## Budget

Indian Creek Local (047803) - Jefferson County - 2014 - Straight A Fund - Rev 0 - Straight A Fund - Application Number (504)

### U.S.A.S. Fund #:

#### Plus/Minus Sheet (opens new window)

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<th>Object Code</th>
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<th>Retirement Fringe Benefits 200</th>
<th>Purchased Services 400</th>
<th>Supplies 500</th>
<th>Capital Outlay 600</th>
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**Adjusted Allocation** 0.00

**Remaining** -1,413,668.00
Application

Indian Creek Local (047803) - Jefferson County - 2014 - Straight A Fund - Rev 0 - Straight A Fund - Application Number (504)

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: Optimizing Transportation Efficiencies in a Cross District Consortium

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.

This project is focused on spending reductions in each member's five year fiscal forecast by creating a 19 district shared services transportation consortium to: streamline and eliminate bus routes, track student ridership, reduce time to transport students, share parking and bus garage centers. An online multi-district transportation database to facilitate student scheduling and coordinate communication for various users will also be developed.

26338 3. Total Students Impacted:

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

First Name, last Name of contact for lead applicant: John Rocchi
Organizational name of lead applicant: Indian Creek Local
Unique Identifier (IRN/Fed Tax ID): 047803
Address of lead applicant: 587 Bantam Ridge Road Wintersville, OH 43935-4231
Phone Number of lead applicant: 740 254 3502
Email Address of lead applicant: john.rocchi@omeresa.net

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

First Name, last Name of contact for secondary applicant: George Beattie
Organizational name of secondary applicant: Edison Local
Unique Identifier (IRN/Fed Tax ID): 047795
Address of secondary applicant: 14890 State Road 213 Hammondsport, OH 43930-7902
Phone number of secondary applicant: 740 282 0065
Email address of secondary applicant: bill.beatii@omeresa.net

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

Randy Lucas IRN 045203 Barnesville Exempted Village 210 W Church St Barnesville, OH 43713 phone 740 425 5615 email barn_rj@omeresa.net Tony D. Scott IRN 043570 Bellaire Local 345 34th St Bellaire OH 43906 phone 740 866 1826 email tscoott@bellaire.k12.oh.us Ted C. Downing IRN 045237 Bridgeport Exempted Village 55511 National Rd Bridgeport, OH 43912 phone 740 835 1713 x 1002 email ted.downing@omeresa.net Mark Miller IRN 04787 Buckeye Local 6899 State Highway 150 Dillonvale, OH 43917 phone 740 599 4160 email mark.miller@omeresa.net Darren L. Cook IRN 045252 Caldwell Exempted Village 516 Fairground St Caldwell, OH 43724 phone 740 732 5637 email darren.cook@omeresa.net Dana Snider IRN 045245 Harrison Hill local 730 Peppard ave. Cadiz, OH 43907 phone 740 944 7900 email dan.snider@hsdc.org Fred Burns IRN 044917 Toronto City Local 1307 Dennis Way Toronto, OH 43964 phone 740 537 2456 email fred.burns@omeresa.net Michael Mehalki IRN 06608 Jefferson County Board of DD 256 John Scott Hwy Steubenville, OH 43952 phone 740 264 7176 email michael.mehalki@scdd.com Dirk Fitch IRN 044347 Martins Ferry 5001 Avers Limestone Rd. Martins Ferry, OH 43935 phone 740 633 1732 email dirk.fitch@omeresa.net Richard Hall IRN 068882 East Goshen P.O. Box 128 Old Washington, OH 43768 phone 740 489 5160 email richard.hall@omeresa.net John M Haswell IRN 046003 ShadySide Local 3890 Lincoln Ave. Shady Side, OH 43947 phone 740 676 3121 email john.haswell@omeresa.net Doug Thoburn IRN 049111 Union Local 66779 Belmont-Morristown Rd Belmont, OH 43718 phone 740 782 1978 email doug.thoburn@omeresa.net Ryan Caldwell IRN 047308 Rolling Hills P.O. Box 38 Byeville, OH 43723 phone 740 432 3370 email ryan.caldwell@omeresa.net Dennis Dettra IRN 043695 Cambridge City Schools 6111 Fairdale Dr. Cambridge, OH 43725 phone 740 439 5021 email dennis.dettra@omeresa.net John Hall IRN 048382 Switzerland of Ohio 304 Mil St Woodsfield, OH 43795 phone 740 472 5801 email john.hall@omeresa.net Dan Leffingwell IRN 048900 Noble Local 25977 Zap Road East Sarashville, OH 43779 phone 740 732 2084 email dan.leffingwell@omeresa.net Walter Skaggs IRN 045997 St. Clairsville-Richland City 108 Woodrow Ave. St. Clairsville, OH 43950 phone 740 696 1624 email walter.skaggs@omeresa.net

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

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

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

UploadGrantApplicationAttachment.aspx

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

The team responsible for implementation of the project are: Indian Creek's superintendent, the four ESC partners, an ITC (OMERESA) and a private financial resources firm PFR (Public Finance Resources). Serving as adjunct members of this group will be transportation and district staff as needed. Indian Creek's superintendent will serve as the executive lead to oversee the supporting partners' activities and to communicate with ODE and the other consortium members on matters related to implementation of the grant. The four ESC partners has a well established working relationship on various regional initiatives. Most relevant is their successful coordinated support of a shared services grant in an 18 county region received in 2011. This shared services project began the first steps in transportation. The Muskingum Valley ESC's data department has a state wide reputation for developing data products and services that support districts' improvement efforts. In addition, MVESC's current implemented projects and proposals have an important role in the previously mentioned shared services grant. In addition OMERASA has a well earned regional reputation for reliability supporting the technology and information management needs of its members. Public Finance Resources is a financial forecasting company that works with all levels of government in Ohio. They were part of the shared services grant evaluation team from the shared services grant noted above. They have continued to work with this region to analyze transportation data. They bring over 100 years of combined strategic financial experience, which will be critical to the efficiency analysis for this grant.

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

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

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

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

- New - never before implemented
- Existing and research-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.

This project will improve transportation efficiencies in 18 neighboring school districts and one Board of Developmental Disabilities. Through the use of geospatial analysis (via ArcGIS, TrackStick, and Google Earth), student databases and transportation information (district level), various models of shared routing, shared transportation hubs, and shared maintenance support will be developed. This will permit consortium members a rational means to examine ways to streamline and reduce bus routes, as well as to reduce time spent in transporting students to and from school. Each bus in the
12. Describe how it will meet the goal(s) selected above.

Millions of dollars are spent each year by school districts in Ohio to bus public and charter school children. As these savings are realized and the work is known throughout our region, other districts will become a part of the consortium.

17. Describe how the project will be self-sustaining because of the cost reduction that occurs. The total cost savings for the consortium over the five year forecast period is $1,579,876.00. Even this district will show a cost savings in their individual forecast. The costs in reducing 10 bus routes will mean there is a reduction of 10 employees, this is a reoccurring cost. Therefore, even after the five year period there is an annual cost savings based on this. Since savings are realized through ongoing processes, this district will be able to save a significant amount of money across all of its districts.

* Specific amount of expected savings (annual)

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

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The project will be self-sustaining because of the cost reduction that occurs. The total cost savings for the consortium over the five year forecast period is $1,579,876.00. Even this district will show a cost savings in their individual forecast. The costs in reducing 10 bus routes will mean there is a reduction of 10 employees, this is a reoccurring cost. Therefore, even after the five year period there is an annual cost savings based on this. Since savings are realized through ongoing processes, this district will be able to save a significant amount of money across all of its districts.
18. Fill in the appropriate dates and an explanation of the timeline for the successful implementation of this project. In each explanation, be sure to briefly describe the largest barriers that could derail your concept or timeline for implementation and your plan to proactively mitigate such barriers. In addition, the narrative should list the stakeholders that will be engaged during that stage of the project and describe the communication that occurred as the application was developed.

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

* Proposal Timeline Dates

Plan (M/DD/YYYY): 12/1/2013 - 1/2/2014

* Narrative explanation

Planning for this project began when the Straight A funds were announced. Regional superintendents approached the individuals who were working with the geospatial and gps tools to look at transportation. Communication through ESOS to local and city superintendents began the conversation. Within the planning of this project these activities need to occur. A project manager needs to be hired. Data people within each ESC and ITC, even possibly data people with the locals need to be identified to become point people for the use of geospatial and gps routing tools that will be utilized. The student ridership tracking needs to be ordered for 19 districts and enough people in house needs to be trained to support the use of this additional technology. The implementation team needs to meet to ensure communication occurs in all 19 member districts of the consortia. The implementation team needs to meet with the newly hired project manager to define next steps. Potential barriers at this point is the availability of data people to be trained in the geospatial and/or student ridership tracking devices. Another potential barrier that could derail the process is a lack of communication. In a large consortium such as ours it is easy for one district or the other to feel left out. Management of potential barriers is the project manager will be the go to person to ensure that communication is rolled out timely and evenly to all participants. There is also a strong data support in our area so if there is someone in one part of the region who is reluctant to use the technology we have some additional resources in our ITC OMERESA and also in one of our ESCs.

Implementation (M/DD/YYYY): 1/2/2014 - 6/1/2014

* Narrative explanation

Implementation truly begins as the Implementation Team meets twice monthly to review activities and press for visible signs of progress. Database development will begin at this point for the web-based transportation database. Along with the database development a plan for professional development for all end users must be created. At this point teams of superintendents, transportation supervisors and the geospatial and gps specialists will be meeting to review routes for inefficiencies and then create models of efficiencies that can be used by many districts. The implementation team will continue to meet twice monthly to oversee the activities of the project. Anticipated rollout of the student ridership tracking is March 1, 2014. Potential rollout of the transportation database is April 1 with training for end users is May 1, 2014. Ensure all funds are expended by June 30, 2014 Potential barriers here are that people will claim the lack of time to get not started on reviewing routes and tools. Another potential barrier could be that a potential and a potential barrier is a lack of communication. In a large consortium such as ours it is easy for one district or the other to feel left out. Management of potential barriers is the project manager will be the go to person to ensure that communication is rolled out timely and evenly to all participants. There is also a strong data support in our area so if there is someone in one part of the region who is reluctant to use the technology we have some additional resources in our ITC OMERESA and also in one of our ESCs.

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

The expected changes in our organizational structure are: 6 ESCs will become more involved with their region’s transportation operation. Data will become an even more important tool in informing transportation decision making. Collaboration will strengthen and bleed into other areas. There will be additional areas of expected savings by a willingness to collaborate. There will be some challenges associated with fewer jobs. The savings will help sustain the work. Eventually dollars will be able to be redirected to the classroom

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

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

The Shared Services grant award that began the Transportation Consortium 3 years ago validates that what is proposed is doable. This region has a long history of collaboration and sharing programs. Although challenges are inherent in what is being attempted, there is sufficient history to believe the project will be successful. Not only have we been able to accomplish a great deal already in the area of transportation there have been other projects that many of these districts have also been associated with. One such was the large project related to Care Teams and their work in schools. This project was based on erasing nonacademic barriers for students so that they could improve academic achievement as well as social and emotional areas of their lives. This project began in one county in our region but spread quickly to many other counties. The project evolved into a matter of how we do business. Attending to and working to solve the problem of nonacademic barriers that student face are a part of the school day. It is the hope of this project that the collaboration, data informed decision making and a constant review of what is getting compared to what could be will become simply a part of how we do business.

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

Yes

22. If so, how?

This project can be replicated throughout the state of Ohio. Most of the lessons learned will be relevant to every other district in Ohio. The transportation database will be built to interface directly with DASL which is used by the majority of ITC’s in Ohio; therefore, serving 80% of the school districts. It is our hope that by building on the work that began with the Shared Services grant, this idea of a regional transportation consortium can become a model for other school districts in the state of Ohio and possibly other states. The use of the geospatial tools combined with the hard work of collaboration will demonstrate that great savings can occur when there is a willingness to continue the work and not stop when you reach barriers. With the work that began 3 years ago, there were many barriers, but also successes. Trust building occurred so even after the grant period ended, the work continued. It continued with people committed to looking at the way we do business in transportation must change for the better. These lessons learned can be scaled down to work within one county or even one small rural district. It can even be scaled up so that there are pieces that would be replicable in an urban setting. The use of geospatial tools would be a savings anywhere. Studying the routes in your local area and working collaboratively to design models of efficiency is relevant to small districts or urban districts.

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

The substantial and lasting impact that this project hopes to achieve are both tangible and intangible. First the tangible savings are the real dollars saved in the business side of operations. At the beginning of the project we have some additional resources in our ITC OMERESA and also in one of our ESCs.

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

The specific benchmarks are: All 19 districts in the consortium will reach an efficacy rating equal to or greater than the rating set by ODE in their website, using ODE’s rating scale. Over the 5 year forecast period the consortium will reduce 10 bus routes. The routes will be reduced on this timeframe: One reduction in FY 15, Three reductions in FY 16, Three reductions in FY 17, Two reductions in FY 18 and One reduction in FY 19. Other anticipated outcomes of the project that are not easily benchmarked include: Strong collaborative relationship among the 19 member districts and A paradigm shift in how we look at transportation of public school students Two red.

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

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

The substantial and lasting impact that this project hopes to achieve are both tangible and intangible. First the tangible savings are the real dollars saved in the business side of operations. At the beginning of the project we have some additional resources in our ITC OMERESA and also in one of our ESCs.

Ohio University’s Voinovich School of Leadership and Public Affairs will serve as the external evaluator for this project. The Voinovich School has extensive experience in program evaluation and the development of performance measurement systems to help expand the capacity of organizations both at the local and state level. Public Finance Resources will partner with Ohio University to provide ongoing analysis of the financial documentation. Evaluation services include assessment of program effectiveness, design of program objectives, development of self-evaluation mechanisms, establishment of benchmark indicators and integration of performance measures throughout the planning, development and implementation of services. Components of the outcome evaluation include baseline and periodic analysis of expenditures related to transportation by individual districts as well as the transportation consortium as a whole. Baseline data has already been gathered from the most recent T-1 transportation report. The information gathered includes total number of buses, total miles driven, average ridership per bus and costs totaled and specified by area. Ongoing analysis

Plan (M/DD/YYYY): 12/1/2013 - 1/2/2014

* Narrative explanation

Planning for this project began when the Straight A funds were announced. Regional superintendents approached the individuals who were working with the geospatial and gps tools to look at transportation. Communication through ESOS to local and city superintendents began the conversation. Within the planning of this project these activities need to occur. A project manager needs to be hired. Data people within each ESC and ITC, even possibly data people with the locals need to be identified to become point people for the use of geospatial and gps routing tools that will be utilized. The student ridership tracking needs to be ordered for 19 districts and enough people in house needs to be trained to support the use of this additional technology. The implementation team needs to meet to ensure communication occurs in all 19 member districts of the consortia. The implementation team needs to meet with the newly hired project manager to define next steps. Potential barriers at this point is the availability of data people to be trained in the geospatial and/or student ridership tracking devices. Another potential barrier that could derail the process is a lack of communication. In a large consortium such as ours it is easy for one district or the other to feel left out. Management of potential barriers is the project manager will be the go to person to ensure that communication is rolled out timely and evenly to all participants. There is also a strong data support in our area so if there is someone in one part of the region who is reluctant to use the technology we have some additional resources in our ITC OMERESA and also in one of our ESCs.

Implementation (M/DD/YYYY): 1/2/2014 - 6/1/2014

* Narrative explanation

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Of this data will be conducted to determine success in the elimination of inefficiencies in the area of transportation. The Implementation Team will conduct interviews with various end users of the web-based transportation database to ensure that it is user friendly as well as pertinent to their role. These interviews will be conducted on a regular basis to help define the structure and fine tune the results of the product.

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

John Rocchi, Superintendent Indian Creek Local 10-25-2013