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<th>Supplies 500</th>
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</tr>
</tbody>
</table>

**Adjusted Allocation**: 0.00

**Remaining**: -1,992,830.00
Please respond to the prompts or questions in the areas listed below in a narrative form.

**A) APPLICANT INFORMATION - General Information**

1. **Project Title:**
   Collaborative Innovation with Watson

2. **Project Tweet:** Please limit your responses to 140 characters.
   Ohio Districts will be "Committed to Learning" with Office Depot & Watson Enlight to take a personalized approach to helping all students

3. **Estimate of total students at each grade level to be directly impacted each year.**

   This is the number of students that will receive services or other benefits as a direct result of implementing this project. This does not include students that may be impacted if the project is replicated or scaled up in the future. It excludes students who have merely a tangential or indirect benefit (such as students having use of improved facilities, equipment etc. for other uses than those intended as a part of the project). The Grant Year is the year in which funds are received from the Ohio Department of Education. Years 1 through 5 are the sustainability years during which the project must be fiscally and programmatically sustained.

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<th>Grant Year</th>
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<td>1536 9</td>
<td>1585 10</td>
<td>1519 11</td>
<td>1562 12</td>
<td></td>
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</tbody>
</table>
4. Explanation of any additional students to be impacted throughout the life of the project.

This includes any students impacted indirectly and estimates of students who might be impacted through replication or an increase in the scope of the original project.

Today’s students (leaders of tomorrow), need a deep understanding of how advanced technologies can be applied to society’s toughest challenges. To help achieve these goals, Office Depot/IBM are creating school-centered tools using the leading business analytics and predictive modeling software. These leaders in education also collaborate with thousands of schools around the world, using new technology to help faculty and students develop the skills needed for the jobs of the future. Students in the districts of Kings Local, Avon Local, Avon Lake, and Mentor Public will now have an opportunity to become part of this innovative partnership and be impacted in a positive way that will enhance their learning, academic growth, and achievement. Their teachers will be provided with analytical insights into individual student academic performance that will guide them to relevant instructional materials that enables them to take a personalized approach to helping all students achieve success.

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

First and last name of contact for lead applicant
Timothy J. Spinner

Organizational name of lead applicant
Kings Local School District

Address of lead applicant
1797 King Avenue

Phone Number of lead applicant
5133988050

Email Address of lead applicant
tspinner@kingslocal.net

Community School Applicants: After your application has been submitted and is in Authorized Representative Approved status an email will be sent to your sponsoring entity automatically informing the sponsor of your application.

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 (vendors, service providers, sponsors, management companies, schools, districts, ESCs, IHEs) 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. The following questions will address specific outcomes and measures of success.

a. The current state or problem to be solved; and

Growing students academically is a challenge whether a district is high performing or low performing. In fact, while high performing districts appear to look good based on achievement ratings, they are often stagnant based on growth ratings. In addition, growing students academically in all subgroups and helping them achieve success is a challenge when teachers and administrators are not provided with the actionable information that goes beyond data. Small school districts working in silos without the benefits of greater collaboration and resources that large districts are often afforded the luxury of having is also a challenge and often a road block to student success. Districts need to come together and maintain true partnerships with each other and education experts to help their districts grow together and achieve success together.
The proposed innovation and how it relates to solving the problem or improving on the current state.

Office Depot's theory of action is focused upon an understanding that the classroom is the unit of change and that teachers are the primary change agents. Innovation projects must be tailored to the needs, skills, and capacity for change at the classroom level. Furthermore, these teachers need up-to-date and current data such as analytical insights into individual student academic performance that will guide them to relevant instructional materials that enables them to take a personalized approach to helping all students achieve success. A partnership with Office Depot to use IBM's Watson Enlight will allow educators in Kings Local, Avon Local, Avon Lake, and Mentor Public to provide a user experience tailored to the requirements of classroom teachers; give teachers' insight to student academic performance, attendance, and behaviors based upon data provided by the education entity; support teachers' communications with each other regarding their students; and provide the ability to load, create, store, and access a library of instructional materials analyzed and tagged using Watson technologies (the tagging can be used to guide teacher decisions on which materials are best suited for individual student instructional needs). Office Depot will be "Committed to Learning" with these districts and use their team of educational experts to lead them through the change that needs to occur by applying their theory of action. Office Depot will work in collaboration and partnership with all districts working together to employ a specific Innovation Lifecycle and Change Management Process, modelled after the Kotter Theory of Sustainable Change. Sustainable change begins with a shared vision for outcomes and rationale, followed by the specific development and support of skills to accomplish the vision. Gap analysis drives the plan for skill development. Incentives are important for support of new activity, while resources must be simple, immediately available, and ubiquitous to support effective change. Each element will be represented within a plan which is both detailed at the outset and yet flexible to respond to new learnings and emerging needs during the innovation lifecycle. Thus, three small districts will collaborate with a leading company in education to maximize their efforts and afford them the luxuries of large districts. This will be made possible with the Innovational Lifecycle and Change Management Process driving the engagement with each district; the Theory of Action driving the partnership choices, offerings, and project selections; and Watson Enlight providing teachers with analytical insights into individual student academic performance and guiding them to relevant instructional materials that enables them to take a personalized approach to helping each student.

9. Select which (up to four) of the goals your project will address. For each of the selected goals please provide the requested information to demonstrate your innovative process. - (Check all that apply)

<table>
<thead>
<tr>
<th>a. Student achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. List the desired outcomes.</td>
</tr>
<tr>
<td>Examples: fewer students retained at 3rd grade, increase in graduation rate, increased proficiency rate in a content area, etc.</td>
</tr>
<tr>
<td>Student retentions at all grade levels will be reduced. Academic Achievement at all grade levels will increase. Student Growth at all grade levels will increase. Achievement gaps between subgroups will be reduced. Graduation Rates will increase. Dropout Rates will decrease. Percent of graduating seniors enrolling in a two or four year college will increase. Attendance Rates will increase. Discipline will decrease. Teacher's abilities to use and understand data will improve. Data-driven instruction and decision making will increase. Educator collaboration within schools, districts, and across the districts will improve. Educators will grow as a result of ongoing professional development. Instructional materials and alignment to standards will improve as a result of Watson Enlight. Districts resources will be maximized to increase efficiency for teaching and learning. Personalized learning will increase. Working conditions will improve.</td>
</tr>
</tbody>
</table>

| ii. What assumptions must be true for this outcome to be realized? |
| Examples: early diagnosis and intervention are needed to support all children learning to read on grade level; project-based learning results in higher levels of student engagement and learning, etc. |
| Office Depot is currently helping districts to implement Cognitive Computing and Self-learning technologies to bring together data from all areas of the education enterprise and apply predictive analytics and Watson's proprietary self-learning innovations, to proactively and deeply understand student needs and forecast the best materials and practices for the student, providing teachers and administrators with student-specific forecasts and recommendations at the level of specific skill needs. Therefore, the assumption that exists for this to be this is to work is that all districts in the consortium have the appropriate data from all areas of the education enterprise (gradebook, SIS, standards, curriculum libraries, statewide assessments and formative assessments), in order for Watson to extract the data and curriculum into its system and apply the predictive analytics needed to help teachers and administrators deliver personalized learning for each student. |

| iii. Describe any early efforts you have made to test these assumptions (pilot implementation, etc), or how these are well-supported by the literature. |
| Office Depot and the districts in the consortium have worked together to complete an extensive "Pre-Work" packet created by Office Depot to ensure that each district meets the necessary criteria for Watson Enlight to work and that data from all areas of the education enterprise (gradebook, SIS, standards, curriculum libraries, statewide assessments and formative assessments) and available for Watson to extract. By 2020, IBM estimates that humans will have created 40 zettabytes (40 trillion gigabytes) of information. Today, more than 2.5 quintillion bytes of information is generated daily. Data is generated in real-time with instant access, but frequently without immediate or lasting effects - the information is neither trusted nor specifically useful. IBM estimates that the United States' economy suffers $3.1 trillion dollars annually due to poor data quality. Office Depot partners with schools and districts to provide the center of leadership in curriculum, instruction, and assessment to develop culture of using data for action - a systematic process of reviewing and responding to data. Analytics drive actions, including curating content, matching content to most effective instruction, and using real-time formative measurement to diagnose learning gaps and drive the delivery of the next content and instructional service. Innovative systems both deliver and create information in real time, but with intuitive quality and immediate impact. Professional learning communities with real-time data at the center empowers schools to make more effective decisions, and to use information to lead learning outcomes. Schools save money by abandoning failed content and ineffective instruction, and by creating more successful teacher-student interactions to accelerate learning, and more importantly, they save lives by providing all students with the personalized education needed to achieve success and experience academic growth. |

| iv. List the specific indicators that you will use to measure progress toward your desired outcome. |
| These should be measurable changes, not merely the accomplishment of tasks. Example: Teachers will each implement one new project using new collaborative instructional skills, (indicates a change in the classroom) NOT; teachers will be trained in collaborative instruction (which may or
All appropriate data from all areas of the education enterprise (gradebook, SIS, standards, curriculum libraries, statewide assessments and formative assessments), will be extracted by Watson. Administrators will receive professional development on change management and how to use Watson Enlight to drive positive changes in their districts. Administrators will hold weekly meetings to review Watson Enlight and analyze its impact on teaching and learning. Teachers will hold weekly PLC meetings that will use Watson Enlight to analyze the effects on students and how they may use the information to drive their instruction. All educators will receive professional development on how to use Watson Enlight to analyze student data and implement personalized learning. All educators will receive professional development on how to use data to drive instruction and decision making.

v. List and describe pertinent data points that you will use to measure student achievement, providing baseline data to be used for future comparison.

| Kings Perf. Rating of 82.1% will increase to 93% by ’22; Gap Closing Rating of 81.7% will increase to 93% by ’22; K-3 Lit. Rating of 67.4% will increase to 80% by ’22; Prog. Rating of F will increase to B by 2022; Grad Rate of 95.3% will increase to 97% by ’22. Avon: Perf. Rating of 87.7% will increase to 95% by ’22; Gap Closing Rating of 74.9% will increase to 90% by ’22; K-3 Lit. Rating of 56.4% will increase to 75% by ’22; Prog. Rating of A will maintain through ’22; Grad Rate of 95.3% will increase to 97% by ’22. Avon Lake: Perf. Rating of 84.81% will increase to 94% by ’22; Gap Closing Rating of 78.9% will increase to 85% by ’22; Prog. Rating of A will maintain through ’22; Grad Rate of 98.6% will increase to 99% by ’22; K-3 Literacy Rating of 43.5% will increase to 75% by 2022; Prog. Rating of F will increase to B by 2022; Grad Rate of 93.3% will increase to 95% by ’22.

vi. How are you prepared to alter the course of your project if assumptions prove false or outcomes are not realized?

b. Spending reductions in the 5 year forecast

i. List the desired outcomes.

*Examples: lowered facility cost as a result of transition to more efficient systems of heating and lighting, etc.; or cost savings due to transition from textbook to digital resources for teaching.*

ii. What assumptions must be true for this outcome to be realized?

*Example: transition to “green energy” solutions produce financial efficiencies, etc.; or available digital resources are equivalent to or better than previously purchased textbooks.*

iii. Describe any early efforts you have made to test these assumptions (pilot implementation, etc), or how these are well-supported by the literature.

iv. Please enter the Net Cost Savings from your FIT.

v. List and describe the budget line items where spending reductions will occur.

vi. How are you prepared to alter the course of your project if assumptions prove false or outcomes are not realized?

c. Utilization of a greater share of resources in the classroom

i. List the desired outcomes.

*Example: change the ratio of leadership time spent in response to discipline issues to the time available for curricular leadership.*

All districts in the consortium will be able to share resources with each other and build upon the strengths of each other. At the center of our recommended approach is a cloud-based connected management system (Watson Enlight) which empowers leaders to drive change. Global experts in change leadership and data-driven actions support and empower schools to implement effective change processes. All stakeholders have cloud-based access to a system that stores, curates, and indexes content. This system measures and tags best instructional practices by collecting real-time student and school information to measure inputs and outcomes. Innovative predictive and computation methods are utilized to drive personalized, just-in-time delivery of content, instruction, and intervention. The cloud-based system connects the ever-growing complexity of the modern learning enterprise in real-time data to produce immediate impact for increased effectiveness.

ii. What assumptions must be true for this outcome to be realized?

*Examples: improvements to school and classroom climate will result in fewer disciplinary instances allowing leadership to devote more time to...*
Office Depot is currently helping districts to implement Cognitive Computing and Self-learning technologies to bring together data from all areas of the education enterprise and apply predictive analytics and Watson's proprietary self-learning innovations, to proactively and deeply understand student needs and forecast the best materials and practices for the student, providing teachers and administrators with student-specific forecasts and recommendations at the level of specific skill needs. Therefore, the assumption that exists for this to be this work is that all districts in the consortium have the appropriate data from all areas of the education enterprise (gradebook, SIS, standards, curriculum libraries, statewide assessments and formative assessments), in order for Watson to extract the data and curriculum into its system and apply the predictive analytics needed to help teachers and administrators deliver personalized learning for each student.

### iii. Describe any early efforts you have made to test these assumptions (pilot implementation, etc.), or how these are well-supported by the literature.

Office Depot and the districts in the consortium have worked together to complete an extensive "Pre-Work" packet created by Office Depot to ensure that each district meets the necessary criteria for Watson Enlight to work and that data from all areas of the education enterprise (gradebook, SIS, standards, curriculum libraries, statewide assessments and formative assessments) and available for Watson to extract. By 2020, IBM estimates that humans will have created 40 zettabytes (40 trillion gigabytes) of information. Today, more than 2.5 quintillion bytes of information is generated daily. Data is generated in real-time with instant access, but frequently without immediate or lasting effects - the information is neither trusted nor specifically useful. IBM estimates that the United States' economy suffers $3.1 trillion dollars annually due to poor data quality. Office Depot partners with schools and districts to provide the center of leadership in curriculum, instruction, and assessment to develop culture of using data for action - a systematic process of reviewing and responding to data. Analytics drive actions, including curating content, matching content to most effective instruction, and using real-time formative measurement to diagnose learning gaps and drive the delivery of the next content and instructional service. Innovative systems both deliver and create information in real time, but with intuitive quality and immediate impact. Professional learning communities with real-time data at the center empowers schools to make more effective decisions, and to use information to lead learning outcomes. Schools save money by abandoning failed content and ineffectible instruction, and by creating more successful teacher-student interactions to accelerate learning, and more importantly, they save lives by providing all students with the personalized education needed to achieve success and experience academic growth.

### iv. Please provide the most recent instructional spending percentage (from the annual Ohio School Report Card) and discuss any impact you anticipate as a result of this project.

**Note:** this is the preferred indicator for this goal.

<table>
<thead>
<tr>
<th>City</th>
<th>Spending Percentage</th>
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</thead>
<tbody>
<tr>
<td>Kings</td>
<td>68.2%</td>
</tr>
<tr>
<td>Avon</td>
<td>68.5%</td>
</tr>
<tr>
<td>Mentor</td>
<td>70.5%</td>
</tr>
</tbody>
</table>

**Kings:** 68.2% of funds are spent on classroom instruction. Avon: 68.5% of funds are spent on classroom instruction. Mentor: 70.5% of funds are spent on classroom instruction. The figures for all districts will remain constant.

### v. List any additional indicators that you will use to monitor progress toward your desired outcome. Provide baseline data if available.

**These should be specific outcomes, not just the accomplishment of tasks. Example: fewer instances of playground fighting.**

Diagnose Student Needs: Watson Enlight combines data from multiple sources across a district to diagnose student needs. Data may include state test results, formative standards-based assessments, disciplinary and other behavioral referrals, as well as attendance data and other indicators from the district's SIS system; and Office Depot works with LEA leadership to identify potential indicators of student needs, and then maps those data sources into the IBM Enlight technology. Design and Plan Innovations Around Needs: The identification of key need indicators is a first step in designing the IBM Watson Enlight data infrastructure. Based upon the data indicators available and selected, Office Depot works with the LEA to plan leadership and teacher professional development. "What gets measured, gets done" - so the data points drive the entire planning process for training, resources, and additional support.

### vi. How are you prepared to alter the course of your project if assumptions prove false or outcomes are not realized?

Monitor, Measure, & Adapt: Once live, Office Depot's team of educational consultants working with the LEA on the IBM Watson Enlight initiative meet with LEA teams to review data points and determine gaps in practice, infer student needs, analyze progress and course correct professional development, curriculum and instruction; IBM's Watson Enlight allows educators to "see into" a variety of teacher and student indicators, as well as retrieve information on which curriculum elements are used most frequently, and most effectively; and The ultimate measure of the IBM Watson Enlight initiative is improved student outcomes measured by the LEA's defined indicators of success. We use the LEA's data, coupled with IBM Watson Enlight analytics, for regular and ongoing evaluation of the implementation and course correction. As well, each instance of service delivery includes quantitative and qualitative feedback for formative evaluation of the implementation.

**d. Implementing a shared services delivery model**

### i. List the desired outcomes.

**Examples:** increase in quality and quantity of employment applications to districts; greater efficiency in delivery of transportation services, etc.

### ii. What assumptions must be true for this outcome to be realized?

**Example:** neighboring districts have overlapping needs in administrative areas that can be combined to create efficiencies.

### iii. Describe any early efforts you have made to test these assumptions (pilot implementation, data analysis etc), or how these are well-supported by the literature.

### iv. List the specific indicators that you will use to monitor progress toward your desired outcomes.

**These should be measurable changes, not the accomplishment of tasks. Example:** consolidation of transportation services between two districts.
v. List and describe pertinent data points that you will use to evaluate the success of your efforts, providing baseline data to be used for future comparison.
Example: change in the number of school buses or miles travelled.

vi. How are you prepared to alter the course of your project if assumptions prove false or outcomes are not realized?

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

- a. New - Never before implemented
- b. Existing - Never implemented in your community school or school district but proven successful in other educational environments
- c. Replication - Expansion or new implementation of a previous Straight A Project
- d. Mixed Concept - Incorporates new and existing elements
- e. Established - Elevating or expanding an effective program that is already implemented in your district, school or consortia partnership

C) BUDGET AND SUSTAINABILITY

11. Financial Information: - All applicants must enter or upload the following supporting information. The information in these documents must correspond to your responses in questions 12-19.

- a. Enter a project budget in CCIP (by clicking the link below)
  Enter Budget
- b. If applicable, upload the Consortium Budget Worksheet (by clicking the Upload Documents link below)
- c. Upload the Financial Impact Table (by clicking the Upload Documents link below)
  Upload Documents

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 of the workbook. Applicants must submit one Financial Impact Table with each application. For consortium applications, please add additional sheets instead of submitting separate Financial Impact Tables.

1,992,830.00 12. What is the amount of this grant request?

13. Provide a brief narrative explanation of the overall budget. Responses should provide a 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.

Implementation cost of $350,000 for each district will include setting Watson Enlight up in each district, doing data extraction for all data resources that a district has, uploading all curriculum that each district has (all district created curriculum will be shared across the four districts), and providing extensive professional development to all educators in each district, insuring that train the trainer models are also established to ensure sustainability. A $30 dollar student implementation fee for each district: Kings Local $125,070; Avon Local $127,830; $228,030; Mentor $228,030; and Avon Lake $111,900. The districts will be able to maintain these fees through years 2-5 for sustainability.

14. Please provide an estimate of the total costs associated with maintaining this program through each of the five years following the initial grant implementation year (sustainability costs). This is the sum of expenditures from Section A of the Financial Impact Table.

- 592,830.00 a. Sustainability Year 1
- 592,830.00 b. Sustainability Year 2
- 592,830.00 c. Sustainability Year 3
- 592,830.00 d. Sustainability Year 4
- 592,830.00 e. Sustainability Year 5

15. Please provide a narrative explanation of sustainability costs. Sustainability costs include any ongoing spending related to the grant project after June 30, 2017. Examples of sustainability costs include annual professional development, staffing costs, equipment maintenance, and software license agreements. To every extent possible, rationale for the specific amounts given should be outlined. The costs outlined in this 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.

$30 dollar student implementation fee for each district: Kings Local $125,070; Avon Local $127,830; $228,030; Mentor $228,030; and Avon Lake $111,900. The districts will be able to maintain these fees through years 2-5 for sustainability based on reallocation.
20.0 16. What percentage of these costs will be met through cost savings achieved through implementation of the program?

Total cost savings from section B of the Financial Impact Table divided by total sustainability cost from section A of the Financial Impact Table. If the calculated amount is greater than 100, enter 100 here.

17. Please explain how these cost savings will be derived from the program.

Applicants who selected spending reductions in the five-year forecast as a goal must identify those expected savings in questions 16 and 17. All spending reductions must be verifiable, permanent, and credible. Explanation of savings must be specific as to staff counts; salary/benefits; equipment costs, etc.

Cost savings will incur through districts sharing curriculum resources with each other and eliminating unneeded curriculum resources that they are paying for based on the detailed analysis that Watson Enlight will provide to each district.

80.0 18. What percentage of sustainability costs will be met through reallocation of savings from elsewhere in the general budget?

Total reallocation from section C of the Financial Impact Table divided by total sustainability cost from section A of the Financial Impact Table Note: the responses to questions 16 and 18 must total 100%

19. Please explain the source of these reallocated funds.

Reallocation of funds implies that a reduction has been made elsewhere in the budget. Straight A encourages projects to determine up front what can be replaced in order to ensure the life of the innovative project.

Cost savings will incur through districts sharing curriculum resources with each other and eliminating unneeded curriculum resources that they are paying for based on the detailed analysis that Watson Enlight will provide to each district. Ultimately the budget will remain the same as a result or reallocation.

**D) IMPLEMENTATION**

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

This response should include a list of qualifications for the applicant and others associated with the grant. Please list key personnel only. 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.

Enter Implementation Team Key Personnel information by clicking the link below:

Add Implementation Team

For Questions 21-23 please describe each phase of your project including its timeline, and scope of work.

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

21. Planning

a. Date Range July 2016-December 2016

b. Scope of activities - include all specific completion benchmarks.

Watson Enlight Project Plan: The purpose of the Watson Enlight Project Plan is to document and track project progress throughout the implementation and rollout of the solution at the District. It will include project activities, tasks, task dependencies, milestones, and resources and is updated continuously by the Office Depot Project Manager. The Project Plan will consist of the following: Project milestones, activities, tasks, and assigned resources; Project task dependencies; and Project task estimated start and completion dates. Integration Test Summary Report: The purpose of this deliverable is to provide a summary of the Integration Test results associated with the Office Depot applications that will require integration with District business systems and Enlight. Watson Data Migration Plan: The purpose of this deliverable is to provide the District with a plan for the migration of the data upon which Enlight relies (i.e., District data updates throughout the year and curriculum policies and standards updates, as needed.) This deliverable consists of three components: A set of input tables representing all data requirements to support the My School and Interactive Insights feature of the Watson Enlight; A template for the bulk upload of instructional content into the content hub; and Frequency of data updates from source systems to the Enlight. This deliverable will be based on the school district's data environment and systems at the time at which it is developed. Changes to the data environment will require updates to the Enlight Data Migration Plan. Operational Office Depot Watson Enlight Instance: The purpose of this deliverable is to verify that the District end user will be able to log in and utilize the ENLIGHT associated with the end user's District. This deliverable will consist of an operational Enlight instance for the District and an Integration Test Summary Report.

22. Implementation(grant funded start-up activities)

a. Date Range August 2016-June 2017

b. Scope of activities - include all specific completion benchmarks

District Deployment / On-Boarding Package: The purpose is to provide a set of detailed guidelines that will be used by the District On-
E) SUBSTANTIAL IMPACT AND LASTING VALUE

23. Programmatic Sustainability (years following implementation, including institutionalization of program, evaluation and communication of program outcomes)

a. Date Range: July 2017 - June 2022

b. Scope of activities - include all specific completion benchmarks

Best Practices Plan: The purpose of this deliverable is to outline how the Enlight Core Team will identify, measure, and codify "best practices" at all stages of implementation of the innovation. The deliverable consists of the development of strategies for identifying, measuring, and codifying "best practices" at all stages of implementation of the innovation: The practices will generally fall under these categories: Organizational, Leadership, and Classroom Practices, but not limited to these areas. Project Status Reports: The Project Status Report is a tool to inform management and key project stakeholders as to the overall health of the project as well as its performance on several key indicators. The Project Status Report follows generally accepted project management practices that address Project Schedule, through achievement of key milestones, Project Financials, through budget-to-actual tracking, Risk/Issue Management, through assignment and mitigation measures, and Project Change Control Procedures, ensuring proposed changes in scope/resources/schedule are analyzed and presented to Management for fact based decision making.

24. 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 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:

Today's students, the leaders of tomorrow, need a deep understanding of how advanced technologies can be applied to society's toughest challenges. To help achieve these goals, Office Depot and IBM are creating school-centered tools using the leading business analytics and predictive modeling software. These leaders in education also collaborate with thousands of schools around the world, using new technology to help faculty and students develop the skills needed for the jobs of the future. Students in the districts of Kings Local, Avon Local, Avon Lake, and Mentor Public will now have an opportunity to become part of this innovative partnership and be impacted in a positive way that will enhance their learning, academic growth, and achievement. Their teachers will be provided with analytical insights into individual student academic performance that will guide them to relevant instructional materials that enables them to take a personalized approach to helping all students achieve success. The philosophy of teaching and learning in the districts will be transformed - teachers will begin planning in teaching in new ways and students will experience learning like never before. The results will be increases in high stakes student performance indicators that are found on the Ohio School District Report Cards. These four districts and their partnership will be a model for others throughout the state to emulate and this will produce astonishing results over time state wide. To be part of an innovation process and be the pioneers in the state of Ohio will be the leadership role that Kings Local, Avon Local, Avon Lake, and Mentor Public will proudly take on and serve well. We guarantee that this will be one of the proudest projects sponsored by Ohio Straight A!

25. Please provide the name and contact information for the person and/or organization who will oversee the evaluation of this project.

Projects may be evaluated either internally or externally. However, evaluation must be ongoing throughout the entire period of sustainability and have the capacity to provide the Ohio Department of Education with clear metrics related to each selected goal.

Please enter your response below:

Office Depot, Inc. Address: 6600 N Military Trl, Boca Raton, FL 33496 Phone:(561) 438-4800 Liaison Contact: Dr. Kenneth L. Bowen, National Lead K-12 Education Consultant for Finance Tel: 910-280-4409 | kenneth.bowen@officedepot.com

26. Describe the overall plan for evaluation, including plans for data collection, underlying research rationale, measurement timelines and methods of analysis.

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 shortfall. The applicant should provide information on how
Office Depot's pre-planning process specifically addresses the communication and collaboration cadence between Office Depot and the LEA to ensure adequate, timely and regular collaboration. The partnership will provide a specific, scaling process for problem reporting and resolution as part of our Service Level Agreement. Office Depot utilizes a specific method of innovation lifecycle management to structure communications and collaboration with partners and with the community. Our process includes a number of employee roles with multiple touchpoints to the LEA: Instructional Lead Consultant - Interface with administration on a proactive basis during planned, scheduled planning and communication sessions; Vertical Market Manager - Interface at all levels of the organization on a proactive basis before, during and after project implementation; Project Trainers and Consultants - Interface at the implementation and planning levels of the project on a pre-planned frequency for direct project support; Technical Support Team - Interface with the technology teams at the LEA extensively during the pre-planning and pre-implementation stage, and then during the trial and test phases of the Innovation Lifecycle; Marketing and Communications Team - Interface with LEA administration and project leadership during pre-planning, launch and at key project milestones to provide support for LEA internal and community-wide external communications; Subject Matter Experts - A team of education experts and former educators with specific expertise across a broad range of subjects supporting the LEA as needed (finance, technology, curriculum, training, policy, communications, etc.). Project Status Reports: The Project Status Report is a tool to inform management and key project stakeholders as to the overall health of the project as well as its performance on several key indicators. Content: The Project Status Report follows generally accepted project management practices that address Project Schedule, through achievement of key milestones, Project Financials, through budget-to-actual tracking, Risk/Issue Management, through assignment and mitigation measures, and Project Change Control Procedures, ensuring proposed changes in scope/resources/schedule are analyzed and presented to Management for fact based decision making. Sustainable Change: Office Depot will work in collaboration and partnership with all districts working together to employ a specific Innovation Lifecycle and Change Management Process, modelled after the Kotter Theory of Sustainable Change. Sustainable change begins with a shared vision for outcomes and rationale, followed by the specific development and support of skills to accomplish the vision. Gap analysis drives the plan for skill development. Incentives are important for support of new activity, while resources must be simple, immediately available, and ubiquitous to support effective change. Each element will be represented within a plan which is both detailed at the outset and yet flexible to respond to new learnings and emerging needs during the innovation lifecycle. Thus, three small districts will collaborate together with a leading company in education to maximize their efforts and afford them the luxuries of large districts. This will be made possible with the Innovative Lifecycle and Change Management Process driving the engagement with each district; the Theory of Action driving the partnership choices, offerings, and project selections; and Watson Enlght providing teachers with analytical insights into individual student academic performance and guiding them to relevant instructional materials that enables them to take a personalized approach to helping each student.

27. Please describe the likelihood that this project, if successful, can be scaled-up, expanded and/or replicated. Include a description of potential replications both within the district or collaborative group, as well as an estimation of the probability that this solution will prove useful to others. Discuss the possibility of publications, etc., to make others aware of what has been learned in this project.

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 this 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 noted here.

A core element of Office Depot's partnership with a school district is sustainability planning. No matter the project type - whether districtwide customized on-demand printing, or the implementation of 21st Century Learning Ecosystems, or the innovative IBM Watson for Education technology, Office Depot is an expert in resource allocation for sustainable implementation. Office Depot will convene a set of experts including potential funders and financing organizations for potential partnership with the school district. Office Depot routinely helps some of the largest districts in the United States estimate long term program costs and secure financing or other funding supports. Office Depot's Instructional Lead Consultants build-in financial planning, long range sustainability, and scaling of project costs from the very beginning of any project. The IBM Watson for Education initiative includes a set of specific project scalability and sustainability features, including progressively decreasing funding requirements over time for sustainability, financing options, and partnership options to defray the costs of the innovation project in the long term. Office Depot employs experts with prior experience in finance and school district administration to provide specific, project by project support to LEAs in the area of sustainability both during pre-planning, during the project itself, and throughout post-project sustainability and scalability plans.

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).

Timothy J. Spinner, Assistant Superintendent, Kings Local School District
<table>
<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Telephone Number</th>
<th>Email Address</th>
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<tbody>
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<td><a href="mailto:natalie.fior@avonlakecityschools.org">natalie.fior@avonlakecityschools.org</a></td>
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<td>Miller</td>
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<td>Mentor Exempted Village</td>
<td>045492</td>
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<td>Kenneth L.</td>
<td>Bowen</td>
<td>910-280-4409</td>
<td><a href="mailto:kenneth.bowen@officedepot.com">kenneth.bowen@officedepot.com</a></td>
<td>Office Depot, Inc.</td>
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<td>6600 N Military Trl., Boca Raton, Florida, 33496</td>
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<tr>
<td>Timothy J.</td>
<td>Spinner</td>
<td>Assistant Superintendent, Kings Local School District</td>
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<td>Extensive Background and leadership in education, including leading change and innovation</td>
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