### Budget

Columbiana County ESC (046417) - Columbiana County - 2015 - Straight A Fund - Rev 0 - Straight A Fund - Application Number (307)

U.S.A.S. Fund #:
Plus/Minus Sheet (opens new window)

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Adjusted Allocation: 0.00
Remaining: -7,479,500.00
A) APPLICANT INFORMATION - General Information

1. Project Title: Efficiency+Effectiveness+Energy=Excellence(E4)

2. Executive summary: Please limit your responses to no more than three sentences.

This E4 project, as guided by the study Benchmarking Ohio's School Districts by Ohio Smart Schools, will increase the efficiency and effectiveness of student transportation in this consortium of rural school districts utilizing an alternative fuel source, a shared transportation service model and the introduction of a new automotive technology certification at the Columbiana County Career and Technical Center. The solution will generate significant operational savings in a non-instructional area and provide fast fuel and time fill stations, compressed natural gas buses (CNG) and a shared transportation services department for partner districts. The proposal utilizes best practices in transportation to enhance services to all member districts, allows a variety of levels of service sharing in the area of student transportation operations and will allow for the return of more dollars to the classroom based on this solution.

3. Total Students Impacted: 9848

This is the number of students that will be directly impacted by implementation of the project. This does not include students that may be impacted if the project is replicated or scaled up in the future.

4. Please indicate which of the following grade levels will be impacted:

- Pre-K Special Education
- Kindergarten
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12

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

First Name, last Name of contact for lead applicant
Anna Marie Vaughn

Organizational name of lead applicant
Columbiana County Educational Service Center

Address of lead applicant
38720 Saltwell Rd Lisbon, Ohio 44432

Phone Number of lead applicant
(330) 424-9591

Email Address of lead applicant
avaughn@ccesc.k12.oh.us

6. Are you submitting your application as a consortium? - Select one checkbox below

- Yes
- No

If you are applying as consortium, please list all consortium members by name on the "Consortium Member" page by clicking on the link below. If an educational service center is applying as the lead applicant for a consortium, the first consortium member entered must be a client district of the educational service center.

Add Consortium Members
7. Are you partnering with anyone to plan, implement, or evaluate your project? - Select one checkbox below

- Yes
- No

If you are partnering with anyone, please list all partners by name on the "Partnering Member" page by clicking on the link below.

Add Partnering Members

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

8. Describe the innovative project: - Provide the following information

The response should provide a clear and concise description of the project and its major components. Later questions will address specific outcomes and the measures of success.

The current state or problem to be solved; and

The proposal addresses the current state of student transportation in this rural county. This Appalachian County of 532 square miles is served by 11 school districts of size ranging from 871 students to 2300 students. This consortium of seven school districts, the Columbiana County Board of Developmental Disabilities (CCBDD), the Columbiana County Career and Technical Center (CCCTC) and the Columbiana County Educational Service Center (CCESC) currently operate full service student transportation departments and are seeking to reduce transportation expenditures while increasing efficiency. As school districts struggle to move more dollars to the classroom they find themselves paying more for fuel and the transportation of students, not only to their own school, but to other educational options as the school choice movement grows. The CCESC has operated a transportation department for over thirty years at the request of client districts to transport students with more significant disabilities to specialized programs that were located outside their district. In addition, the CCBDD transports students and clients throughout the county to school and work sites. Partners have identified two major issues. Though the student population is decreasing, the cost of transportation has increased significantly. There is evidence of a duplication of transportation services across the county. Fuel costs have increased 53% over the last 6 years. The problem will be addressed by utilizing an alternative fuel source as the districts transition to compressed natural gas (CNG) for school buses in Columbiana County which will dramatically reduce fuel expenditures for the partner districts. The purchase of CNG buses on a district replacement schedule. Additionally, the two entities that operate county-wide transportation, the CCBDD and the CCESC, as well as the Lisbon Exempted Village SD and the Beaver Local SD have agreed to significant consolidation of transportation operations.

The proposed innovation and how it relates to solving the problem or improving on the current state.

The Xavier Leadership Center makes a compelling argument for designing regional services based on a study and information from Ohio Policy Matters. Their study highlights Ohio trends that demonstrate declining enrollment, declining State funding and tax revenues and yet operational costs that are increasing. The progression according to the study is to cut the easy stuff in phase 1 and moving to more painful, deeper cuts while ignoring the need for structural change to solve the problem. It really comes down to finding new ways of doing business. The E4 consortium is looking at system redesign and new sources of revenue. We must and have developed a new business model that includes: A. The development of shared transportation services model that will maximize the efficiency and effectiveness of transportation in the county. 1. Identify opportunities for consolidation of transportation services among the seven districts and two entities that operate transportation departments. 2. Develop a tiered menu of services to the participating school districts. a. Level 1 - routing and maintenance software to identify efficiencies b. Level 2 - district routing, maintenance tracking and dispatch services c. Level 3 - district routing, maintenance tracking, dispatch services and shared administration/maintenance of transportation services Through these efforts the school districts will realize a cost savings that can then be utilized for instructional services within their school district. B. The CNG Solution will significantly reduce fuel costs to the seven school districts and the CCESC and CCBDD. 1. CNG buses will be purchased for each entity in this partnership 2. The fueling infrastructure will be installed; fast fill(2) and time fill(1). 3. A project-based CNG curriculum will be implemented at the Columbiana County Career and Technical Center to meet the growing demand for a trained workforce. 4. This partnership will promote the CNG solution to public and private entities in our county and across the region. As the consortium promotes this solution it will increase revenue through the sale of CNG to other public and private entities. Through these efforts the school districts will realize a cost savings that can then be utilized for instructional services within their school district.

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

Applicants should select any and all goals the proposal aims to achieve. The description of how the goals will be met should provide the reader with a clear understanding of what the project will look like when implemented, with a clear connection between the components of the project and the stated goals of the fund. If partnerships/consortia are part of the project, this section should describe briefly how the various entities will work together in the project. More detailed descriptions of the roles and activities will be addressed in Question 16.

- Student achievement (Describe the specific changes in student achievement you anticipate as a result of this innovation (include grade levels, content areas as appropriate) in the box below.)

This proposal has direct instructional impact on student achievement as it relates to the CCCTC and preparation of the future workforce. As transportation begins a transition to alternative fuel sources the preparation of the workforce must also transition. This is especially true in Columbiana County which is in the heart of the Shale boom. Our students must be prepared with the skills necessary to meet the growing demand for a prepared workforce. Students in the automotive technology vocational program will have the option of working toward certification in the preventative care and maintenance of CNG vehicles. This department has already started to conduct some project-based alternative fuel source activities. This will impact students in the 11th and 12th grade attending the CCCTC and pursuing certification in the area of automotive technology.

- Spending reductions in the five-year fiscal forecast or positive performance on other approved fiscal measures (Describe the specific reductions.
The consolidation of transportation services within the two county-wide transportation departments and the member school districts will result in spending reductions in the transportation departments. The school districts will be able to save funds on transportation administration, maintenance, routing and dispatching. It was stated in a study by the Educational Service Center of Central Ohio that significant savings can be found by simply coordinating busing from multiple districts to two private schools in the Columbus area. The scale is quite different in Columbiana County but the opportunity for savings is relevant as all school districts currently bus students to the Columbiana County Career and Technical Center and the Columbiana County Opportunity Center located at the Juvenile Justice Center in Lisbon. One of the recommendations of Best Practices in Transportation in Benchmarking Ohio’s School Districts was use of routing and scheduling software to streamline transportation data and maximize efficiencies in routing. The shared transportation model will save significantly on routes and maintenance. The coordination of services will provide savings for the four districts electing the full service option. One school district will save $23,000 on coordination alone. Each smaller entity will realize approximately $20,000 savings by combining coordination services. The consortium members will recognize significant savings with our proposed solutions. The fuel savings will be from $3.50 per gallon (average cost for all member districts) for diesel fuel. Based on the FY2013 fuel expenditures the members will save $2.00 per dge utilizing CNG instead of diesel fuel. All members have aging bus fleets and this grant will allow districts to receive 2 CNG buses per district that will provide a savings to all member districts. These CNG buses will be utilized on the longest routes to maximize the savings. The buses will be utilized significantly longer than five years and will replace some buses well past their useful life.

The coordination of services will provide savings for the four districts electing the full service option. One school district will save $23,000 on coordination alone. Each smaller entity will realize approximately $20,000 savings by combining coordination services. The consortium members will recognize significant savings with our proposed solutions. The fuel savings will be from $3.50 per gallon (average cost for all member districts) for diesel fuel. Based on the FY2013 fuel expenditures the members will save $2.00 per dge utilizing CNG instead of diesel fuel. All members have aging bus fleets and this grant will allow districts to receive 2 CNG buses per district that will provide a savings to all member districts. These CNG buses will be utilized on the longest routes to maximize the savings. The buses will be utilized significantly longer than five years and will replace some buses well past their useful life.

The Columbiana County Educational Service Center provides shared services to the member school districts and as the lead applicant in this proposal we believe expanding shared service to transportation will increase effectiveness and efficiency. We have been providing shared administration to the CCBDD and recently employed a Transition Services Coordinator and Job Development Specialist. The shared personnel allow all students who qualify to receive high quality transition services and eliminate the duplication of efforts in the area of job development. As noted in Benchmarking Ohio Schools, school transportation is a leading opportunity for districts to share services. We are utilizing the recommendation of Ohio Smart Schools as noted in the benchmarking report, “In addition to collaborating to purchase fuel or other supplies, districts can share routing services for certain types of students, such as special education, non-public, joint vocational, etc.” The report also recommends one of our primary objectives the coordination of transportation at a level higher than the district for specific student population. We are exceeding this recommendation as we are proposing not only the coordination of the special education and special populations by the two county-wide transportation service departments, but for two of our partner districts the shared service will provide the coordination of their entire transportation operation. The opportunity to provide shared transportation coordination through one director and the dispatcher(s), for all four entities, will enhance both services and provide significant cost savings while increasing the quality of services. The project will demonstrate scalability as all seven districts opt in for some level of service whether it is the routing software and service monitoring, or the coordination and dispatching. As the participating systems utilize the shared routing and maintenance software, efficiencies will be discovered and implemented resulting in decreased expenditures in a non-instructional area of each member's budget. Districts will find they have the ability to maintain strong instructional programs based on this savings. The building of the fueling stations for CNG also provides a shared platform as districts will be sharing the savings realized from this transition to CNG and share the revenue of any sales to both public and private entities. The consortium has agreed to reserve .20 per dge pumped by the partner districts to the consortium. The creation of two fast fill stations at locations between district boundaries will allow districts to explore other opportunities for shared services within the transportation departments.

### Utilization of a greater share of resources in the classroom

(Describe specific resources (Personnel, Time, Course offerings, etc.) that will be enhanced in the classroom as a result of this innovation in the box below.)

### Implementing a shared services delivery model

(Describe how your shared services delivery model will demonstrate increased efficiency and effectiveness, long-term sustainability, and scalability in the box below.)

The Columbiana County Educational Service Center provides shared services to the member school districts and as the lead applicant in this proposal we believe expanding shared service to transportation will increase effectiveness and efficiency. We have been providing shared administration to the CCBDD and recently employed a Transition Services Coordinator and Job Development Specialist. The shared personnel allow all students who qualify to receive high quality transition services and eliminate the duplication of efforts in the area of job development. As noted in Benchmarking Ohio Schools, school transportation is a leading opportunity for districts to share services. We are utilizing the recommendation of Ohio Smart Schools as noted in the benchmarking report, “In addition to collaborating to purchase fuel or other supplies, districts can share routing services for certain types of students, such as special education, non-public, joint vocational, etc.” The report also recommends one of our primary objectives the coordination of transportation at a level higher than the district for specific student population. We are exceeding this recommendation as we are proposing not only the coordination of the special education and special populations by the two county-wide transportation service departments, but for two of our partner districts the shared service will provide the coordination of their entire transportation operation. The opportunity to provide shared transportation coordination through one director and the dispatcher(s), for all four entities, will enhance both services and provide significant cost savings while increasing the quality of services. The project will demonstrate scalability as all seven districts opt in for some level of service whether it is the routing software and service monitoring, or the coordination and dispatching. As the participating systems utilize the shared routing and maintenance software, efficiencies will be discovered and implemented resulting in decreased expenditures in a non-instructional area of each member's budget. Districts will find they have the ability to maintain strong instructional programs based on this savings. The building of the fueling stations for CNG also provides a shared platform as districts will be sharing the savings realized from this transition to CNG and share the revenue of any sales to both public and private entities. The consortium has agreed to reserve .20 per dge pumped by the partner districts to the consortium. The creation of two fast fill stations at locations between district boundaries will allow districts to explore other opportunities for shared services within the transportation departments.

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

- **New** - never before implemented
- **Existing** - Never implemented in your community school or school district but proven successful in other educational environments
- **Mixed Concept** - Incorporates new and existing elements
- **Established** - Elevating or expanding an effective program that is already implemented in your district, school or consortium partnership

### C) SUSTAINABILITY - Planning for ongoing funding of the project, cost breakdown

11. Financial Documentation: - All applicants must enter or upload the following supporting information. The information in these documents must correspond to your responses in questions 11-14.

- Enter a project budget in CCIP (by clicking the link below)
- If applicable, upload the Consortium Budget Worksheet (by clicking the link below)
- Upload the Financial Impact Table (by clicking the link below)
- Upload the Supplemental Financial Reporting Metrics (by clicking the link below)

Upload Documents
For applicants without an ODE Report Card for 2012-2013, provide a brief narrative explanation of the impact of your grant project on per pupil expenditures or why this metric does not apply to your grant project instead of uploading the Supplemental Financial Reporting Metric.

The CCESC does not have a report card though it does operate a transportation department providing direct services to students from the districts included in this consortium proposal. As the lead applicant the ESC will realize savings in the area of transportation as reflected on the financial impact table and through that savings the districts participating in the grant will also receive savings. The CCCTC and the CCBDD as partners in this grant also provide direct services to students of the districts participating in the grant and through their partnership will reflect savings that will in essence result in savings to the LEAs.

The project budget is entered directly in CCIP. For consortia, this project budget must reflect the information provided by the applicant in the Consortium Budget Worksheet. Directions for the Financial Impact Table are located on the first tab. Applicants must submit one Financial Impact Table with each application. For consortium applications, each consortium member must add an additional tab on the Financial Impact Tables. Partners are not required to submit a Financial Impact Table.

Applicants with an "Ohio School Report Card" for the 2012-2013 school year must upload the Supplemental Financial Reporting Metrics to provide additional information about cost savings and sustainability. Directions for the Supplemental Financial Reporting Metrics are located on the first tab of the document. If your organization does not have an "Ohio School Report Card" for the 2012-2013 school year, please provide an explanation in the text box about how your grant project will impact expenditures per pupil or why expenditure per pupil data does not apply to your grant project.

Educational service center, county boards of developmental disabilities, and institutions of higher education seeking to achieve positive performance on other approved fiscal measures should submit the budget information approved by an executive board or its equivalent on the appropriate tabs of the Financial Impact Table. Educational service centers should use the "ESC" tab and county boards of developmental disabilities and institutions of higher education should use the "non-traditional" tab.

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

Responses should provide rationale and evidence for each of the budget items and associated costs outlined in the project budget. In no case should the total projected expenses in the budget narrative exceed the total project costs in the budget grid.

7,479,500.00 State the total project cost.

* Provide a brief narrative explanation of the overall budget.

The budget for the E4 proposal reflects two major areas of school transportation. As a solution to the problem of the rising cost of school district transportation the member districts are seeking to increase the efficiency and effectiveness of school transportation while reducing costs. Shared School Transportation Services Software for bus fleet management (including routing and maintenance) $104,500.00 Facility renovation at Columbiana County BDD Transportation Offices - $20,000.00 CNG Solution to the rising costs of diesel fuel $1,100,000.00 Two fast-fill fueling stations - $1,100,000.00 per station = $2,200,000.00 Two fast-fill natural gas fueling stations will be built in the county, with locations selected based on the ability to share the sites between participating districts while maximizing future options to accommodate the sale of CNG to other public and private entities. This cost includes the materials for the work; compression equipment, gas dryer, regulators, temperature compensation units, storage tanks, dispensers, etc. The locations for one site will accommodate Columbiana Exempted School District, Crestview Local School District, East Palestine School District, Salem School District, CCCBD and CCESC. The other fast fill fueling station will accommodate the Beaver Local School District, CCBDD and CCESC. The time fill CNG Fueling Station - $200,000.00 The time fill fueling station will be built for the United Local School District on their property. This station will include compression equipment, gas dryer, pole dispensers, etc. CCCTC automotive technology lab will be renovated to add bays to accommodate the new ASE F - Certified CNG credential at a cost of $300,000.00 CCCTC Instructor training and professional development to become certified as an instructor in this fuel alternative certification at a cost of $5,000.00 Planning and Mobilization of the Project is estimated at $500,000.00 This cost includes the initial preparation for the entire project including the bidding specifications for the new buses, preparation of drawing and bid documents, surveying, land purchase, obtaining permits, overall site analysis and assessing the environmental impact. Design Build Construction Services at $1,750,000.00. The construction of the stations includes engineering(electrical, mechanical, plumbing, fire protection), architectural services, metering, project/construction management, safety training, commissioning, testing/startup, project closeout and miscellaneous expenses such as printing and parking costs. The services include all fueling stations and other renovations.

13. Will there be any costs incurred as a result of maintaining and sustaining the project after June 30th of your grant year?

Sustainability costs include any ongoing spending related to the grant project after June 30th of your grant year. Examples of sustainability costs include annual professional development, equipment maintenance, and software license agreements. To every extent possible, rationale for the specific amounts given should be outlined. The costs outlined in the narrative section should be consistent and verified by the financial documentation submitted and explained in the Financial Impact Table. If the project does not have sustainability costs, applicants should explain why.

Yes - If yes, provide a narrative explanation of your sustainability costs as detailed in the Financial Impact Table in the box below.

Through the utilization of the shared services model for transportation, though districts may have costs to maintain and sustain the project after the grant year, the savings realized will not exceed the cost. The cost for maintenance and utilities of the fueling stations and the annual support or renewal of the fleet management software will be $1618.00 per district. These ongoing costs will be offset by the ability to save in two areas. This consortium of districts realizes savings on fuel costs per bus of $4500.00 per bus per year. The consortium has agreed to pay into a sustainability fund for each dge pumped at a rate of .20 per dge. This fund will be utilized for additional costs or upgrades in the future. This consortium will save $72,000.00 per year on fuel costs in the first five years of implementation. In addition, the use of the fleet management software promises savings based on the ability to eliminate at least three routes in the first year of operation. This savings can result in $200,000.00 additional dollars for instructional supports for students and staff. The four districts that are early-adopters of full service operation of transportation service departments will contribute even more of a saving to the consortium as administration, dispatch services, routing and maintenance services are combined. The renovation, construction costs and professional development are one-time costs to the consortium.
achieving the goals of the project. The timeline should reflect significant and important milestones in an appropriate and reasonable time frame.

14. Will there be any expected savings as a result of implementing the project?

- Yes
- No

Applicants with sustainability costs in question 13 or seeking to achieve significant advancement in spending reductions in the five-year forecast must address this response. Expected savings should match the information provided by the applicant in the Financial Impact Table. All spending reductions must be verifiable, permanent, and credible. Applicants may only respond "No" if the project will not incur any increased costs as a result of maintaining and sustaining the project after June 30th of your grant year. The Governing Board will use the cost savings as a tiebreaker between applications with similar scores during its final selection process. Cost savings will be calculated as the amount of expected cost savings less sustainability costs relative to the project budget.

324,999.00 If yes, specify the amount of annual expected savings. If no, enter 0.

If yes, provide details on the expected savings (i.e. staff counts and salary/benefits, equipment to be purchased and cost, etc.). If no, please explain each district in this consortium will save annually as projected on fuel costs and shared transportation service. We are projecting that the savings will include $4,500.00 per bus on fuel costs that will result in a $72,000.00 fuel savings on the 16 CNG powered buses purchased during the grant year. In addition, with the shared services model the savings annually per district will be $28,111.00. This is a very conservative savings projection that only takes into account the full service transportation shared services savings. It is anticipated that the district savings will increase as additional opportunities for savings are identified through the use of the fleet management software.

15. Provide a brief explanation of how the project is self-sustaining.

All Straight A Fund grant projects must be expenditure neutral. For applications with increased ongoing spending as documented in question 11-14, this spending must be offset by expected savings or reallocation of existing resources. These spending reductions must be verifiable, permanent, and credible. This information must match the information provided in your Financial Impact Table. Projected additional income may not be used to offset increased ongoing spending because additional income is not allowed by statute. Please consider inflationary costs like salaries and maintenance fees when considering whether increased ongoing spending has been offset for at least five years after June 30th of your grant year. For applications without increased ongoing spending as documented in questions 11-14, please demonstrate how you can sustain the project without incurring any increased ongoing costs.

For educational service centers and county boards of developmental disabilities that are members of a consortium, any increased ongoing spending at the educational service center or county board of developmental disabilities may also be offset with the verifiable, permanent, and credible spending reductions of other members of the consortium. This increased ongoing spending must be less than or equal to the sum of the spending reductions for the entire consortium.

Explain in detail how this project will sustain itself for at least five years after June 30th of your grant year.

As stated previously, the E4 project is designed to be entirely sustainable. Most of the costs are one-time expenditures for facility upgrades and renovations, construction costs for the fueling stations, bus purchases, training, professional development with the addition of the new CCCTC certification and bus fleet management software. The annual software fee will be offset by the fuel savings on the 16 CNG powered buses and the collaboration of the eight transportation departments will facilitate additional savings. The reduction of at a minimum of three bus routes, the shared coordination, maintenance, routing and dispatching of transportation among four full service departments results in savings of at least $252,999.00 annually. This is quite conservative a projection, as two of the entities participating in the Level 3 shared service option operate county-wide transportation departments. Through the five years after the grant the member districts and their partners expect to maximize fuel savings through the sale of fuel as the alternative fuel market grows.

D) IMPLEMENTATION - Timeline, scope of work and contingency planning

16. Please provide a brief description of the team or individuals responsible for the implementation of this project, including other consortium members and/or partners.

This response should include a list of qualifications for the applicant and others associated with the grant. If the application is for a consortium or a partnership, the lead should provide information on its ability to manage the grant in an effective and efficient manner. Include the partner/consortium members' qualifications, skills and experience with innovative project implementation and projects of similar scope.

Add Implementation Team

For Questions 17-19 please describe each phase of your project, including its timeline, scope of work, and anticipated barriers to success.

A complete response to these questions will demonstrate specific awareness of the context in which the project will be implemented, the major barriers that need to be overcome and the time it will take to implement the project with fidelity. A strong plan for implementing, communicating and coordinating the project should be outlined, including coordination and communication in and amongst members of the consortium or partnership (if applicable). It is recognized that specific action steps may not be included, but the outline of the major implementation steps should demonstrate a thoughtful plan for achieving the goals of the project. The timeline should reflect significant and important milestones in an appropriate and reasonable time frame.

17. Planning - Activities prior to the grant implementation
18. Implementation - Process to achieve project goals

* Date Range 10/01/2014-06/30/2015

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<th>List of scope of work (activities and/or events, including deliverables, project milestones, interim measurements, communication, and coordination).</th>
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<td>(a) Shared Transportation Component: (a) Committee meets to review performance for beginning of the year (b) Identify performance goals for improvement and schedule 60 and 90 day performance review for the shared transportation department (c) Expand use of service modules for maintenance on the four fleets in the project (d) Demonstrate routing/service software modules to all district level administration and transportation coordinators in the county (e) CNG Component: (a) Station design review, apply for permits, send bid packages for equipment (b) Place all equipment on order (c) Begin construction on two fast fill and one time fill stations (d) Place order for 16 new dedicated CNG powered buses (e) All equipment/supplies ordered, paid for and the remaining funds to contractors and services appropriated (f) CCCTC additional bay plans are completed and put out for bid (g) CCCTC Instructor continues the professional development and curriculum design for the new certification (i) Shared Transportation Component: (a) A menu of services is created and offered to other members and partner schools for selection, i.e. routing, maintenance software management, coordination and administration, training and professional development (b) Committee reviews performance data and identifies targets for efficiency and effectiveness for the upcoming school year (c) A recap of cost-effectiveness is shared with all partners for the school year (d) Transportation department provides on-boarding for any new partners to the shared transportation component (e) CNG Component (a) Presentations are held about the safety and the fuel efficiency of CNG</td>
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19. Summative Evaluation - Plans to analyze the results of the project

* Date Range 01/01/2015-06/30/2016

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<td>(a) Shared Transportation Component: (a) Committee meets to review performance for the school year (b) Identify performance goals for improvement and schedule 60 and 90 day performance review for the shared transportation department (c) Expand use of service modules for maintenance on the four fleets in the project (d) Demonstrate routing and service software modules to all district level administration and transportation coordinators in the county (e) Expand the utilization of the software, to all partner entities (f) CNG Component - (a) Begin startup, testing and commissioning of completed fueling stations (b) Construction of stations is completed (c) CNG school buses will be in operation during the second semester of the 15-16 school year. 01/01/2015 - 06/30/2016 (i) Shared Transportation Component (a) A menu of services is created and offered to other members and partner schools for selection, i.e. routing, maintenance software management, coordination and administration, training and professional development (b) Committee reviews performance data and identifies targets for efficiency and effectiveness for the upcoming school year (c) A recap of cost-effectiveness is shared with all partners for the school year (d) Transportation department provides on-boarding for any new partners to the shared transportation component (e) CNG Component (a) Districts monitor fuel consumption and comparison to diesel fuel vehicles (b) Fuel consumption by other customers is monitored (c) CCCTC certification progress on current class is evaluated</td>
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</table>
20. Describe the expected changes to the instructional and/or organizational practices in your institution.

The response should illustrate the critical instructional and/or organizational changes that will result from implementation of the grant and the impact of these changes. These changes can include permanent changes to current district processes, new processes that will be incorporated or the removal of redundant or duplicative processes. The response may also outline the expected change in behaviors of individuals (changes to classroom practice, collaboration across district boundaries, changes to a typical work day for specific staff members, etc.). The expected changes should be realistic and significant in moving the institution forward.

Please enter your response below:

As we transform the student transportation for the partner school districts we will identify efficiencies that will provide a blueprint for additional shared services within our county. There are effective practices that will reduce the number of routes, increase ridership and decrease the length of routes in the participating school districts. As stated by Ohio Smart Schools, "One idea for operating schools more efficiently has the ring of common sense to it: help them work together. With more than 600 districts across the state, the possibilities for collaborating to make better use of resources and employ economies of scale are almost endless." It is not unusual at the beginning of a new school year to hear comments and questions from the community about the number of busses of different districts on the same route with what appears to be a small number of students. This practice will allow the partner districts to examine new ways of doing business that will result in a sharing of services and become best practice standard for that particular service. This structure can then be used to examine other practices for shared service opportunities in both instructional and non-instructional areas. The E4 Partnership aims to address both instructional and organizational practices in the partner school districts. Though some districts across the country have converted to CNG for student transportation, Ohio's progress in this area is in its infancy. Our partner school districts started studying this transition during the 2012-2013 school year. Superintendents and school board members have attended seminars and engaged in discussion with vendors to explore the possibilities for school district transportation. The introduction of CNG infrastructure and buses will allow school districts to consider the next generation energy and technology to build on and result in significant savings. This savings will allow school districts to move dollars to the classroom and provide resources and support to instructional staff. The introduction of another certification in the automotive technology program at the CCCTC will provide students with an advantage over other graduates. As students enter the job market the advantage goes to the graduate with industry certification. Since we are at the beginning of the transition to CNG we anticipate that industry will soon need to fill the void in this area for automotive technology. The more stackable certifications made available to students the more marketable they are.

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

The responses in this section are focused on the ability to design a method for evaluating the project's capacity for long-term sustainable results. Therefore, the questions focus on the method of defining the problem(s) the project hopes to solve and the measures that will determine if the problem(s) have been solved.

21. 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 response should provide a concise explanation of items which provide rationale that will support the probability of successfully achieving the goals of the project. Answers may differ based on the various levels of development that are possible. If the proposal is for a new, never before implemented project, the response should provide logical, coherent explanations of the anticipated results based on some past experience or rationale. For projects that have been implemented on a smaller scale or successfully in other organizations, the response should provide the quantifiable results of the other projects. If available, relevant research in support of this particular proposal should also be included.

Please enter your response below:

This project utilizes the recommendations of a number of studies to guide the implementation. In Beyond Boundaries, it is stated that the sharing of services should be simple. Local government and school districts are encouraged to use the ability to sign simple agreements to share services, enhance services and save money. This proposal aims to do that through a simple agreement among the member districts. 1. Member districts have determined that non-instructional service areas provide opportunity for sharing services. Through a menu approach to this project the districts can determine the level of service to be shared. 2. Identify opportunities for consolidation of transportation services among the seven districts and two entities that operate transportation departments. 3. Develop a tiered menu of services to the participating school districts. a. Level 1 - routing and maintenance software to identify efficiencies b. Level 2 - district routing, maintenance tracking and dispatch services c. Level 3 - district routing, maintenance tracking, dispatch services and shared administration/maintenance of transportation services All members of this consortium will participate in the CNG opportunity, begin the process of converting their fleet to CNG buses and install fast fuel stations that can be utilized by the member districts and other public and private entities. This will assist the districts in not only saving money for the districts but with the purchase of fuel by other private and public entities the consortium will build a fund to put back into additional bus purchases and instructional support for their school district. The addition of the certification in the Automotive Technology Program will include CNG prevention, repairs, maintenance and lead to eventual certification. Students within the CCCTC Automotive technology department have already been creating and converting to alternative fuel technology in some project-based learning experiences. This will advance the program to the next level as the CCCTC provides workforce development to train for what is currently an emerging market.

22. Describe the overall plan to evaluate the impact of the concept, strategy or approaches used in the project.

This plan should include the methodology for measuring all of the project outcomes. Applicants should make sure to outline quantitative approaches to assess progress and measure the overall impact of the project proposal. The response should provide a clear outline of the methods, process, timelines and data requirements for the final analysis of the project's progress, success or failure. The applicant should provide information on how the
23. Describe the substantial value and lasting impact which the project hopes to achieve.

The response should provide specific quantifiable measures of the grant outcomes and how the project will lead to successful attainment of the project goals. Applicants should describe how the program or project will continue after the grant period has expired.

Please enter your response below.

This proposal addresses some very relevant findings by Ohio Smart Schools. The approach was to find ways to improve student achievement without raising costs; tap existing community resources and reduce spending without hurting student achievement. This proposal addresses this approach by focusing on a non-instructional expenditure that has continued to rise through the years. The transportation of more students outside the district and the need to accommodate students attending specialized programs drives the cost up. Fuel costs have risen dramatically and have fluctuated through the years. Numerous studies point to the need for shared services in order to return more dollars to the classroom. The lasting impact will be the ability to maximize capacity and efficiency of student transportation. This can be done with one fleet management system utilized over multiple districts. The fleet management system will address preventative maintenance tracking, cost-effective fuel and parts purchasing. This software will also streamline routing and scheduling, leading to additional savings. The additional savings resulting from a shared transportation administration and dispatching among four of the entities will demonstrate the ability to more efficiently and effectively manage transportation and encourage full service operations throughout the county. The CNG component reflects the future of this area as the proposal utilizes an alternative fuel source as the school districts transition their fleets to compressed natural gas. The districts will continue to use savings for additional CNG vehicles in the future.

24. Describe the specific benchmarks, by goal as answered in question 9, which 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 applicant should provide details on the quantifiable measures of short- and long-term objectives that will be tracked and the source of benchmark comparative data points. Responses should include specified measurement periods and preliminary success points that will be used to validate successful implementation of the project. If a similar project has been successfully implemented in other districts or schools, identification of these comparable benchmarks should be included.
25. Is this project able to be replicated in other districts in Ohio?

Yes

If the applicant selects "Yes" to the first part of the question, the response should provide an explanation of the time and effort it would take to implement the project in another district, as well as any plans to share lessons learned with other districts. To every extent possible, applicants should outline how this project can become part of a model so that other districts across the state can take advantage of the learnings from the proposed innovative project. If there is a plan to increase the scale and scope of the project within the district or consortium, it should be included here.

* Explain your response

The E4 proposal is rooted in growth and replication. Within this proposal the consortium is promoting a growth plan that will allow districts within the consortium to participate at various levels in the shared transportation services model and develops a menu of services for selection. Participation at Level 1 will yield efficiency opportunities for routing and maintenance management. Level 2 will add the services of dispatchers to increase efficiency and effectiveness. Level 3 offers the ability to reduce significant coordination/administration costs and still provide excellent service. This model is easily replicated because districts can begin the process at a low level of risk which usually accompanies the consolidation of services. As this consortium will encourage other districts to join the early-adopters for full service transportation operations, so could another county or region across the state embrace this model and examine the ability to share services of a non-instructional nature to save money without impacting student achievement and instructional expenditures. The CNG component is also an area for replication. In this model the school districts are forming a consortium to build their own fueling stations and utilizing a portion of the fuel pumped by the members to invest in a fund toward future purchases or savings. The districts are projecting the need for an alternative fuel source that is plentiful and can be utilized by other public and private entities. Through this plan the districts will begin to convert additional fleet purchases to CNG and be able to return dollars to classroom costs.
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 time frame. The Governing Board of the Straight A Fund reserves the right to conduct an evaluation of the project and request additional information in the form of data, surveys, interviews, focus groups and other related data on behalf of the General Assembly, Governor and other interested parties for an overall evaluation of the Straight A Fund.

PROGRAM ASSURANCES: I agree, on behalf of this applicant, and any or all identified consortium members or partners, that all supporting documents contain information approved by a relevant executive board or its equivalent and to abide by all assurances outlined in the Straight A Assurances (available in the document library section of the CCIP).

Anna Marie Vaughn
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<td>9364 State Route 45, Lisbon, OH, 44432-9585</td>
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<tr>
<td>Cindy</td>
<td>Lengyel</td>
<td>Treasurer</td>
<td>As Chief Financial Officer at Columbiana County ESC manage the financial administration of the grant maintaining financial records as required by the Ohio Department of Education and the Ohio Auditor's Department</td>
<td>Treasurers License State of Ohio Bachelors Degree in Accounting</td>
<td>Past experience in other educational agencies</td>
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<tr>
<td>John</td>
<td>Dilling</td>
<td>Superintendent Crestview Local</td>
<td>Serve on implementation team representing consortium members</td>
<td>Superintendent License</td>
<td>Served on ACCESS Board an ITC when consortium was formed and during the construction of the fiber project to support 26 school districts in Mahoning and Columbiana Counties</td>
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<tr>
<td>Anna Marie</td>
<td>Vaughn</td>
<td>Superintendent CCESC</td>
<td>As Chief Executive Officer of the Columbiana County ESC the superintendent will be responsible party for convening consortium meetings, organizing committees and monitoring progress on the planning and implementation phases.</td>
<td>Superintendent License Ohio Fiscal agent and grant writer for numerous Federal, State and foundation grants over a 38 year career in education. Executive Officer of a provider of numerous services to the 11 school districts, Career and Technical Center, and Columbiana County Board of Developmental Disabilities</td>
<td>Fiscal agent and grant writer for numerous Federal, State and foundation grants over a 38 year career in education. Executive Officer of a provider of numerous services to the 11 school districts, Career and Technical Center, and Columbiana County Board of Developmental Disabilities</td>
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<tr>
<td>William</td>
<td>Devon</td>
<td>Superintendent Board of Developmental Disabilities</td>
<td>Partner with significant input on county-wide transportation plan</td>
<td>Current Superintendent Columbiana Board of Developmental Disabilities</td>
<td>Former Business Manager for Columbiana County Board of Developmental Disabilities</td>
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</tr>
<tr>
<td>Jennifer</td>
<td>Durno</td>
<td>Transportation Coordinator</td>
<td>Oversight and administration of shared transportation services component</td>
<td>Current transportation coordinator for the Columbiana County ESC supervising county-wide transportation</td>
<td>Prior experience as a transportation supervisor for a private vendor providing student transportation services for a county-wide consortium and urban district.</td>
<td></td>
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<tr>
<td>David</td>
<td>Smith</td>
<td>Business Development Director, Brewer Garrett</td>
<td>Point of Contact for Implementation team</td>
<td>Brewer-Garrett's in-house capabilities include: Engineering and design of building systems? Energy services? Lighting/electrical services? Building automation? System commissioning? Installation of mechanical systems? Sheet mental, piping and plumbing? Service and</td>
<td>Brewer-Garrett's senior management is involved in the daily business operations. This involvement guarantees a commitment to excellence and is demonstrated</td>
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maintenance of systems The resources available to customers include:

Professional Engineers Registered in the State of Ohio - Certified Demand Side Managers - Certified Energy Managers - Energy Auditors - Certified Co-Generation Professional - Certified Lighting Professionals - Staff of Licensed Electricians - CAD Layout and Design - LEED Accredited Professionals - Northern Ohio's Largest Service Fleet - Full service mechanical installation staff including piping, sheet metal, and plumbing. Our Energy Services Division maintains staff of Certified Energy Managers with many years of experience in the Energy Services field, certified lighting professionals and mechanical engineers who have designed and engineered energy conservation programs, and energy auditing capabilities utilizing MetrixTM software to measure and ensure energy cost savings. Construction Division includes in-house engineering, piping, sheet metal and plumbing. These capabilities allow us to coordinate scheduling and, therefore, minimize job costs and provide a simple line of communications during project installation. Controls Division is staffed with engineers experienced in the highly specialized field of mechanical system control design. Our experience includes the design and installation of pneumatic, electronic and direct digital computerized controls systems. Proper design installation, start-up and on-going service and maintenance are essential elements of a quality control system. Service Division is comprised of over 60 service technicians serving over 700 customized maintenance programs.

everyday with our in-house business philosophy. Our awards testify to this strength: ? Ohio Governor's Award for Excellent in Energy Efficiency - (5 Times) ? Cleveland Business Magazine 9/90 Award (Awarded 10 Times) ? S.D. Corp. Contractor of the Year Award ? MCAA Innovation Award ? ASHRAE Technology Award ? Leading EDGE Award We utilize our in-house resources to provide our customers First-Tier Solutions to insure the correct solution and the best design with the customer's business goals in mind. We provide direct engineering and construction project control to insure quality and contain costs, and remove the "middleman effect" to keep our project costs down and maximize the return on investment to our customers.