for research, a top honor in the operational excellence field. William Bill Owad (Cardinal Health) - Owad is the senior vice president of operational excellence at Cardinal Health, a Fortune 50 company with more than $100 billion in annual revenue and more than 34,000 employees. There, he is responsible for the development and implementation of an enterprise approach to operational excellence, supported by a staff of nearly 150 employees and coaches. During his tenure, Owad helped solve several significant problems that drive down costs, streamline work flows, and reduce wasted efforts. And it is time that K-12 education systems adopt this approach and deliver the resultant benefits to students and families. This project is focused on innovating Dublin City Schools operations to deliver the financial benefits enjoyed by many companies in the private sector. A selection of DCS staff will be trained in

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

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

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

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

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

11. Describe the innovative project.

It is not a new idea, but it is an incredibly powerful one. Over decades, it has proven itself in companies from General Electric and Toyota to Starbucks and the Cleveland Clinic. It goes by many names: Operational excellence, continuous improvement, and Lean Six Sigma. It is moving rapidly across industries such as financial services, retail, and health care. Specifically, it is a systematic approach to problem solving that helps drive down costs, streamline work flows, and reduce wasted efforts. And it is time that K-12 education systems adopt this approach and deliver the resultant benefits to students and families. This project is focused on innovating Dublin City Schools operations to deliver the financial benefits enjoyed by many companies in the private sector. A selection of DCS staff will be trained in...
Describe how it will meet the goal(s) selected above. - If school/district receives school improvement funds/support, include a brief explanation of how this project will advance the improvement plan.

This approach to operational excellence is focused on perfecting operational processes, which directly impacts two key areas of the Straight A Fund. This methodology, in a very disciplined fashion, will help to reduce waste and find better ways to sustain high quality. The key elements are: streamlining processes, reducing waste, and lowering costs. In the district, the next step is to identify and eliminate waste, and here’s how we will achieve the benefits.

1. To base six sigma projects, we have identified key areas of opportunity. The benefits here are significant and important. The uncertainty of school levy success requires all districts to enrich the base six sigma projects and do process improvement projects (see below) as a result of their training and subsequent project experience, we will utilize process improvement teams from across the system to achieve these benefits.

2. Lean Six Sigma (LSS) is the process management tool that helps organizations to achieve breakthrough improvements in quality and efficiency. It is a data-driven methodology that focuses on improving the performance of processes by removing waste and reducing variability. The Lean Six Sigma approach is based on the principles of Lean and Six Sigma, which are two separate methodologies that are now being combined to achieve maximum results.

3. The Dublin Board of Education and district staff will gain a broad understanding of the Lean Six Sigma improvement methodology, concepts, and vocabulary. This enables them to support and track improvements in the areas of process, efficiency, and productivity. As part of that learning experience they identify and do process improvement projects across the district. To date, these efforts have yielded more than $2 million in operational savings across areas such as transportation, energy, food services, IT, and human resources. We have developed our own focus areas for operational improvement and have begun to deliver significantly significant savings across key areas of our operations. Utilize greater share of resources in classroom: The substantial savings in the operations across our system will allow us to redirect resources to the classroom, to fund the program and support the teachers and students.

4. The investment of an additional $163,000 in funding will go a long way to develop a system-wide culture of operational excellence and enable new/recurring costs associated with conducting staff training. As stated, these are optional recurring costs that we look upon as a continued investment in the long-term sustainability of the project.

5. Initial areas targeted for operational improvement include: Transportation optimization in routing and maintenance, inventory reduction, inventory optimization, energy usage reduction, and property management. These savings will be re-invested in the program in order to continue the operational excellence journey. As such, the investment is this type of program will ultimately translate into significant savings that will be reinvested in the program.

6. To lead this project throughout this fiscal year and beyond, a district administrator will be reassigned as Director of Continuous Improvement. This will be at no additional cost to the district, as the school/district will have at least two funds not already provided by Cardinal Health or OSU. Budget: $15,000 via Straight A funding. To implement this project throughout this fiscal year and beyond, a district administrator will be assigned as Director of Continuous Improvement. This will be at no additional cost to the district, as the school/district will have at least two administrative staff and will have their position realigned to focus on the goals and priorities of this initiative.

7. An active participant in the OSU training at the heart of this initiative, we are able to provide ongoing support and guidance in the areas of process, efficiency, and productivity. As part of that training experience, we will collaborate on specific improvement projects designed to transform processes. This reveals opportunities to reduce the resources necessary to achieve the required results.

8. Operational Excellence Membership - Thirty-eight companies across varied industries have joined together with Fisher, not only to share best practices in Operational Excellence, but to advance the discipline and create “next” practices. The mutual commitment and shared learning that permeates this group of forward-thinking organizations will provide essential support and opportunities to collaborate with other members.

9. It is imperative that we invest in both the governance and support structure that will enable our staff to develop the knowledge, develop the skills, and leverage the tools and practices to re-form operational processes to reduce costs and improve resource utilization while improving workflows and quality. As such, we will invest in building a system-wide culture of operational excellence that will be sustained over the long term.

10. Once funding has expired, all reoccurring costs will be both optional and completely sustainable, paid for through anticipated operational savings generated by year one and future Lean Six Sigma projects. Optional reoccurring costs may include additional participation in MBOE program (1-2 individuals per year - $9,000) and continued membership in the OSU Center for Operational Excellence (estimated cost is $10,000/year). Moreover, this project represents DCS’ commitment to implementing a sustainable, district-wide cost reduction strategy. DCS has made a commitment to the principals of Lean Six Sigma as a new operational tool. As such, we have identified new areas for improvement in the District and momentum in the first year at the state level have been shown.

11. We are aware that all of these savings are rooted in the implementation of the innovative project. These savings will be re-invested and directed into the classroom. A portion of the future savings will also be reinvested in the program in order to continue the operational excellence journey. As such, the investment is this type of program will ultimately translate into significant savings that will be reinvested in the program.

12. How do we get there? We are implementing a layered approach to developing lean thinkers who have the skills to form teams and lead efforts to identify and improve operational processes and efficiencies across the district. The structure: Layer 1: Through a dedicated session led by Cardinal Health, with the support of OSU, leaders from the Dublin Board of Education and district staff will gain a broad understanding of the Lean Six Sigma improvement methodology, concepts, and vocabulary. This enables them to support and track improvements in the areas of process, efficiency, and productivity. As part of that training experience, we will collaborate on specific improvement projects designed to transform processes. This reveals opportunities to reduce the resources necessary to achieve the required results.

13. Initial areas targeted for operational improvement include: Transportation optimization in routing and maintenance, inventory reduction, inventory optimization, energy usage reduction, and property management. These savings will be re-invested in the program in order to continue the operational excellence journey. As such, the investment is this type of program will ultimately translate into significant savings that will be reinvested in the program.

14. What is the total cost for implementing the innovative project? The total project cost is $955,500 comprised of $750,000 via Straight A funding, plus $205,500 via in-kind investment from partners if Straight A funding is not awarded. As stated, our plan is to transform the way that Dublin City Schools manages the operations that support our educational mission. Specifically, our operational model will be transformed in the following ways:

- Reduced waste: By applying the principles of Lean Six Sigma, we can achieve significant savings through process optimization and waste reduction. This will not only improve the quality of our programs and services but also enhance the overall efficiency of the district.

- Increased productivity: The adoption of Lean Six Sigma will enable us to optimize our resources and improve our productivity. By identifying and eliminating non-value-adding activities, we can allocate our resources more effectively to focus on the areas that matter most.

- Enhanced collaboration: The implementation of Lean Six Sigma will facilitate better collaboration among stakeholders by emphasizing the importance of continuous improvement. This will lead to a more cohesive and aligned approach to decision-making.

- Improved customer satisfaction: By improving our processes and reducing waste, we can ensure that our services meet the needs and expectations of our customers (students, parents, and community members).

- Long-term sustainability: The principles of Lean Six Sigma are designed for long-term sustainability. By embedding these principles into our operations, we can ensure that the benefits of this initiative are not just temporary but are sustained over time.

- Risk management: The adoption of Lean Six Sigma provides a framework for identifying and mitigating risks. By proactively addressing potential issues, we can reduce the likelihood of adverse events and ensure the smooth operation of our district.

- Data-driven decision-making: Lean Six Sigma methodologies rely on data and empirical evidence. This will enable us to make informed decisions based on factual information instead of guesswork.

15. What are the new/recurring costs of your innovative project? If there are no new/recurring costs, please explain why.

- Tuition funding
- Cardinal Health and industry training
- MBOE program funding
- OSU Lean Six Sigma program funding
- Fisher College of Business Center for Operational Excellence membership

- Operational Excellence Membership
- Some ancillary costs associated with conducting staff training.

- What has been historically or intuitively perceived as “good process” will be methodically examined and redesigned, simultaneously working to drive up the performance and quality of our processes.

- The Dublin Board of Education and district staff will gain a broad understanding of the Lean Six Sigma improvement methodology, concepts, and vocabulary. This enables them to support and track improvements in the areas of process, efficiency, and productivity. As part of that training experience, they will identify and do process improvement projects across the district. To date, these efforts have yielded more than $2 million in operational savings across areas such as transportation, energy, food services, IT, and human resources.

- The investment of an additional $163,000 in funding will go a long way to develop a system-wide culture of operational excellence and enable new/recurring costs associated with conducting staff training. As stated, these are optional recurring costs that we look upon as a continued investment in the long-term sustainability of the project.

- The objectives of this project are to improve the quality and efficiency of our operations, reduce waste, and enhance customer satisfaction. By adopting Lean Six Sigma principles, we aim to achieve these objectives while creating a culture of continuous improvement.

- The investment of an additional $163,000 in funding will go a long way to develop a system-wide culture of operational excellence and enable new/recurring costs associated with conducting staff training. As stated, these are optional recurring costs that we look upon as a continued investment in the long-term sustainability of the project.
D) IMPLEMENTATION

Financial savings is not a salient goal of this project, rather it is an expected outcome. Lean Six Sigma projects and Operational Excellence programs have a documented track record for producing this result, and DCS will leverage the proven principles to deliver meaningful and measurable savings across our operations. As stated in Q18, 10 DCS employees will participate in the December 2013 Master of Business Operational Excellence (MBOE) Cohort, through the Fisher College of Business. During this program, each DCS employee will complete a capstone LSS project in a specific area of DCS operations that has strategically been selected because of anticipated financial savings opportunity. Reduction of energy (electric & gas) usage across the District’s 22 school facilities, have been identified as a potential area. As an initial district-wide initiative, the DCS will partner with Ohio State and Cardinal Health, and potentially more, to launch Lean Six Sigma white, yellow, green, and black belts living and working in our community.

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

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

The one year Master of Business Operational Excellence program at the core of the Dublin partnership in Operational Excellence already is under way. The identification of the district’s Director of Continuous Improvement leader. Selecting this leader will ensure the district’s Operational excellence initiatives will not result in additional dollars but will result in tens of thousands of people will be reading about the successful implementation of this project. The communications plan includes regular communication with the nearly 2,000 employees of Dublin City Schools.

The first key milestone of the Dublin Partnership for Operational Excellence already is under way: The identification of the district’s Director of Continuous Improvement leader. Selecting this leader will ensure the district’s Operational excellence initiatives will not result in additional dollars but will result in tens of thousands of people will be reading about the successful implementation of this project. The communications plan includes regular communication with the nearly 2,000 employees of Dublin City Schools.

**Timeline, communication and contingency planning**

**Narrative explanation:**

The implementation of the Dublin Partnership for Operational Excellence plan requires a gradual rollout of each of the "layers" identified in question 11. Lack of Board of Education endorsement is a potential barrier and in an effort to foster active "buying in" of this project, leadership training workshops will be offered during school board meetings and district staff meetings. The communications plan is designed to provide meaningful results to project participants, stakeholders, and the community at large.

**Narrative explanation:**

The implementation plan for the Dublin Partnership for Operational Excellence plan requires a gradual rollout of each of the "layers" identified in question 11. Lack of Board of Education endorsement is a potential barrier and in an effort to foster active "buying in" of this project, leadership training workshops will be offered during school board meetings and district staff meetings. The communications plan is designed to provide meaningful results to project participants, stakeholders, and the community at large.
E) SUBSTANTIAL IMPACT AND LASTING VALUE - Impact, evaluation and replication

20. Describe the rationale, research or past success that supports the innovative project and its impact on student achievement, spending reduction in the five E:

22. If so, how?

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

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

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

Importantly, the primary benchmarks for this innovative project will be financial. Given the nature of Lean Six Sigma (LSS) the discovery and realization of new savings, and continuous improvements in process, will be ongoing. It is precisely why so many private companies have adopted this methodology, and they continue to reap increasing benefits year-on-year. As part of our operational excellence transformation, DCS will continuously look to reduce unnecessary costs, reduce the number of errors, and reduce the time taken to perform tasks. This will be achieved through a combination of operational improvements and cost savings. The DCS partnership with the Lean Six Sigma team will provide DCS employees with the tools and techniques to identify and implement process improvements that can result in significant cost savings. The partnership will focus on achieving measurable results that will have a positive impact on the overall performance of the organization. The partnership will be driven by the continuous improvement of processes and the strive for excellence. The partnership will be measured by the number of projects completed, the cost savings achieved, and the number of process improvements implemented. The partnership will be evaluated on a regular basis to ensure that it is meeting its goals and objectives. The partnership will be supported by the top management of the organization, and it will be led by a team of experts with the necessary skills and knowledge to drive the partnership forward. The partnership will be communicated to all employees, and their feedback will be sought to improve the partnership. The partnership will be reviewed annually, and any necessary changes will be made to ensure its success. The partnership will be celebrated when it achieves its goals and objectives, and it will be showcased as a model for other organizations to follow. The partnership will be measured against its goals and objectives, and the results will be reported to the top management of the organization. The partnership will be a continuous improvement process that will result in measurable improvements in the performance of the organization.
25. Describe the plan to evaluate the impact of the concept, strategy or approaches used.

Q24 detailed a micro-level plan for measuring all major short-term and long-term objectives associated with a specific initiative, including savings and outcomes for short-term and long-term objectives. This plan will be augmented with data collected from surveys, interviews, focus groups, and other related data to support the overall evaluation process. The plan will also include a "tollgate" system of deliverables, which will be required by each DCS employee participating in the MBIE program, on a pre-identified timeline during the yearlong training. To ensure achievement of tollgate deliverables, an operational excellence coach will be assigned to each DCS employee participating in the MBIE program. This coach, along with OSU faculty, will assist in identifying and tracking both short-term and long-term metrics, which correlate to the individual capstone project. This coaching component and individual guidance on how to achieve the goals identified in Q9, but also ensures each DCS employee obtains the knowledge and skills necessary to be a long-term leader in Operational Excellence for the district. All told, we have quantitative measures to track progress and impact financially, and qualitative assessments via the tollgates, coaching, and guidance from world-class operational excellence experts who are part of this partnership. DCS has a long history of being on the cutting edge of innovation as witnessed by the number of school districts that routinely view our academic programming. As stated in Q9, the goal of this initiative is to reduce expenditures and to redirect a greater share of resources into the classroom. Administration will utilize the $2,115,000 five-year savings, produced by this initiative, to hire literacy and math coaches for elementary and middle school levels. The impact achieved from re-investing savings back into the classroom will use the same key measures, results from state and local assessments, which are currently used to measure academic performance. As important as it is to evaluate the impact of our efforts, we believe that assuring the impact of this investment is critical as well. The long-term impact and sustainability of the Dublin partnership has been insulated against even the most severe of unexpected challenges. This is because 1) the Dublin partnership surrounds DCS employees with world-class operational excellence experts, 2) the planned training opportunities within this initiative touch such a large number of DCS staff members, and 3) the district has committed 25% of future annual savings toward additional training. Ultimately, the macro-level success of the Dublin partnership will be determined by how well each district operations and witnesses a sustained journey toward the larger goal of operational excellence.

Over time, all Straight A-funded projects will be considered successful only if the initiative is truly innovative, totally sustainable, and transferable to other school districts and K-12 education providers. It is our belief that the Dublin partnership is innovative, sustainable and transferable to other school districts across our state and nation. In order to best help with the transferability of this concept to other school districts, the Dublin partnership has committed to comprehensive documentation of this initiative and will share all documents, materials, and learnings from each LSS project on a newly developed website, which will be maintained and continually updated by our Director of Continuous Improvement. Furthermore, DCS employees who participate in the MBIE program and expertise in the concepts and tools of operational excellence will be made available to assist other school districts in their operational excellence journey.

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

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

I Accept Todd F. Hoadley, PhD Superintendent Dublin City Schools