



# Indianapolis Local Education Alliance

November 19, 2025

# Agenda

- Welcome and Opening Remarks
- Transportation Taskforce Model Overview
  - ILEA Member Discussion
- Facilities Taskforce Work Overview
  - ILEA Member Discussion
- Governance Discussion
  - ILEA Member Discussion
- Public Comment
- Closing and Next Steps

## **Welcome and Opening Remarks**

**While there has been some discussion externally about realigning the district boundaries, that topic will not be part of tonight's discussion.**

# **Transportation Taskforce Overview**

# Transportation Taskforce

## Assumptions Regarding Student Enrollment

### Assumptions Regarding Student Enrollment and Transportation Participation

| Scenario  | Total Student Enrollment | Estimated Transportation Users |
|---|--------------------------|--------------------------------|
| Current IPS Students Incl. Innovation Network               | 30,000                   | 16,000                         |
| Total Resident Public School Students (within IPS Boundary) | 40,000                   | 25,000                         |

# Transportation Taskforce

## Transportation Scenarios and Fiscal Analysis

### Transportation Scenarios and Fiscal Analysis

The transportation analysis included five scenarios with different variations of service levels and choice transportation options for students. The scenarios and resulting fiscal impacts are summarized in the table below. More comprehensive definitions of the scenarios, along with explanatory rationale is included in the attached memo from IPS Operations staff. The total cost of transportation services for the expanded student population is estimated to range from \$48M - \$75M.

### Modeled Transportation Scenarios and Fiscal Impacts

| Model | Description                              | Cost per Student | System-Wide Cost | Assumptions   |
|-------|--|------------------|------------------|---|
| 1     | Baseline-All Services                    | \$2,300          | \$58 M           | <b>Elementary:</b> Transportation Zones<br><b>High School:</b> Full Choice<br>Includes extracurriculars, field trips, internships                       |
| 2     | Baseline – To/From School Only           | \$1,935          | \$48 M           | Includes only to/from school; special education; internships. No extra-curriculars.   |
| 3     | Universal Choice (Conservative Estimate) | \$3,000          | \$75 M           | Full choice. Students transported to any school regardless of geography. Conservative estimate due to unknowns about trip lengths and school selection. |
| 4     | Partial Parent-Pay Extracurricular       | \$2,200          | \$55 M           | Baseline services. Requires contribution of \$100 per student for extracurricular transportation.   |
| 5     | Hybrid Zones + High-School Hubs          | \$2,100          | \$53 M           | Maintain K-8 zones and implement hub and spokes for high school. Cap dynamic routing after three weeks per semester.                                    |

# Transportation Taskforce

## 7 Levers of Transportation

| CONSIDERATION  | DESCRIPTION  | FACTORS   |
|----------------|--|---|
| Safety         | The likelihood of harm coming to a person or property and efforts to minimize that likelihood                                    | bus behavior management, bus monitor staffing, mechanical safety, student tracking, neighborhood crime, geographic barriers or hazards, background checks, use of crossing guards                                     |
| Compliance     | Legal and policy matters that must be considered and/or to which we are obliged.   | vehicle safety regulations, required school day length, special education law, homeless services, transportation law/policy   |
| Optimization   | How to get the maximum number of students on the least number of busses  | number of tiers, number of potential riders, number of routes, runs and stops, number of IndyGo busses  |
| Logistics      | Issues that are not immediately part of the transportation system but impact its functioning                                     | student mobility, student attrition, family relocation, bus driver and monitor staffing challenges, infrastructure challenges or changes, major community events, infrastructure changes, specialized transport needs |
| Efficiency     | How to deliver the greatest amount of service in the shortest amount of time with the least number of staff                      | ride times/length of rides, timeliness of pick up and drop off, walker and rider distances  |
| Rate           | The cost of running transportation   | fuel consumption, vehicular repair, staff salaries, insurance, cost of IndyGo passes, cost of specialized transport   |
| Responsiveness | The use experience and our ability to make the client happy with extra services beyond simply taking children to and from school | school choice, parent concerns, policy consistency or inconsistency, ease of communication, provision of extracurricular and activity busses  |

# Transportation Taskforce

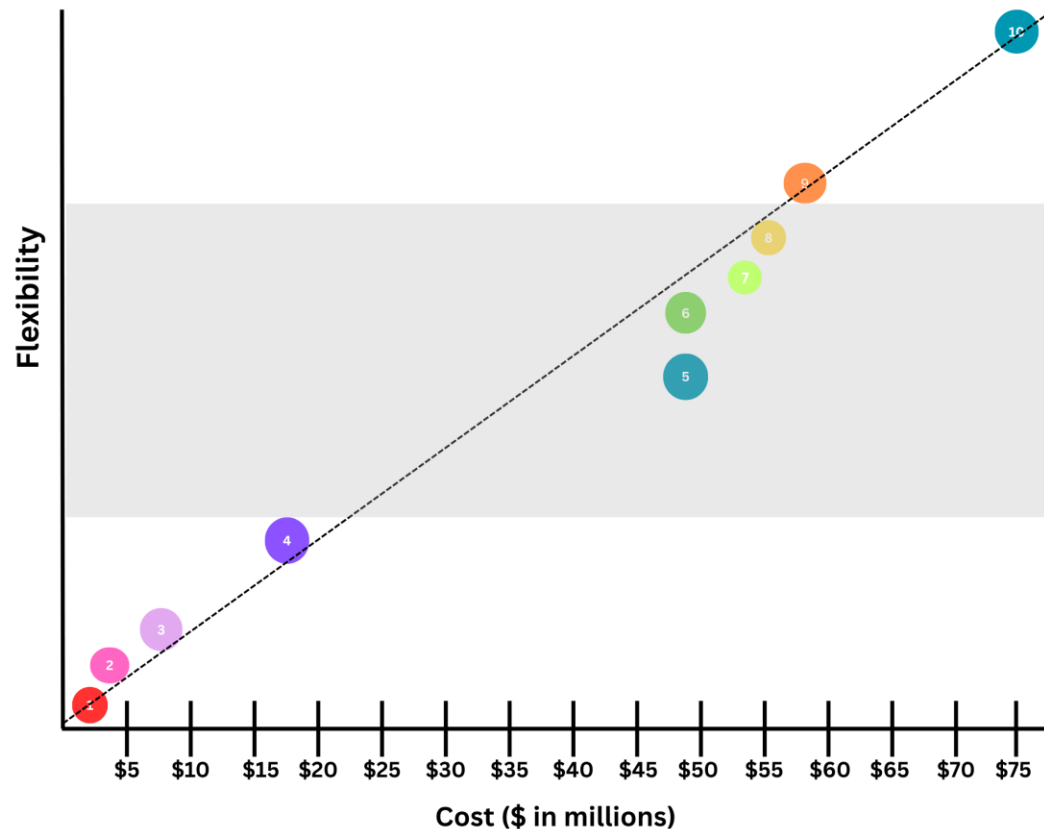
## Transportation Service Cost Estimates – Cost vs. Choice





# Transportation Taskforce

## Cost vs Flexibility



### Legend

- 1 Victory College Prep = \$1.7M total (\$900 per pupil)
- 2 Spec. Ed. & McKinney Vento = \$3.5M total (IPS)
- 3 IndyGo + Spec. Ed.= \$6.0M total (\$240 per pupil) (IPS)
- 4 Fort Wayne Community Schools = \$15,857,404 total (\$1,400 per pupil)
- 5 Hub & Spoke for All = \$48M total (\$1,900 per pupil) (IPS)
- 6 To/From School Only = \$48M total (\$1,935 per pupil) (IPS)
- 7 Hybrid Zones + H.S. Hubs = \$53M total (\$2,100 per pupil) (IPS)
- 8 Parent Pay Extracurricular = \$55M total (\$2,200 per pupil) (IPS)
- 9 Baseline Level of Service = \$58M total (\$2,300 per pupil) (IPS)
- 10 Universal Choice = \$75M total (\$3,000 per pupil) (IPS)

# Transportation Taskforce

## Cost Estimates – Cost vs. Choice

### Options to Taskforce Choose Not to Consider:

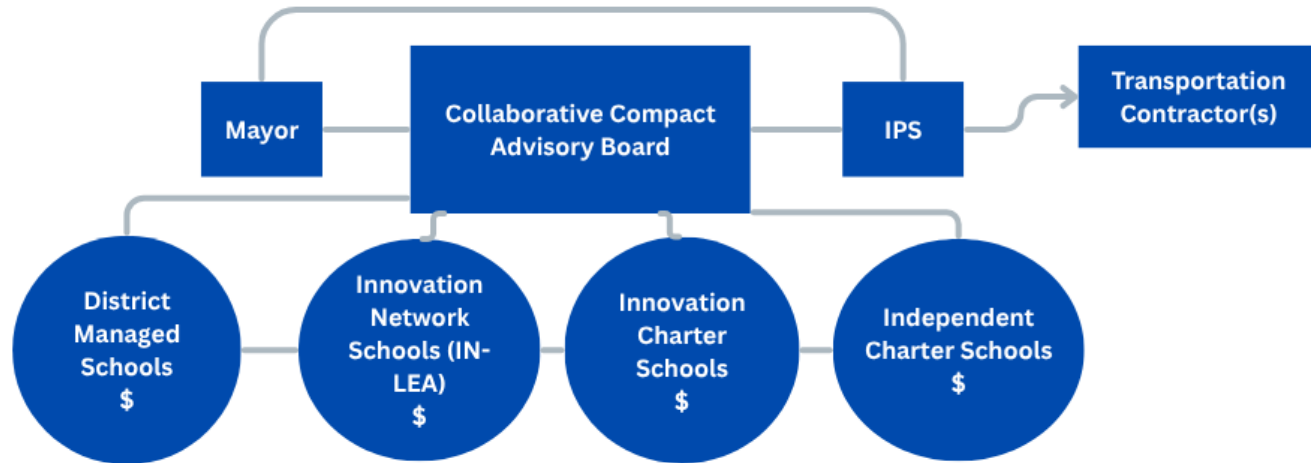
- **Special Ed. And McKinney-Vento Only**
  - This does not provide the level of transportation that meets the needs of our students & families.
- **IndyGo Plus Special Ed.**
  - IndyGo is currently not built out to accommodate this model, but may be an incremental part of a broader solution.
- **Parent Pay Extracurricular**
  - This model is not realistic for the families in our community. It would not provide equitable access to extra-curricular activities.
- **Universal Choice**
  - After examining the final cost of transportation, this model was deemed too expensive.

# Transportation Taskforce

## Transportation Model

### Option 1

#### The Collaborative Compact Option



Transportation Districts/Walk Zones  
Extracurricular Approaches to be determined  
by voting members of the compact

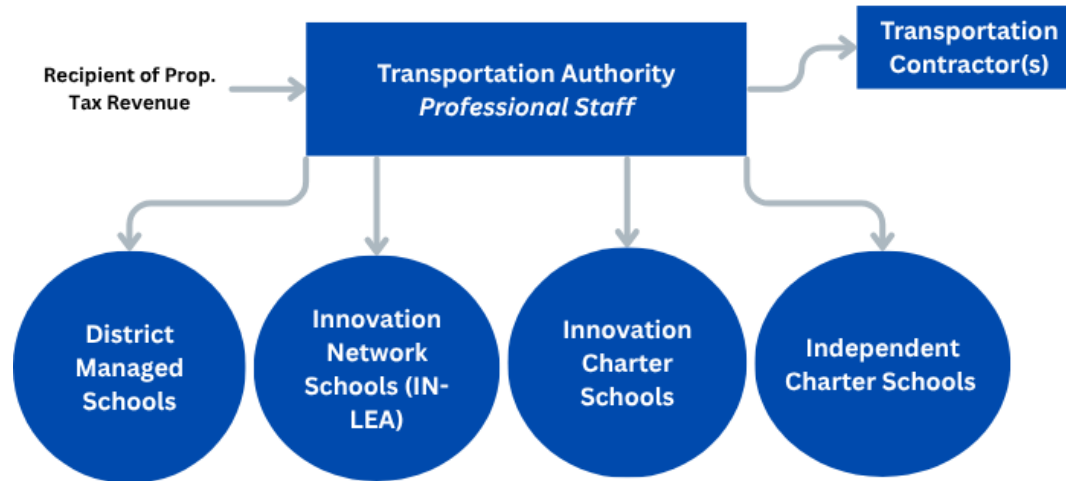
Fee for service model from users/members of compact - dollars go to schools, schools pay for services  
Access to operating revenues

# Transportation Taskforce

## Transportation Model

### Option 2

#### Independent Transportation Authority Model



Authority makes decisions of  
districts/walk-zones, extracurricular transportation  
etc.

Property Tax Dollars for  
transportation go to the Transportation Authority

# **Transportation Taskforce Takeaways**

# Transportation Taskforce Takeaways

- **Items of discussion under either of the transportation models – Task Force discussed, sometimes agreed and sometimes disagreed, but the following was mentioned as items to consider.**
  - Some of the Task Force believe if schools are receiving tax dollars for transportation or if a broader entity is created – either a collaborative model or an independent Authority, participation should be mandated.
  - Other members believe that the lack of an independent Transportation Authority would prevent them from supporting mandatory participation.

# Transportation Taskforce Takeaways

**Discussion of an Independent Authority directed us to a few questions:**

1. Who is operating?
2. What it means to rebuild vs. simply transfer the current model and team to conduct the work.
3. If an Independent Transportation Entity is established – general consensus of the Task Force is that the professional staff at IPS should be transitioned to that entity.

# Transportation Taskforce Takeaways

**Task Force wishes to include certain guidelines and guardrails with regard to transportation. There is not full consensus around these items.**

- Requirements around participation from schools.
  - Equity of access
  - Need for systems-level solution
  - Mandatory or opting out requires significant sacrifice of funding
- Local representation for leadership and/or any appointments.
  - Combination of district and charter representation
- Minimizing disruption for all students within the IPS boundaries.
  - No disruption of services for McKinney-Vento or students with IEP transportation accommodations
- Maintaining the assets of the current transportation system.
  - Institutional knowledge and expertise
  - Existing infrastructure
  - Consideration of smaller-scale transportation operators
- Time to plan for implementation.
  - Adjusting with the changing funding landscape and shift in property tax dollars
- Valuing transparency.
  - Clear decision-making processes with public input
  - Identification of potential conflicts of interest



# **ILEA Member Discussion**

# **Facilities Taskforce Overview**

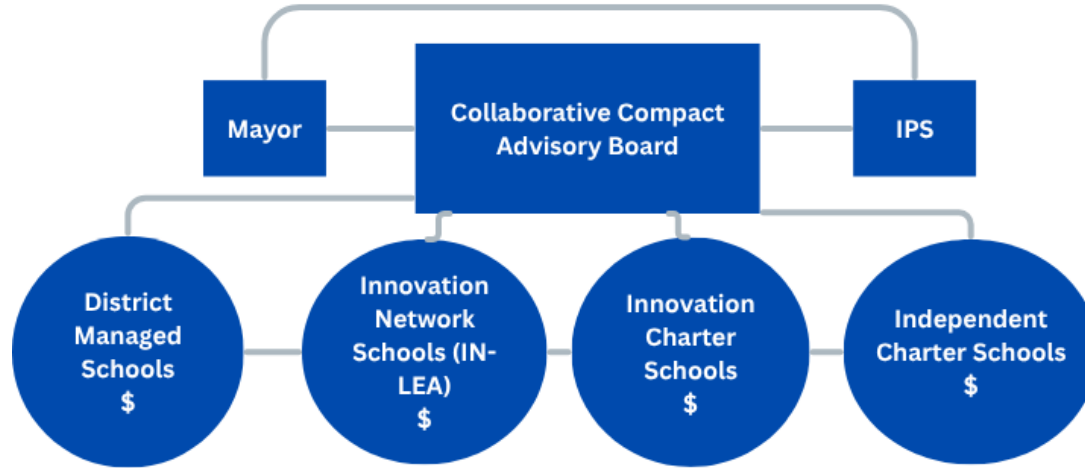
**While the HEA 1515 charges with the ILEA with recommendations regarding Facilities – there is no guidance on how to deal with many details like bonded indebtedness, bond-holder rights – Independent Charter-Owned facilities – and many others. As we discuss facilities options – the Task Force acknowledges that many of those details will need to be resolved by statute.**

# Facilities

## Facilities Model Option

### 1

#### The Collaborative Compact Option



**Shared Metrics  
for Opening/Closing & Schools**

- **Accountability & Performance Standards - set as policy by Voting Members of the Compact**
- **Money goes to the school & a fee for services is paid**
- **Statutorily created so that compact decisions are binding**

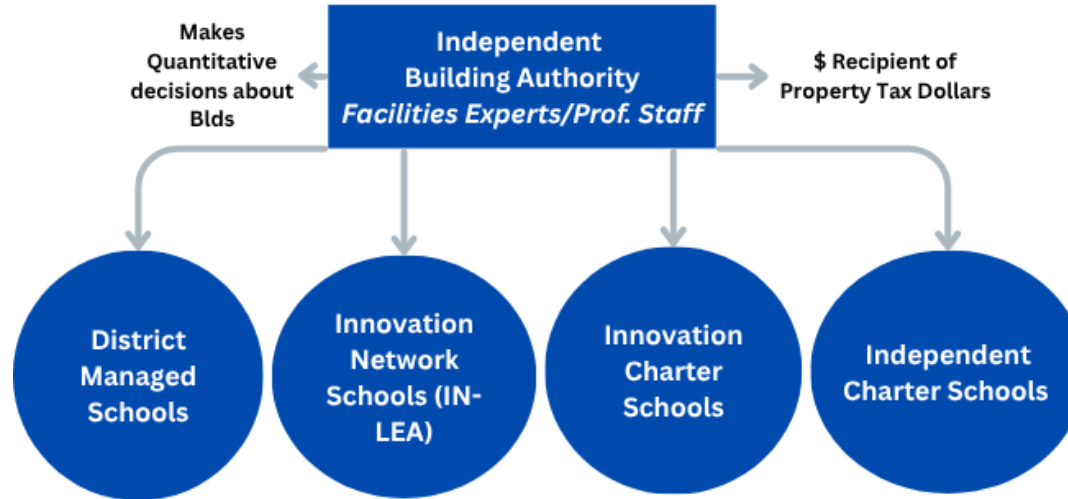
Questions remains about how charter schools would have access to debt absent a governance discussion."

# Facilities

## Facilities Model Option

### 2

#### Independent Buildings Authority Model



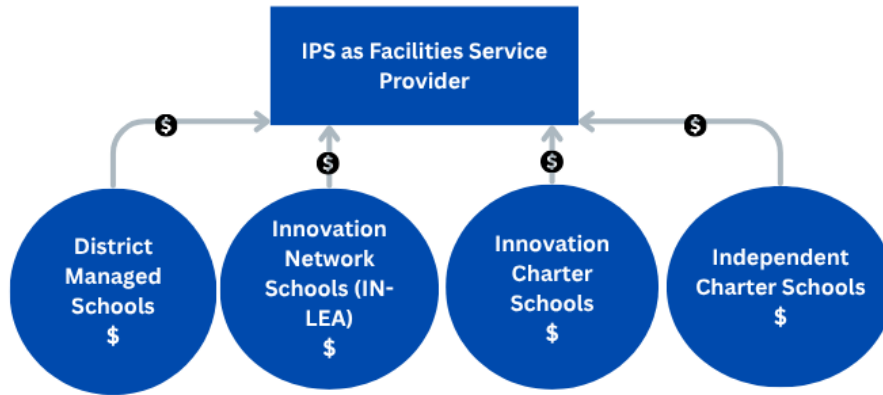
1\* Question remains about how to do that absent a governance discussion.

# Facilities

## Facilities Model Option

### 3

#### Service Provider Model



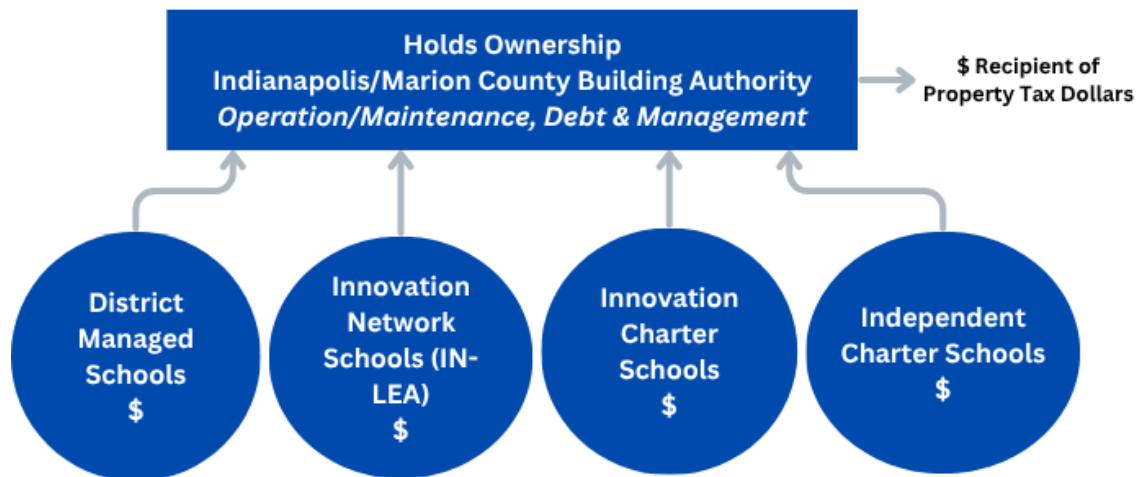
Under this model the property tax dollars go to the schools, they would pay for services

**Questions remain about:** Chartering Authority  
Accountability Standards - where policy decision making resides  
School Openings & Closings  
How to do that absent a governance discussion

# Facilities

## Facilities Model Option

### 4



- While this would shift ownership or operations of facilities to an existing entity, it does not answer the policy questions and need for governance clarity.

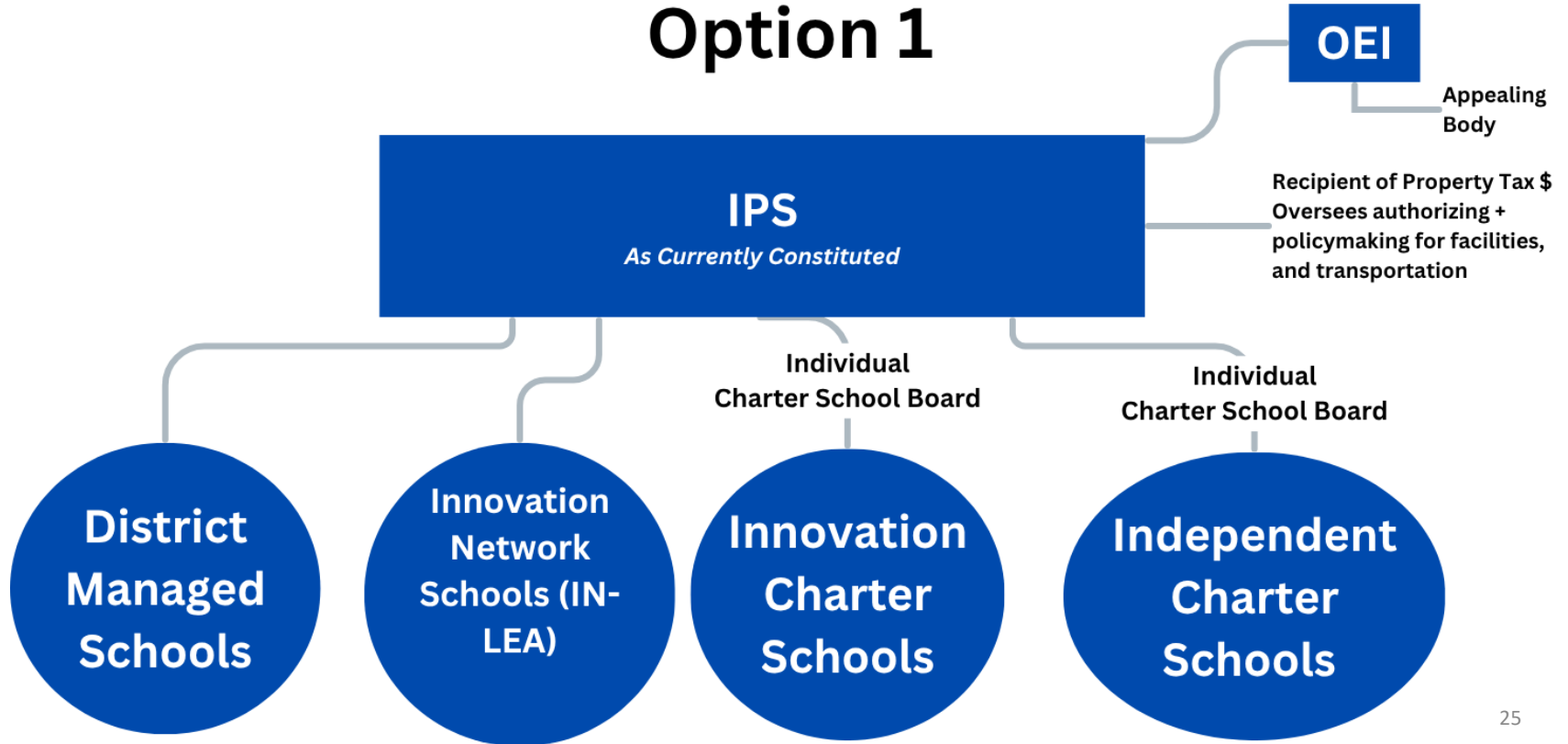
# **ILEA Member Discussion**

# Governance

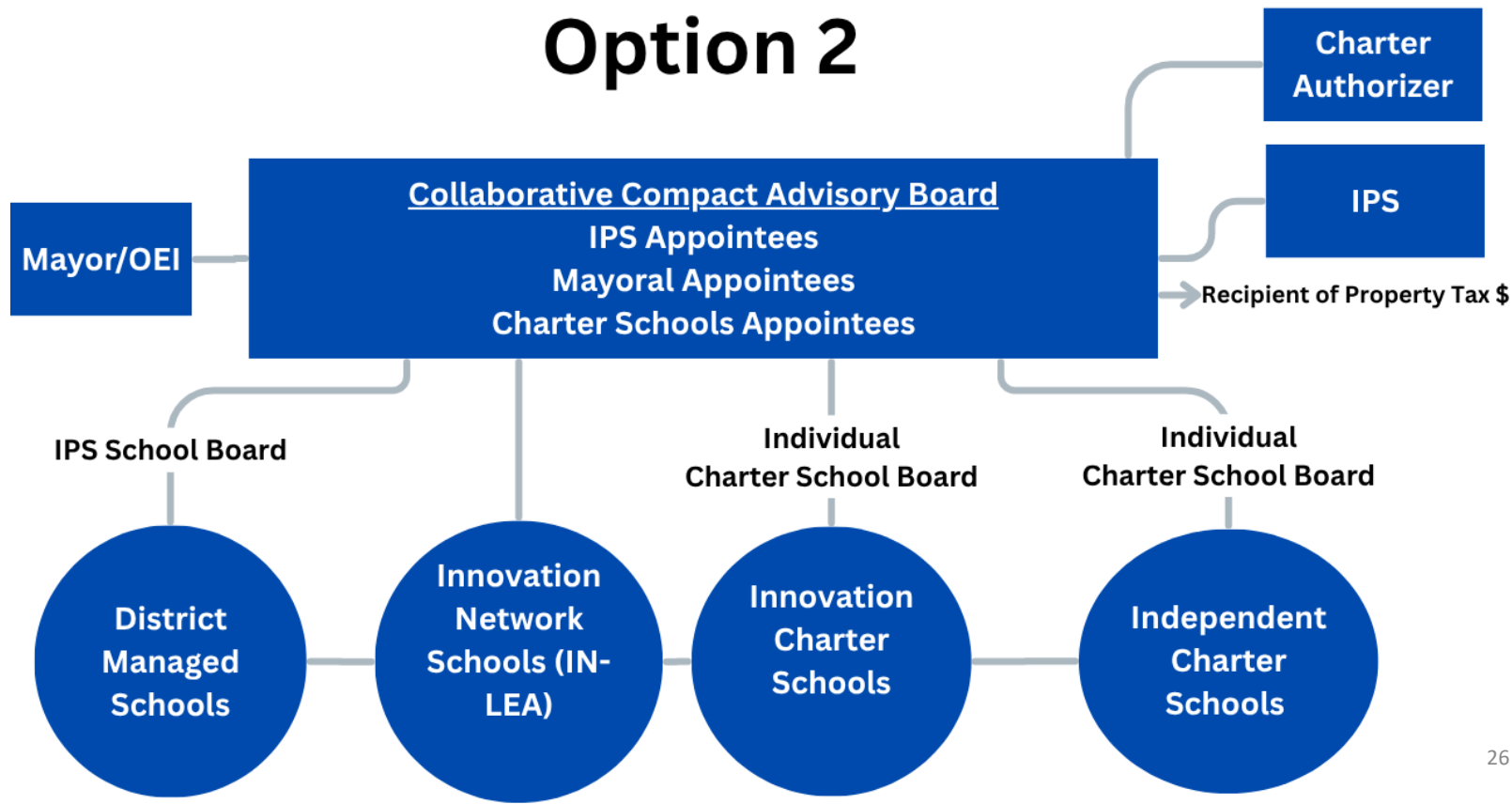
The various models and options that you will see this evening represent a spectrum of options, some with minimal changes to the current practices, and some with dramatic changes. The point of this discussion is to think about where policy decisions should reside with regards to serving multiple school models who provide education in different ways to our children all over Indianapolis. That is the underlying framework for our discussion tonight



# Governance Governance Model Option 1

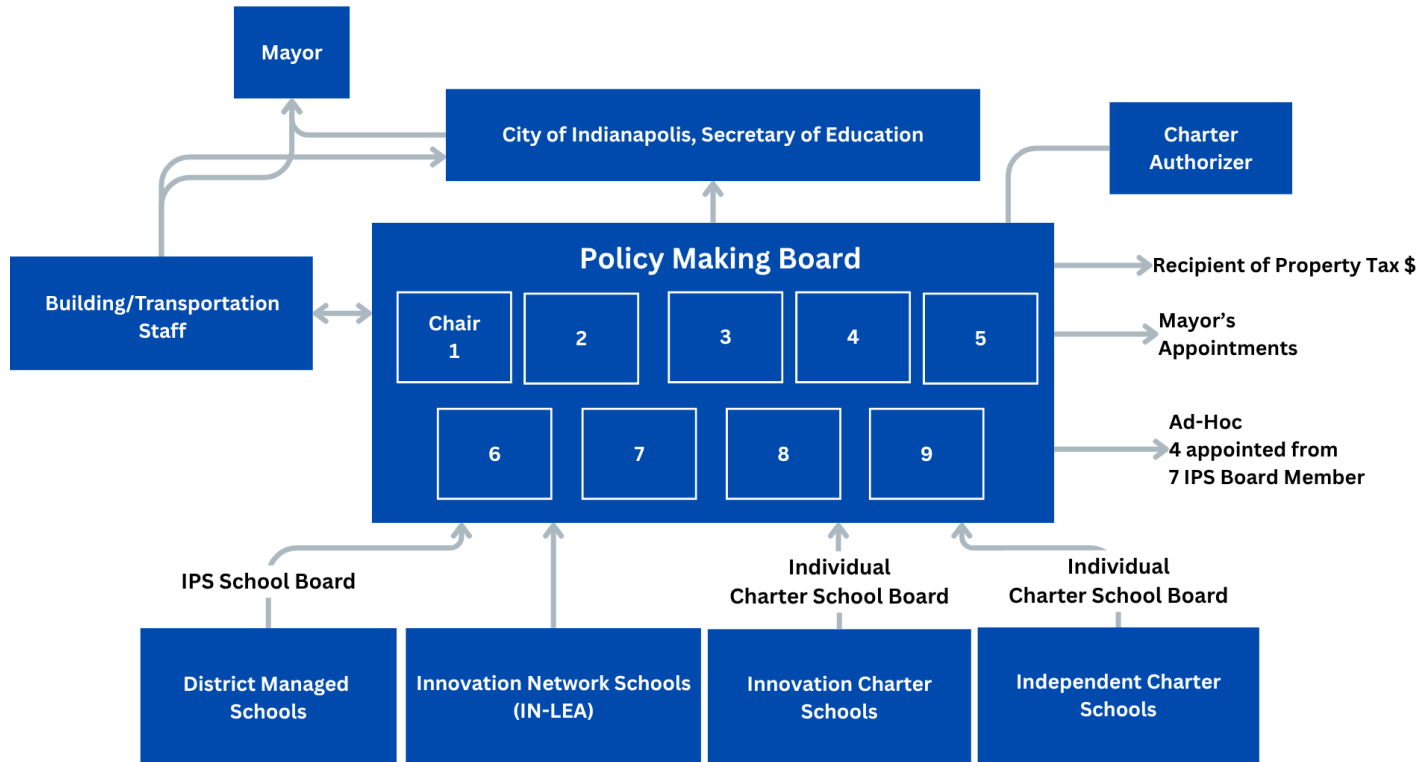


# Governance Governance Model Option 2

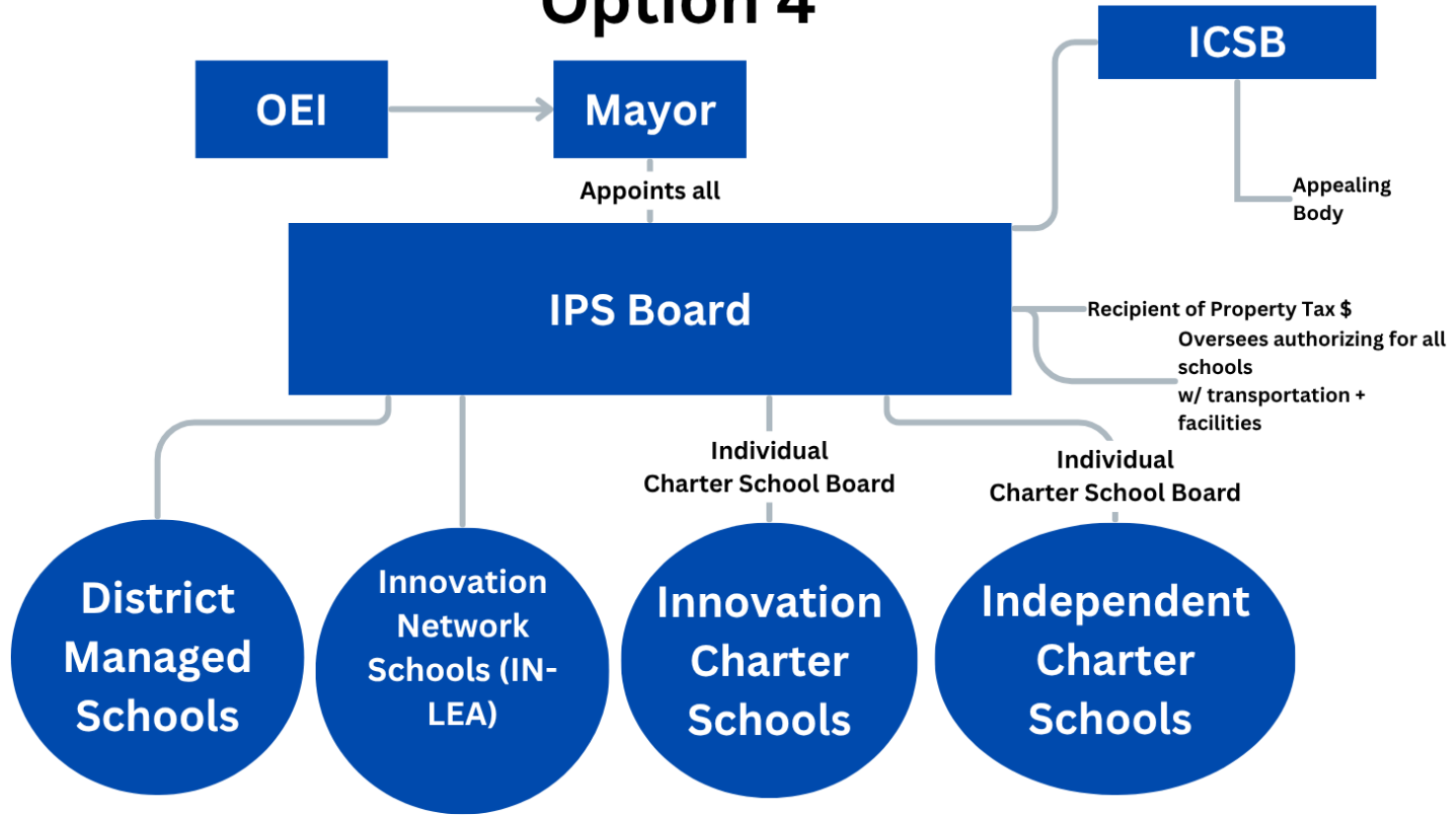


# Governance Governance Model Option 3

Indianapolis Education Authority



# Governance Governance Model Option 4



# **ILEA Member Discussion**

# Public Comment Procedure

For everyone to have a fair chance to speak and be heard, please observe the following rules:

**First**, each speaker will be limited to **1** minute. When the timer sounds, please conclude your statement.

**Second**, please ensure comments are reasonably related to the work of the ILEA and address the alliance as a whole.

**Finally**, please avoid repeating what a prior speaker has said so that we may hear from as many people as possible.

# Public Comment

# Tentative ILEA Roadmap

- **July/August:** Review current landscape, identify priority data around academics, transportation, facilities, etc.
- **September/October:** Issues deep dive to identify potential challenges and consider draft recommendations
- **November/December:** Continued analysis and refinement of recommendations
- **December:** ILEA adopts final recommendations. Plan submitted to state and local leaders by 12/31.



# Closing

## Next Meetings:

- First week of December – To Be Announced
- Public Meetings for Input – Location and Times to be Announced
- 6 p.m., Wednesday, Dec. 17, 2025.
- Details and upcoming meeting schedule available at <https://www.indy.gov/activity/indianapolis-local-education-alliance>
- Contact [ILEA@Indy.gov](mailto:ILEA@Indy.gov) or [IPSExternalAffairs@myips.org](mailto:IPSExternalAffairs@myips.org) with questions or comments.