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<td>36,000.00</td>
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Adjusted Allocation: 0.00

Remaining: -482,425.00
At the district level, Michael has served in nearly every role in a school building and school district, from classroom teacher beginning in the Kent State Project Leadert

Ms. Jenkins

April Domine

Through

Facilitator Profiles

IRN #: 046995

New Albany Plain Local Schools

Rebecca Jenkins

Independent School

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

1. Project Title: Getting Lean: Reinventing and Investing in the New Albany Plain Local Schools

   Footnote: The New Albany Plain Local School District will partner with Kent State University's Center for Corporate and Professional Development to implement tailored programming for professional development training for leaders and employees to reinvent operational excellence within the culture of our school district, while investing dollars differently to meet the daily needs of students in our classrooms. Through continuous improvement training, coaching, and consulting, leaders and employees within our district will create learning outcome actions plans that will generate operational efficiencies to eliminate waste.

   4727 3. Total Students Impacted:

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

   First Name, Last Name of contact for lead applicant: Michael Sawyers

   Organizational name of lead applicant: New Albany-Plain Local School District

   Unique Identifier (IRN/Fed Tax ID): 046995

   Address of lead applicant: 55 North High Street, New Albany OH 43054

   Phone Number of lead applicant: 614-413-7113

   Email Address of lead applicant: sawyers.1@napls.us

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

   First Name, last Name of contact for secondary applicant: April Domine

   Organizational name of secondary applicant: New Albany-Plain Local School District

   Unique Identifier (IRN/Fed Tax ID): 046995

   Address of secondary applicant: 55 North High Street, New Albany OH 43054

   Phone number of secondary applicant: 614-855-2040

   Email address of secondary applicant: domine.1@napls.us

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 Applicants in the box below.

   Rebecca Jenkins, Chief Financial Officer New Albany Plain Local Schools NN#: 046995 55 N. High Street, New Albany, Ohio 43054 614-855-2040 Jenkins.5@napls.us Amy Lane Associate Vice President for Corporate and Professional Development Kent State University 800 E. Summit Street, Suite 204, Kent, Ohio 44242 Tax ID: 13-330-672-5028 lane@kent.edu

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

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

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

UploadGrantApplicationAttachment.aspx

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

   Michael Sawyers Mr. Sawyers is the Chief of Operations and Strategic Development in the New Albany-Plain Local Schools. Prior to joining New Albany-Plain Local Schools, Mr. Sawyers served the education community at the local, state, and national levels. At the district level, Michael has served in nearly every role in a school building and school district, from classroom teacher beginning in the Parma City Schools to Superintendent of the Perry Local Schools in Lake County. In 2010, Michael began his two and one-half year tenure at the Ohio Department of Education. At the state level, Michael served as an Assistant Superintendent, Deputy Superintendent, and Acting State Superintendent of Public Instruction. April Domine Dr. April Domine began her Superintendentcy of New Albany-Plain Local Schools in January 2011. Prior to accepting this position, she was the Senior Director of Performance Management and Leadership at Battelle for Kids, working with the Houston Independent School District. In this role, she served as a school improvement consultant, where she applied her expertise in strategic planning, metrics and data analysis to lead a project designed to improve student learning and operational efficiency. During her 26-year career, Domine has also served as Superintendent of Big Walnut Local Schools, Director of Continuous Improvement for Olentangy Local Schools, and an elementary school administrator. She also has ten years of teaching experience. Rebecca Jenkins Ms. Jenkins is the New Albany-Plain Local School District's Chief Financial Officer. Ms. Jenkins brings to the district over 25 years of experience working in education. Prior to joining New Albany-Plain Local Schools Ms Jenkins served as the Treasurer/CFO of Olentangy Local and Wellsville Local School Districts. She has also served as the Assistant Treasurer of Martins Ferry City School District, serves as a member of the Ohio Association of School Business Officials (OASBO) School Finance, legislative and Annual Workshop Committees and was named Ohio School Treasurer of the Year by the Foundation for School Business Management in 2010. Facilitator Profiles John Potkalitsky recently retired from Eaton Corporation after 20 years of successfully deploying Lean in manufacturing and office environments, at both domestic and international plant sites. During the last eight years, Potkalitsky was part of a corporate group of experienced Lean practitioners who developed and delivered training on Lean tools deployment and assessment. Potkalitsky has provided office professionals and front line supervisors with essential skills and tools they need to make Lean efforts self-sustaining. Potkalitsky has personally over 1200 office professionals Stephen Skillman is a Lean Six Sigma Master Black Belt, currently serving as an Associate Facilitator, training Lean Six Sigma Black Belts at Kent State University. Skillman received his bachelor's degree in Business Administration from Lake Erie College. He has worked in the automotive, government ballistics and electrical insulation industries. Kent State Project Leader Profile Amy Lane is associate vice president for Corporate and Professional Development at Kent State University. Ms. Lane holds a BBA and a MEd in Organization Development from Kent State University, and has completed course work toward a MBA at Babson College in Wellesley, Massachusetts. She is a Lean Six Sigma Master Black Belt, and has consulted on and planned continuous improvement program delivery for scores of organizations.

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

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

   - Student achievement

   - Spending reductions in the five-year fiscal forecast

   - Utilization of a greater share of resources in the classroom

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

   - New - never before implemented

   - Existing and researched-based - never implemented in your district or community school but proven successful in other educational environments

   - Mixed Concept - incorporates new and existing elements

   - Enhancing/Scale Up - elevating or expanding an effective program that is already implemented in your district, school, or consortia partnership

11. Describe the innovative project.
bureaucratic structures, and inefficiencies that do not maximize the use of dollars or increase student achievement and progress. Operational areas that will be assessed for ongoing improvement will include: transportation, food service, custodial, maintenance, grounds-keeping, technology infrastructure, and communications. Based upon our success on the operational functions and structure of our school district, we hope to expand the use of the tools learned to include health care benefits and the educational sector and daily teaching and learning practices within our learning community. Training Overview: Lean Six Sigma Overview Four hours -Training for the broad district employee group to gain awareness -Build a culture and language of continuous improvement Lean Six Sigma and Champion and Team Leader Training Eight hours -One-day training for leaders and managers -Lean concepts of Lean and Six Sigma -Facilitate the connection between the district’s strategic plan and the Lean Six Sigma initiatives -Establish initial projects and teams -Problem Solving with Lean Six Sigma Tools Six-hour program -Provide team members with a shared understanding of problem solving (8D) and continual improvement (DMAIC) methodologies -Establish team structure and roles -Develop initial skills in creating a Team Charter, functioning as a team, defining a problem, problem solving tools and delivery of report-outs to management -Lean Education Training and Certification Five-day program -Training in the concepts, tools and techniques of Lean and Six Sigma for organizational change agents who will lead process improvement projects and teams -Project Requirement for certification Black Belt Training and Certification Four-week (160 contact hours) training and certification for expert-level continual improvement change agents -Is a purposeful elimination of wasteful activities and can be deployed in every aspect of any organization. Lean Six Sigma includes a set of statistical tools to give practitioners data to make sound business decisions. -A survey of Kent State’s Lean Six Sigma Black Belts conducted in spring 2009 demonstrated the impact of Black Belt training and certification on the rate of revenue-generating projects. -A survey of Kent State’s Lean Six Sigma Black Belt training and certification, you are investing in future wealth and prosperity for your organization. -Kent State’s Black Belt training and certification trains organizational change agents in the in-depth concepts, tools and techniques of Lean and Six Sigma. -Participants must complete a project for certification. Value Stream Mapping Kaizen Event ‘Three-and-a-half day facilitated event so that the New Albany School professionals can become familiar with a continuous improvement experience and “kick start” the district’s initiative. -The organization will go through a Value Stream Mapping Kaizen event, facilitated by Kent State Lean Six Sigma experts to: -Select a process for improvement in effectiveness and efficiency -Determine process scope, define SMART goals, Business Case for improvement, Map Current State, Map Future State, Action Plan Improvements and define metrics to track.

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

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

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

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

15. Narrative explanation/rationale:

Provides detailed explanations of the overall budget. The narrative should include the source and amount of other funds that may be used to support this concept (e.g., Title I funding, RIT money, local funding, foundation support, etc.).

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

17. A survey of Kent State’s Lean Six Sigma Black Belts conducted in Spring 2009 demonstrated that an organization sponsoring a Kent State Black Belt trainee averaged a 28-to-1 return on its training investment. An organization sponsoring the New Albany Lean Six Sigma Black Belt project will contribute significant results to the district. The impact of a participant who has been trained by the Kent State University Center for Corporate and Professional Development has been proven with over a 28-to-1 return on training. The New Albany-Plain Local School District is responsible for paying franchise fees to Kent State University.

18. Provide a brief narrative explanation of the anticipated savings (i.e. staff counts and salary/benefits, equipment to be purchased and cost, etc.)

19. Provide a brief narrative explanation of the anticipated savings (annual)

20. A narrative explanation/rationale:

Provides detailed explanations of the specific savings (i.e. staff counts and salary/benefits, equipment to be purchased and cost, etc.)

21. Choose your project from the list above and explain how it will help the district with improving operational efficiencies in transportation, food service, custodial services, maintenance, grounds-keeping, utility consumption, and health care benefits, as feasible, within the New Albany-Plain Local Schools.

D) IMPLEMENTATION - Timeline, communication and contingency planning

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

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

Plan (MM/DD/YYYY) 01/06/2014

**Narrative explanation**

From January 6, 2014 through January 31, 2014, Leaders of the New Albany Plain Local School District will meet with leaders and facilitators for Kent State University’s Center for Corporate and Professional Development to design the custom improvement deployment and training described herein. Participants will minimally include Michael Sawyers, April Domine, Rebecca Jenkins, Key Lane, John Potkalitsky, Stephen Skillman, classified superintendents employed by the district, the Board President or her/his designee, and other leaders or employees necessary for successful implementation. The largest barrier envisioned is time. This barrier will be overcome by scheduling meeting dates and times now in anticipation of the successful receipt of the grant award requested. We have scheduled our meetings based on our previous participation in Early Learning Grant communications, our district website, and parent and community newsreels. The district publicly discussed our pursuit of this grant application with leaders including the Board of Education, administrators, and association leaders or their executive committee. Additionally, the district solicited input from corporate partners to inform our discussion with Kent State University.

**Implementation (MM/DD/YYYY) 02/03/2014**

**Narrative explanation**

Beginning February 3, 2014 through June 27, 2014, or based upon dates mutually agreed upon with Kent State University between their June planning, district leaders (Board of Education members, administrators, supervisors, association presidents, executive board members, etc.) and identified employees (administrative, exempt, bargaining, certificated and/or licensed) totaling 200 employees will be trained in Lean Six Sigma. This training will include complete training in Lean Six Sigma Overview, Champion and Team Leader Training, Problem Solving and solving to identify, create, and implement operational efficiencies in our district.

We will improve our ability to stop working in isolation and allow experts to teach us the knowledge, skills, and techniques necessary to identify, create, and implement operational efficiencies in our district. We will cut waste by using process improvement tools in pre-selected real-life processes in our school district.

**Summative evaluation (MM/DD/YYYY) 06/30/2014**

**Narrative explanation**

From June 30, 2014 through August 15, 2014, the district will contract with a third party provider trained as an expert in Lean and Six Sigma methodologies to conduct an independent summative evaluation of the successful implementation of our grant proposal's scope of work. The summary evaluation shall result in a published report which shall include an overview, summary of each training segment, a review of the principal project, and lessons learned. The report shall be submitted to the district for cost savings or funding investment, findings, impact, and sustainability factors as a result of district participation. The report will be presented at a Board of Education meeting, posted publicly on our website, and made available for our taxpayers and community at large.

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

We will improve our ability to stop working in isolation and allow experts to teach us the knowledge, skills, and techniques necessary to identify, create, and implement operational efficiencies in our district. We will cut waste by using process improvement tools in pre-selected real-life processes in our school district.

**E) SUBSTANTIAL IMPACT AND LASTING VALUE**

- Impact - evaluation and replication

To receive the New Albany Start Black Belt Certificate, a participant's Lean Six Sigma Black Belt project will contribute significant results to the district. The typical value of a participant's first project for the organization is $50,000 to $250,000.

The district will provide updates related to our learning, projects, and implementation on our district website. We are also willing to present at local or state-wide conferences to share project models created to demonstrate how other school districts may find operational efficiencies to replicate for implementation.

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

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**22. If so, how?**

The successful implementation of projects developed to reduce operational expenditures in the New Albany Plain Local Schools via this unique model with Kent State University will produce project models that can be shared with other schools throughout Ohio for study and replication. This strategic and focused investment will demonstrate that the success in the corporate and private business enterprises can be replicated in K-12 education to reduce district expenditures and redirect dollars to the classroom to improve student achievement. The New Albany Plain Local Schools will report our progress, findings, and success publicly. We will post updates related to our learning, projects, and implementation on our district website. We are also willing to present at local or state-wide conferences to share project models created to demonstrate how other school districts may find operational efficiencies to replicate for implementation.

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

Setting Lean: Reinventing and Investing in the New Albany Plain Local Schools has significant value and lasting impact for our school district, our taxpayers, and, most importantly, our students. By partnering with the Kent State University Center for Professional Development and the active participation of leaders and employees in Lean Six Sigma Overview, Champion and Team Leader Training Problem Solving Using Lean and Six Sigma Tools, Lean Education Training and Certification, and a Value Stream Mapping Kaizen Event, our district is committing to a cultural redefinition of the daily practices of our entire business enterprise to further demonstrate that we can become more efficient and effective in our operational structures which in turn will redirect necessary dollars to the classroom. We will improve our ability to stop working in isolation and allow experts to teach us the knowledge, skills, and techniques necessary to identify, create, and implement operational efficiencies in our district. We will cut waste by using process improvement tools in pre-selected real-life processes in our school district.

**24. What are the specific benchmarks related to the fund goals identified in question 9 that the project hopes to achieve?**

Include any other anticipated outcomes of the project that you hope to achieve that
With the ever-changing world, funding challenges and performance expectations, Ohio's educators, including those in the New Albany-Plain Local Schools, must devise new ideas to solve problems, new ways to serve students and creative solutions that save money while improving service. Ohio's new $250 million Straight A Fund grants provide funds to educational entities in Ohio with the drive and courage to try new approaches that:
- Meet the learning needs of its students.
- Reduce the cost of running a school or school district.
- Drive more dollars to the classroom
Education professionals have begun to recognize the benefits of the tools and techniques encompassed in continuous improvement approaches that can assist in gaining efficiencies and making processes more effective, thus allowing a larger percentage of the budget to be invested in the classroom. By partnering with Kent State University’s Center for Corporate and Professional Development to deliver continuous improvement training, coaching and consulting the New Albany-Plain Local Schools will embrace continuous improvement to drive operational excellence in our school district to reduce spending in the five-year forecast by at least $1,605,132 and invest a greater share of resources in the classroom to increase student achievement and progress. Following our successful implementation of operational efficiencies in our district, we will expand our scope to include health insurance benefits and the educational sector of our school district in hopes that future efficiencies, not yet imagined, may be discovered to further enhance our ability to impact the three benchmarks identified by the Straight A Fund.

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

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

Professionals of Kent State’s Center for Corporate and Professional Development will partner with the New Albany-Plain Local Schools to tailor employee training and organization development objectives and needs necessary to permit the district to reduce expenditures in the five-year forecast, increase operational efficiencies, and drive more dollars to the classroom to increase student achievement and progress. Kent State University will:
- Customize and deliver talent development programs, which will primarily be delivered in or adjacent to our school district.
- Provide access to in-depth operational efficiency certification programs, and
- Train, consult, develop, and coach continuous improvement strategies. Following each training session, program participants will complete an evaluation of their learning to determine their capacity to implement the knowledge learned and practiced into their daily job responsibilities in the district. When appropriate, participants will develop an action plan for implementation of a project as work teams. The success of the action plan will be measured by its impact on the culture, practice, and daily operation of the school district and our operational budget. Leaders will work with Kent State’s facilitators and experts to adjust and further customize programming as necessary before, during, or after each training session to insure that the benchmarks and impact expected are produced. This holistic approach will allow participants to maximize concepts, learn the mathematical and statistical techniques and tools of Lean, Six Sigma and Team Oriented Problem Solving and how these are implemented through the Six Sigma rigor of Define Measure Analyze Improve Control (DMAIC), all while embracing a commitment of continuous improvement to drive operational excellence in our school district to reduce spending in the five-year forecast by at least $1,605,132 and invest a greater share of resources in the classroom to increase student achievement and progress.

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.

Accept Rebecca Jenkins Treasurer/CFO New Albany-Plain Local School District 10/25/2013