

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation Study

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**Tab 1: Contact Information**

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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### LEAD PARTNER CONTACT INFORMATION

Applicant: Educational Service Center of Cuyahoga County

Address: 5811 Canal Rd., Valley View, OH 44125

Phone/Fax: 216-524-3000 (ph)/216-524-3683 (fax)

Email: Bob.Mengerink@esc-cc.org

Contact Information (Name/Title/Phone/Email):

Jennifer Dodd, Coordinator of Research and Planning

216-901-4240 (ph); 216-524-3683 (fax); [Jennifer.Dodd@esc-cc.org](mailto:Jennifer.Dodd@esc-cc.org)

County: Cuyahoga

Population Data: 1,280,122

### Organizational Capacity

The Educational Service Center (ESC) of Cuyahoga County is comprised of nearly 1,000 staff providing a variety of educational services to Northeast Ohio school districts. The ESC of Cuyahoga County is one of the largest agencies of its type in the State of Ohio. The fiscal, human and physical capacity and resources are unrivaled in the Northeast Ohio region. The organizational capacity is greatly enhanced with the long history of positive relationships, established networking groups and shared professional activities among most of the surrounding county educational service centers and school districts in the Northeast Ohio region. Historically, the ESC of Cuyahoga County has served the thirty-one school districts in Cuyahoga County, as well as numerous districts outside the county. Through the ESC of Cuyahoga County support includes, but is not limited to the following areas: Leadership, Curriculum, Instruction and Assessment, Professional Development, Personnel Services, Gifted and Talented Services, Special Education, Facilities Management, Program Development and Budgeting. **As a regional shared service provider, bringing people together and establishing linkages with and for school districts to share costs, resources, personnel and funding opportunities is a major core function of the organization.**

In addition to collaboration and high-quality, cost-efficient services to school districts and local agencies, the ESC of Cuyahoga County has a long standing history of serving as a fiscal agent, partnering on regional initiatives and acting as a conduit for information and resources for ODE. This enables the ESC to be a strong partner in a streamlined role of both service delivery and fiscal support. In addition to strong partnerships with school districts and the Ohio Department of Education, the ESC of Cuyahoga County has an ongoing commitment to collaborations and partnerships with other ESCs, local government, community agencies and a regional network of over fifteen institutions of higher education to develop the most innovative programs and opportunities to meet the needs of school districts across Northeast Ohio.

Distinctively, the ESC of Cuyahoga County has demonstrated a reciprocal partnership with many of the social service agencies in Cuyahoga County, including Help Me Grow, the Department of Children and Family Services, Juvenile Court, Office of Early Childhood, ADAMHS Board and Family and Children First

## ESC of Cuyahoga County Cuyahoga County Shared Pupil Transportation Study

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Council (FCFC) for almost ten (10) years. Currently, the ESC of Cuyahoga County is working jointly with the Office of Cuyahoga County Executive, Ed FitzGerald, in the planning and development of the *Western Reserve Plan* for regional, shared service opportunities that reach across multiple systems including education, business, government, and social and community agencies. **This combination of high-quality, cost-efficient services, capacity for implementing state/regional initiatives, and fiscal support for partner agencies offers the Local Government Innovation Fund Council a significant regional resource in the ESC of Cuyahoga County for developing and scaling replicable shared services.**

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation Study

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**Tab 2: Collaborative Partners**

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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### **COLLABORATIVE PARTNERS**

Name of Collaborative Partner: Cuyahoga County Office of Executive Edward FitzGerald, Emily Lundgard  
Address: 1219 Ontario Street  
Cleveland, Ohio 44113  
Phone/Fax Numbers: 216.348.4395  
Email: elundgard@cuyahogacounty.us  
Population Data: 1,280,122 (Cuyahoga County)

Cuyahoga County Executive Edward FitzGerald identified regional collaboration as a top priority for his Administration. Accordingly, he established the Department of Regional Collaboration (the Department), making the Director a cabinet-level appointment. As a Department, we are taking dramatic steps towards strengthening our region by encouraging greater cooperation among communities in Cuyahoga County and fostering efforts that will lead to efficiencies and promote economic development. Some of the Department's keys goals include: identifying opportunities for shared services to cut costs and improve service delivery; convening key parties for regional collaboration; and initiating a Business Attraction and Anti-Poaching Protocol. This Shared Services Study is a natural endeavor for the Department of Regional Collaboration. As a leading organization for collaboration in the county, the Department will serve alongside the County Planning Commission as an impartial facilitator, convener, and communicator during the Study. During the study, the Department will assist with public engagement and education and help identify practices and methodologies which make the study process scalable and replicable for other communities in Cuyahoga County.

Name of Collaborative Partner: North Coast Council, John Mitchell  
Address: 5700 W. Canal Rd.  
Valley View, Ohio 44125  
Phone/Fax Numbers: 216-520-6900  
Email: John.Mitchell@nccohio.org  
Population Data: 2,525,632 (Cuyahoga, Lake, Lorain, Medina and Summit Counties)

On August 1, 2011, Lakeshore Northeast Ohio Computer Association (LNOCA) and Lake Erie Educational Computer Association (LEECA) merged to form the North Coast Council (NCC). This merger represents a pooling of the resources and expertise of two major information technology centers (ITCs) supporting over 200,000 students, teachers, and staff in K-12 schools, making it the largest ITC in Ohio. Through this merger and shared services, LEECA and LNOCA are creating a stronger organization that is more financially efficient, with increased capacity, additional product offerings, and an expanded customer base. The Educational Service Center of Cuyahoga County and the Lorain County Educational Service Center were instrumental in the early merger discussions, providing support to allow the merger to move forward. The current projection for fiscal year 2011-12 is that the merger will save approximately \$310,000. The merger is anticipated to save an additional \$175,000 in fiscal year 2012-13.

Name of Collaborative Partner: Kamlesh Mathur, Case Western Reserve University

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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Address: Weatherhead School of Management  
Case Western Reserve University  
10900 Euclid Avenue  
Cleveland, Ohio 44106

Phone/Fax Numbers: (216) 368-3857

Email: Kamlesh.mathur@case.edu

Population Data: 1,280,122 (Cuyahoga County)

Kamlesh Mathur is Professor and Department Chair in the Operations Department of the Weatherhead School of Management for Case Western Reserve University. The Weatherhead School of Management at Case Western Reserve enhances traditional management education by integrating the fundamentals of business with ideas and practices that change individuals, organizations, and societies. Within the Operations Department of WSM, faculty and researchers provide individuals and organizations with quantitative training and technical assistance in operations management as a part of sophisticated national or global supply chains, such as transportation.

Name of Collaborative Partner: EduLog, Ross Miller

Address: 3000 Palmer St. Missoula, MT 59808

Phone/Fax Numbers: 406-728-0893

Email: rmiller@edulog.com

Population Data: National (over 1,300 districts): 308,745,538

Since 1977, EduLog has been the most respected and popular choice for school district transportation and planning professionals. With the integration of real-time GPS bus and student tracking into transportation management, EduLog is setting new standards for power, flexibility, and ease-of-use. The integration of advanced technology with the human element forms EduLog's core: no other firm has as broad a range of products (GPS, web, GIS, planning, ASP, accounting, fleet maintenance, field trip management) or can offer total solution services that guarantee the client's success. This integration is scalable, flexible, and proven. More than 1,300 districts throughout North America rely on EduLog every day for the critical mission of safely managing our future: the students who will become tomorrow's leaders. Among the many ways that EduLog can help increase efficiency are two approaches that are unique in the industry: sophisticated optimization programs that can consider numerous alternatives that might not be obvious but that can produce real savings; and an experienced staff of transportation professionals who have worked in the field facing the same problems and constraints.

Name of Collaborative Partner: Cuyahoga Heights Local School District, Tom Burton

Address: 4820 East 71st St., Cuyahoga Heights, OH 44125

Phone/Fax Numbers: 216.429.5700 (ph); 216.341.3737 (fax)

Email: TBurton@cuyhts.org

Population Data: 638

Name of Collaborative Partner: Garfield Heights City School District, Garry Moore (signed partnership agreement pending passage of board resolution)

Address: 5640 Briarcliff Drive., Garfield Heights, OH 44125

Phone/Fax Numbers: 216-475-8100 (ph)

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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Email: gjmoore@garfield-heights.k12.oh.us

Population Data: 28,849

Name of Collaborative Partner: Orange City School District, Larry Lerch

Address: 32000 Chagrin Blvd., Pepper Pike, 44124

Phone/Fax Numbers: 216-831-8600 (ph); 216-831-8029 (fax)

Email: llerch@orangecsd.org

Population Data: 3,323

Name of Collaborative Partner: Richmond Heights Local School District, Brenda Brcak (signed partnership agreement pending passage of board resolution)

Address: 441 Richmond Rd., Richmond Heights, Ohio, 44143

Phone/Fax Numbers: 216-692-0086

Email: BBrcak@richmondheightsschools.org

Population Data: 10,546

Name of Collaborative Partner: Warrensville Heights City School District, Mark Fritz

Address: 4500 Warrensville Center Road, Warrensville Heights, OH 44128

Phone/Fax Numbers: 216-295-7710 (ph); 216-921-5902 (fax)

Email: Mark.Fritz@whcsd.org

Population Data: 13,542

### **NATURE OF PARTNERSHIP**

The initial partners in this study will review school district data and effective models of practice across multiple components of shared pupil transportation services. **This information will be used to determine potential costs savings or increased efficiencies in shared pupil transportation across the participating districts, as well as other school districts and agencies in Cuyahoga County.** From this analysis, the Cuyahoga County Pupil Transportation Study workgroup will propose one or more shared models, with anticipated returns on investment, of pupil transportation for Cuyahoga County.

The purpose and primary roles of the collaborative partners are listed below:

#### Educational Service Center of Cuyahoga County

- Serve as project coordinator and fiscal manager
- Identify capacity of ESC and districts to deliver shared pupil transportation model(s)
- Identify and approach additional partners as indicated by study group
- Formalize delivery model(s) for proposed shared pupil transportation
- Scale model for additional Cuyahoga County districts
- Prepare proposal for LGIF loan application in future funding cycles

#### School Districts

- Provide efficiency and cost data on district pupil transportation components
- Identify needs/gaps for pupil transportation
- Identify potential barriers to shared service pupil transportation models

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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### Case Western Reserve University

- Facilitate the feasibility study process
- Provide research on cost savings and efficiencies of existing shared pupil transportation models
- Analyze district and county data on pupil transportation to determine return on investment for proposed shared transportation models

### Cuyahoga County

- Offer a broad scope of pupil transportation needs across Cuyahoga County
- Provide information on community-based shared transportation models

### Lakeshore Northeast Ohio Computer Association/North Coast Council

- Provide information on interface between technology solutions and pupil transportation components
- Provide information and support on technology solutions for potential shared pupil transportation

### EduLog

- Review outcomes of initial transportation study on routing software
- Provide information on potential interface between routing software and other pupil transportation components

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation Study

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**Tab 3: Project Information**

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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### PROJECT NEED AND DESCRIPTION

Type of Award: Grant

Targeted Approach: Shared Service

Project Name: Cuyahoga County Shared Pupil Transportation Study

#### Problem Statement:

Based on the 2010 Census, Cuyahoga County has a population of 1,280,122, which is 11% of the entire Ohio population.<sup>1</sup> Based on the 2010 American Community Survey estimates, nearly 20% (249,231) of this population includes children over the age of three who are enrolled in public or private school settings in Cuyahoga County.<sup>2</sup> Of these children, 63% (157,331) were enrolled in one of the thirty-one traditional public school districts in Cuyahoga County for the 2010-2011 school year.<sup>3</sup>

Generally, a school district must provide transportation for students in grades K to 8 who live more than two miles from school, whether they attend district schools, public community schools, or private schools that hold a state charter. There are exceptions, however, such as when transportation to a community school or private school exceeds 30 minutes, or when the district board determines transportation to be impractical and offers to pay a parent instead. But students in certain circumstances, such as disabled students and homeless students, are entitled to transportation regardless of age or distance from school. Moreover, a school district may choose to transport any student it is not legally required to transport.<sup>4</sup>

In 2010, the thirty-one traditional public school districts in Cuyahoga County spent a total of \$64,172,249 transporting 55,552 regular and special education students. In addition, there is a huge disparity in the costs of transportation special education students compared to regular education students. While the Cuyahoga County school districts spent \$23,514,445 transporting 49,133 regular education students, \$40,657,804 was spent transporting 6,419 special education students. **While the average per pupil cost for transporting regular education students was \$479 in 2010, the average per**

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<sup>1</sup> 2010 U.S. Census. "State and County Quick Facts: Cuyahoga County, Ohio."

<http://quickfacts.census.gov/qfd/states/39/39035.html>

<sup>2</sup> U.S. Census Bureau, American Fact Finder. "Selected Social Characteristics in the United States, Cuyahoga County, Ohio."

[http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_10\\_5YR\\_DP02&prodType=table](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_10_5YR_DP02&prodType=table).

<sup>3</sup> Ohio Department of Education. "2010-2011 Local Report Card."

[http://ilrc.ode.state.oh.us/Power\\_User\\_Reports.asp](http://ilrc.ode.state.oh.us/Power_User_Reports.asp)

<sup>4</sup> Ohio Legislative Service Commission (2007). *Members Only Brief: Transportation of Students*.

<http://www.lsc.state.oh.us/membersonly/127transportationofstudents.pdf>

## ESC of Cuyahoga County Cuyahoga County Shared Pupil Transportation Study

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pupil cost in transporting special education students in Cuyahoga County was \$6,334 with a range of \$3,681 to \$16,049 between the thirty-one districts.<sup>5 6</sup>

According to research conducted by Hanover Research, transportation costs continue to be a serious issue for Ohio school districts<sup>7</sup>. For example, as presented above, transportation of private and special needs students has been identified by many school districts as an area where very high costs can be cut without greatly reducing services. In times of current budget reductions, many districts have opted to make cuts in the area of pupil transportation in order to preserve funds for the classroom. **More specifically, a 2009 *Associated Press* article noted that about 23% of districts surveyed by the American Association of School Administrators (AASA) planned to cut transportation funding and services for the 2009-2010 school year.** Even more significant is the 9% increase in this number from the 2008-2009 school year.<sup>8</sup>

Hanover has also documented research that suggests that privatization, or contracting out pupil transportation, is not cost effective and may, in fact, cost the district more.<sup>9</sup> In addition, districts have identified union and contracting barriers, especially with Ohio collective bargaining laws. School districts have thus begun looking at more innovative ways, such as shared services, to consolidate different components of pupil transportation. It is the purpose of this feasibility study to determine what common needs exist in districts in Cuyahoga County, the potential cost savings and increased efficiencies, and feasibility and capacity of implementing one or more recommended models of shared services for pupil transportation.

### Project Description

Multiple components of pupil transportation have also been identified as opportunities for increased efficiency and reduced cost by implementing a model of shared service collaboration. It is the purpose of this Cuyahoga County Pupil Transportation Study to determine the district needs, the potential cost savings and increased efficiencies, and the capacity and feasibility of multiple shared service models of pupil transportation. In 2011, the Educational Service Center (ESC) of Cuyahoga County conducted a transportation study group with Case Western Reserve, four small school districts and EduLog, a school bus routing software vendor. This initial study identified potential transportation savings through the implementation of routing software within any individual district.

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<sup>5</sup> Ohio Department of Education. "FY 11 Special Education Payment Report"  
<http://www.ode.state.oh.us/GD/Templates/Pages/ODE/OEDDetail.aspx?page=3&TopicRelationID=1643&ContentID=5045&Content=109803>

<sup>6</sup> Ohio Department of Education. "FY 11 Regular Education Funding Report."  
<http://www.ode.state.oh.us/GD/Templates/Pages/ODE/OEDDetail.aspx?page=3&TopicRelationID=1643&ContentID=5045&Content=109803>

<sup>7</sup> Hanover Research. *Issues in Inter-District Shared Student Transportation*. November, 2009.

<sup>8</sup> *The Associated Press* (posted on MSNBC.com). "In the red, US school districts cut yellow buses." August 24, 2009.  
<http://www.msnbc.msn.com/id/32538756/>

<sup>9</sup> Hanover Research. *Issues in Inter-District Shared Student Transportation*. November, 2009.

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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**Building on the partnerships and initial findings of this previous transportation study through the Educational Service Center (ESC) of Cuyahoga County, this feasibility study will review district data and models of practice across multiple components of pupil transportation services.** While the EduLog transportation study demonstrated some potential savings for the participating districts, this feasibility study will review the potential savings and efficiencies through a shared model of services across multiple components of pupil transportation, not just routing software. Based on common practices of regional transportation consortiums across the county<sup>10</sup>, potential shared pupil transportation services may include:

- Inter-district transportation of special education students
- Consolidated bus routes
- Vehicle maintenance
- Routing software
- Scheduling
- Administrative tasks
- Driver and safety training
- Facility ownership
- Communication with parents

In addition to the multiple pupil transportation services considered through the Cuyahoga County Shared Pupil Transportation study group, the group will also analyze the most effective shared service model(s) for any particular service. According to Tim Ammon, vice president of Management Partnership Service, four general models exist for the development of shared services.<sup>11</sup> These models include: shared service delivery, shared management services, shared support services, and shared infrastructure. These models are presented in Table 1 below. **Through the process of the feasibility study, recommendations will be made for the implementation of one or more of these shared service models through the ESC of Cuyahoga County to meet the needs in one or more service areas of pupil transportation in Cuyahoga County.**

Shared Service Model	Description
<b><i>Shared Service Delivery</i></b>	A single group of busses and drivers serve multiple districts for home-to-school, athletic trips, extracurricular trips, center-based special needs transportation or other needs.
<b><i>Shared Management Services</i></b>	Buses and drivers may serve only one district, but management of the operation is shared by a common director and/or support staff responsible for route design, personnel management, and fiscal management.
<b><i>Shared Support Services</i></b>	Buses and drivers may serve only one district, but districts share some or all support services including fleet maintenance, bus procurement, field

<sup>10</sup> Hanover Research Council. *Consolidated Transportation Programs*. September, 2009.

<sup>11</sup> Ammon, Tim. "Transportation Consolidation: Pitfalls and Possibilities." *Key Post*. Volume 23(2), January, 2008. [www.managementpartnershipservices.com/news/KeyPost012008.pdf](http://www.managementpartnershipservices.com/news/KeyPost012008.pdf).

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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### **Shared Infrastructure**

trip billing, payroll processing, or other administrative or clerical services. Buses and drivers may serve only one district, but districts jointly purchase and share transportation services infrastructure, such as operations and maintenance facilities, radio communication systems, or routing software.

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### **PROCESS AND TIMELINE**

The Cuyahoga County Shared Pupil Transportation Study will follow the process used by the North Coast Shared Service Alliance for developing shared service models. These processes are modeled after planning and implementation processes presented by the Washington State Shared Services Model<sup>12</sup>, the Office of the New York State Comptroller<sup>13</sup> and PricewaterhouseCoopers<sup>14</sup> and as such include best practices across education, government and business. **The recommended phases of the process also strategically support the recommendations from Ohio Educational Service Center Association (OESCA) that the success of shared service models and action plans depend upon<sup>15</sup>:**

- *Establishing a baseline of information relative to existing shared services and identify areas of opportunity;*
- *Identify desired outcomes beyond improved efficiencies and cost savings to include improved student outcomes;*
- *Recognize the existing infrastructure; and*
- *Define performance metrics or accountability systems to determine success.*

The intent of the ESC of Cuyahoga County is to conduct the shared pupil transportation feasibility study prior to the December 2012 LGIF fourth round of awards. The intent is to use the information learned from this study to develop a loan application proposal for a shared service delivery model of pupil transportation in Cuyahoga County. The six-month feasibility study period will then run from May 1, 2012 through October 31, 2012. The feasibility study only addresses the first two of the four processes for the development of a shared service delivery model. The anticipated dates for each of these steps are included below. The last two steps listed below are for informational purposes, but would be included within the subsequent loan application.

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<sup>12</sup> Washington State (2009). *Washington State Shared Services Model*.

<sup>13</sup> Office of the New York State Comptroller, Division of Local Government and School Accountability (2009). *Intermunicipal Cooperation and Consolidation: Exploring Opportunities for Savings and Improved Service Delivery*.

<sup>14</sup> PricewaterhouseCoopers (2011). *Global Best Practices: Shared Service Center*

<sup>15</sup> Burford, C. (2011). *Educational Service Centers: Reducing Costs and Improving Outcomes through Instructional and Operational Shared Services*. Ohio Educational Service Center Association. (OESCA May 2011 PRESENTATION)

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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### Needs Assessment and Benchmarking (May 2012-July 2012):

During this phase, the study team will conduct needs assessments across systems regarding common and unique needs, opportunities and cost analysis for shared service projects, develop Memorandum of Agreements for partners participating in the identified shared service project and set performance targets.

### Shared Service Project Design (August 2012-October 2012):

The study team, in collaboration with NCSSA, will review and design more detailed business models for the identified shared service project, create an implementation timeline and define service levels for the shared service project. These service levels will identify whether the service is a “joint service” (developed mutually by all partners) or a “shared service” (with one partner extending their service to others).

### Building of Shared Service Projects (Future Loan Application Component):

The building of the identified shared service projects will require the ESC of Cuyahoga County to develop, enhance or integrate any functions, procedures or policies necessary to implement the initial shared service projects. In addition, NCSSA will use multiple communication mechanisms to present and offer the shared service to additional partners.

### Implementation, Operation and Monitoring (Future Loan Application Component):

During this last phase the ESC of Cuyahoga, the NCSSA and other partners will work closely to implement the initial shared service projects, monitor the performance against service level agreements, and review and adjust progress and support. In addition, the NCSSA will analyze feedback from the User Feedback Committee and develop processes to enhance the services or include additional partners.

### **RESPONSE TO CURRENT SUBSTANTIAL CHANGES IN ECONOMIC DEMAND FOR LOCAL/REGIONAL GOVERNMENT SERVICES**

One of a school district’s greatest responsibilities is transporting children to and from school every day. **In 2009, the Ohio General Assembly budgeted about 45% of the total school transportation costs for transporting non-disabled students.**<sup>16</sup> As state funding in Ohio only covers a portion of transportation costs, districts are left to pay for the bulk of bus operation expenses.

As the budget crisis hit a critical peak in 2011, education leaders are at crossroads as they search for ways to do more with less. According to a survey by the American Association for School Administrators (AASA), 23% of school districts were cutting transportation costs in response to the current budget crisis,

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<sup>16</sup> Ohio Legislative Service Commission (2010). *Ohio Facts 2010*.  
<http://www.lsc.state.oh.us/fiscal/ohiofacts/sep2010/2010ohiofacts.pdf>

## ESC of Cuyahoga County

### Cuyahoga County Shared Pupil Transportation Study

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as well as the community and state administration's assertion that a higher proportion of funds be spent on classroom instruction.<sup>17</sup> More specifically, the Ohio Legislative Service Commission highlighted the following economic trends in district operating expenses, especially in regards to pupil transportation<sup>18</sup>:

- During the ten-year period from FY 1999 to FY 2008, Ohio's per pupil operating expenditures increased by \$3,601 (54.8%).
- In FY 2008, Ohio's per pupil operating expenditures of \$10,173 ranked 18th among the 50 states. Ohio's per pupil expenditures were higher than four out of five neighboring states.
- As the percentage of district budgets spent on salaries has declined, the percentage spent on purchased services such as pupil transportation, utilities, maintenance and repairs, and other services not provided by district personnel has increased, from 13% in FY 2005 to 16% in FY 2009.

Rising fuel costs have also placed pressure on school districts to make their transportation services more economical and efficient. Some districts have responded by cutting back transportation to students whom they are not required by law to transport, such as most high school students or students who live less than two miles from school.

Most recently and drastically, in the recent biennial budget bill HB 153, school districts were impacted as the budget repealed the school funding formula used in FY 2010 and FY 2011 and provided, in temporary law, a **method of allocating a reduced total amount of funding to public schools in FY 2012 and FY 2013**. This reduction was made more drastic by the previous federal stimulus funding that is no longer provided as of FY 2012.<sup>19</sup>

As the research indicates, the trend in education shows a growing need for increased services with the reality of decreased financial resources. **The Cuyahoga County Shared Pupil Transportation Study responds to the critical need to find mechanisms for creating economies of scale, reducing costs and improving efficiencies, while addressing the specific economic demand on schools of the burdensome costs of pupil transportation.**

#### **ANTICIPATED RETURN ON INVESTMENT**

As a feasibility study, it is difficult to identify an anticipated return on investment. In addition, the potential for cost savings is varied, depending on the specific shared transportation service and size

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<sup>17</sup> Hanover Research Council. *Consolidated Transportation Programs*. September, 2009.

<sup>18</sup> Ohio Legislative Service Commission (2010). *Ohio Facts 2010*.

<http://www.lsc.state.oh.us/fiscal/ohiofacts/sep2010/2010ohiofacts.pdf>

<sup>19</sup> Ohio Legislative Service Commission (2011). *LSC Greenbook: Department of Education*

<http://www.lsc.state.oh.us/fiscal/greenbooks129/edu.pdf>

## ESC of Cuyahoga County Cuyahoga County Shared Pupil Transportation Study

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of district. More specifically, smaller districts realize greater economic and quality improvements as a regional transportation consortium would provide increased access to transportation and safety personnel and administrative expertise.<sup>20</sup> In addition, because special education students often require additional support, special equipment or assistants---in addition to the inter-district transporting---the transportation costs, and in turn the savings of shared transportation, is typically high.<sup>21</sup>

Some returns on investments from other shared services for pupil transportation indicate the potential for significant savings, some of which are comparable in size to the number of districts or students in Cuyahoga County:

- A school district near Boston, MA, expects to save \$500,000 by removing 10 school buses from its fleet.<sup>22</sup>
- New York State Board of Regents was presented with a proposal for statewide savings of \$30-60 million during the first year of a regional transportation initiative.<sup>23</sup> This regional transportation model would include a 5-15% savings on the purchase of school buses.
- In another statewide study, Rhode Island expects to save \$4 million statewide with mandatory implementation of a consolidated transportation system for out-of-district and special education students across 36 school districts.<sup>24</sup>
- The New York Board of Cooperative Educational Services (BOCES) in Dutchess County is a regional entity parallel to Ohio's Educational Service Centers (ESCs). The Dutchess County BOCES reported over \$3 million in savings for 13 districts and 47,000 students over 11 years through the elimination of duplicate routes and competitive bidding through and increased economy of scale.<sup>25</sup>

Research has also documented many other less quantifiable, economic benefits for shared pupil transportation including: less duplication in the repair and maintenance equipment, as well as facility construction and maintenance; greater expertise for smaller districts that share supervisor and safety training staff; transportation personnel with multiple duties could dedicate more time to other duties; increased information control; streamlined reporting needs; increased communication to parents; and greater placement choices for district students.<sup>26 27</sup> **Finally, the region's economic and workforce development could also be enhanced as a regional consortium would increase the number of fulltime**

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<sup>20</sup> Hanover Research Council. *Consolidated Transportation Programs*. September, 2009.

<sup>21</sup> Ibid.

<sup>22</sup> *The Associated Press* (posted on MSNBC.com). "In the red, US school districts cut yellow buses." August 24, 2009. <http://www.msnbc.msn.com/id/32538756/>

<sup>23</sup> Hanover Research Council. *Consolidated Transportation Programs*. September, 2009.

<sup>24</sup> Salit, R. "Statewide school bussing plan geared toward savings," *The Providence Journal*, August 31 2009. [http://www.projo.com/news/content/SCHOOL\\_BUSING\\_08-31-09\\_A3FFL8P\\_v31.3a61d13.html](http://www.projo.com/news/content/SCHOOL_BUSING_08-31-09_A3FFL8P_v31.3a61d13.html)

<sup>25</sup> Dutchess County Board of Cooperative Educational Services. "Business Services." <http://www.dcboces.org/cooperative/>

<sup>26</sup> Hanover Research Council. *Consolidated Transportation Programs*. September, 2009.

<sup>27</sup> Washington-Saratoga-Warren-Hamilton-Essex Board of Cooperative Educational Services. "Cooperative Transportation Management Services." [http://www.wswheboces.org/admin/pdf\\_files/Routing%20Tri-Fold.pdf](http://www.wswheboces.org/admin/pdf_files/Routing%20Tri-Fold.pdf)

## ESC of Cuyahoga County Cuyahoga County Shared Pupil Transportation Study

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positions for mechanics and bus maintenance staff, which would aide in attracting and retaining these personnel as a response to the current national shortage due to the part-time, non-benefit nature of the position.<sup>28</sup>

### IDENTIFICATION OF PAST SUCCESS ON SHARED SERVICE

#### ESC of Cuyahoga County

The development of shared services to create economies of scale, increase purchasing power and reduce costs for school districts is a long-standing core function of the ESC of Cuyahoga in partnership with other ESCs, school districts and county government and agencies to meet the needs of all students and families. Professional development, human resources and information technology services are two of the most accessed functions of the ESC of Cuyahoga County for shared service opportunities to school districts. Below are descriptions of two projects and one significant merger, of many, which highlight how the ESC of Cuyahoga County has reduced costs for school districts through shared services.

#### Professional Development Shared Services

The chart below demonstrates identified cost-savings for a four-part professional development series, coordinated with the Ohio Department of Education, which included a partnership across six counties. Through this regional partnership for shared services, the average cost per person was reduced by establishing an economy of scale. The chart depicts the total cost of each of the four sessions, compared to the cost if it had replicated within each county or within each district represented.

Professional Development	Counties Served	Number of Districts Served	Total Cost	Total cost if replicated in each county	Total cost if replicated in each participating district	Range of Savings
Mathematics 1-day workshop on the Common Core standards (7/18/11)	Cuyahoga Geauga Lake Mahoning Lorain Summit	22	\$1,700 (includes consultants, travel, materials, video and facilities rental)	6 counties x \$1,700 = \$10,200	22 districts x \$1,700 = \$37,400	\$8,500-\$37,500
English-Language Arts 1-day	Cuyahoga Geauga Lake	45	\$2000 (includes consultants,	6 counties x \$2,000 = \$12,000	45 districts x \$2,000 = \$90,000	\$10,000-\$88,000

<sup>28</sup> Hanover Research Council. *Consolidated Transportation Programs*. September, 2009.

## ESC of Cuyahoga County Cuyahoga County Shared Pupil Transportation Study

workshop on the Common Core standards (7/20/11)	Mahoning Lorain Summit		travel, materials, video and facilities rental)			
Social Studies 1-day workshop on the Common Core standards (7/25/11)	Cuyahoga Geauga Lake Mahoning Lorain Summit	35	\$1700 (includes consultants, travel, materials, video and facilities rental)	6 counties x \$1,700 = \$10,200	35 districts x \$1,700 = \$59,500	\$8,500-\$57,800
Science 1-day workshop on the Common Core standards (7/27/11)	Cuyahoga Geauga Lake Mahoning Lorain Summit	36	\$2000 (includes consultants, travel, materials, video and facilities rental)	6 counties x \$2,000 = \$12,000	36 districts x \$2,000 = \$72,000	\$10,000-\$70,000

### Human Resources Shared Services

The information below provides an example of savings to a local school district through contracted human resources with the ESC of Cuyahoga County. Additional detail on costs savings and ESC personnel support across three local school districts is provided in *Appendix E*.

- Richmond Heights Local Schools contract for forty (40) school personnel
- Educational Service Center of Cuyahoga County handles payroll and manages fringe benefits for forty employees at no cost to the district
- Educational Service Center of Cuyahoga County provides payroll for forty employees on a quarterly basis (October, January, March and June) prior to invoicing Richmond Heights Schools: approximately \$271,000 quarterly

### *Annual Savings on District Personnel Provided by the Educational Service Center of Cuyahoga County based on Unit Funding*

1. Preschool Teacher: \$38,000
2. Preschool Teacher: \$37,230
3. School Psychologist: \$5,489
4. Speech Pathologist: \$8,269
5. Gifted Teacher: \$31,727
6. Total annual savings: \$120,715

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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*Annual Savings on District Personnel Provided at No Cost by the Educational Service Center of Cuyahoga County based on one (1) day per week administrator*

1. Gifted Supervisor: \$10,725
2. Special Education Supervisor: \$10,980
3. Attendance Officer: \$7,116
4. Total annual savings: \$28,821

### Information Technology Services

Lakeshore Northeast Ohio Computer Association (LNOCA) and Lake Erie Educational Computer Association (LEECA) have announced a merger, which took effect on August 1, 2011 to form the North Coast Council (NCC). This merger represents a pooling of the resources and expertise of two major information technology centers (ITCs) supporting over 200,000 students, teachers, and staff in K-12 schools, making it the largest ITC in Ohio. Through this merger and shared services, LEECA and LNOCA are creating a stronger organization that is more financially efficient, with increased capacity, additional product offerings, and an expanded customer base. The Educational Service Center of Cuyahoga County and the Lorain County Educational Service Center were instrumental in the early merger discussions, providing support to allow the merger to move forward. The current projection for fiscal year 2011-12 is that the merger will save approximately \$310,000. We anticipate that the merger will save an additional \$175,000 in fiscal year 2012-13.

### North Coast Shared Service Alliance

**In fall 2011, recognizing the increased economic need and advantages of shared services, the ESC of Cuyahoga County initiated a regional infrastructure for the research and expansion of additional shared service opportunities through the recent development of the North Coast Shared Service Alliance (NCSSA).** Through the NCSSA, the ESC of Cuyahoga County, ESC of Lorain County, Medina County ESC and other regional partners in education and government will assess, develop and monitor shared service projects as a response to the need to further reduce duplication of services, standardize processes and reduce costs where feasible.

The NCSSA was developed through international research and best practices for shared services in education, government and business<sup>29 30 31 32</sup> An organizational chart depicting the structure

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<sup>29</sup> Withycombe, Scotten & Associates. (2011). *Shared Services Cooperative, Interim Report to Stakeholders.*

<sup>30</sup> Hanover Research. (2011). *Regional Serving Sharing: Benchmarks and Examples.*

<sup>31</sup> New York State Comptroller. (2009). *Local Government Management Guide: Shared Services in Local Government.*

## ESC of Cuyahoga County Cuyahoga County Shared Pupil Transportation Study

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presented is included in *Appendix A-1*. The NCCSA provides a structured process to facilitate communication regarding service needs, existing resources, and feasibility and development of shared service projects across three educational service centers, partner school districts, three county governments with multiple county agencies, the North Coast Council Information Technology Center, Ohio Schools Council, and the Greater Cleveland School Superintendents' Association. The structure includes multiple levels of operation with defined purposes and expectations for effective communication across multiple systems, such as education, community, business, government and social agencies. These levels include an Executive Board, three Steering Committees and seven Service Area Divisions. Each level includes cross-representation from these multiple systems as key to expanding resources and identifies shared service projects that have the potential to meet the needs of multiple systems. **This Local Government Innovation Fund proposal provides an opportunity to study the needs and feasibility of shared pupil transportation as one project within the Operations Division of the NCCSA.**

The priorities of NCCSA are to reduce costs and increase efficiencies to partners and stakeholders by achieving competitive economies of scale, standardizing processes, optimizing available resources and enduring fluctuations in service demand. Recognizing the necessity and opportunity for innovative, regional collaborations to improve services to schools and communities, partners have committed time, resources and expertise to the NCCSA. **In addition, the NCCSA will serve as one mechanism for connecting to the broader Western Reserve Plan of Cuyahoga County that will use similar processes to identify and develop additional shared service opportunities to be accessed by over 50 municipalities throughout Cuyahoga County.**

### *First Ring Superintendents' Collaborative Shared Service Action Plan*

**With the capacity of the North Coast Shared Service Alliance as the foundation, the ESC of Cuyahoga County was awarded a \$75,000 contract to provide shared service consultation and technical assistance to the First Ring Superintendents' Collaborative.** The First Ring Superintendents' Collaborative consists of representation from fifteen inner-ring school districts that border the large, urban Cleveland Metropolitan School District. While smaller in size, these districts are faced with similar economic challenges and high-need communities that exist in Cleveland.

Through this contract, the ESC of Cuyahoga County will guide the Collaborative in addressing research-based challenges that need to be considered in developing shared services. Some of the necessary considerations may include accurate needs assessments, culture change, staff transition, staffing levels, planning and training for implementation and monitoring, pricing models, technology needs, location of services, current and future span of control, and organization-wide perceptions. The responsibilities of the ESC of Cuyahoga County in this work include:

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<sup>32</sup> Deloitte. (2005). *Driving More Money into the Classroom: The Promise of Shared Services*.

## ESC of Cuyahoga County Cuyahoga County Shared Pupil Transportation Study

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- Work with First Ring Facilitator and Superintendent's Collaborative to develop and monitor group norms, meeting procedures, and agenda structures;
- Communicate regularly with First Ring Facilitator, Superintendent's Collaborative, and additional First Ring groups to develop a Shared Service Action Plan;
- Review feedback from First Ring groups to assess and present common needs and potential areas that will benefit from shared services;
- After needs assessment, work with First Ring groups to develop a Shared Service Action Plan and monitor implementation progress;
- Coordinate services and support with the ESC of Cuyahoga County Leadership to address identified goals of the Shared Service Action Plan;
- Work with First Ring Superintendent's Collaborative and other workgroups for additional partner considerations in designing the Shared Service Action Plan
- Support First Ring Superintendent's Collaborative in developing a stakeholder communication plan about the Shared Service Action Plan and progress; and
- Monitor existing structure and communication mechanisms and suggest modifications if necessary.

### **IDENTIFICATION OF LARGER CONSOLIDATION EFFORT**

#### North Coast Shared Service Alliance

The Cuyahoga County Pupil Transportation Study serves as one component of two larger shared service efforts within the region. As previously mentioned, the first initiative, the North Coast Shared Service Alliance (NCSSA), is a regional infrastructure for the development of shared service projects across education, government, business and social agencies across three counties in Northeast Ohio. Initiated by the ESC of Cuyahoga County, the ESC of Lorain County and Medina County ESC, the NCSSA reaches across systems by including the County Executive or County Commissioners within the three counties. The NCSSA also includes representation on its executive committee from North Coast Council (the largest information technology center in the state), Ohio Schools Council and the Greater Cleveland School Superintendents' Association. **The leaders within each of these entities are committed to combining their regional capacity, resources and audiences to increase an awareness of the broad system implications and advantages of regional shared services.**

Three Steering Committees of NCSSA are the policy and implementation groups that report to the Executive Board. The Steering Committees make recommendations to the Executive Board based on identified needs, service/system gaps, potential outcomes for shared services and barriers based on needs assessments and feasibility studies conducted by each Service Divisions within the Steering Committee. The Steering Committees include:

#### Business Operations

The Business Operations Steering Committee encompasses three service divisions that include *purchasing, operations and human resources*.

#### Information and Technology

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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The Information and Technology Steering Committee encompasses two service divisions that include *information technology and research and data*.

### Programs and Services

The Programs and Services Steering Committee encompasses two service divisions that include *school and community services, professional services*.

As the Steering Committee translates the recommendations in policies, the respective Service Divisions are responsible for identifying a shared service need and project outcomes, and creating the timeline, design, and service delivery and business models. In addition, the Service Divisions inform the Steering Committees of any necessary policy/procedure changes or additional functions to implement the specific shared service project. The function of each service division is presented below. **This proposed Pupil Transportation Study for Cuyahoga County hence becomes a function of the Operations Division of the Business and Operations Steering Committee under the North Coast Shared Service Alliance.** In addition, the two other ESCs (Medina and Lorain County) that work jointly through the NCSSA are also proposing countywide pupil transportation studies, individualized to their county needs. However, it is the intent of all three ESCs to share data, service models, successes and challenges to support the potential replication and scaling up of the pupil transportation studies. The expectation is that shared pupil transportation is not feasible across three counties, but it will be important to learn from contiguous counties and align efforts where possible. In addition, this will further the sustainability of the NCSSA.

### *Business and Operations Steering Committee*

#### Purchasing Service Division

The Purchasing Service Division can implement shared service projects in service areas that may include, but are not limited to technology equipment, software, health insurance, supplies, vehicles, facilities, curriculum, printing services and utilities.

#### Operations Service Division

The Operations Service Division may implement shared service projects in service areas that may include, but are not limited to, fiscal support, transportation routing and vehicle maintenance, food service, facilities management, grant administration and payroll.

#### Human Resources Division

The Human Resources Division can implement shared service projects in service areas that may include, but is not limited to, shared personnel for operations administration, staffing, substitutes, wraparound services, or technology staffing.

### *Information and Technology Steering Committee*

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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### Information Technology Division

The Information Technology Division implements shared service projects in service areas that may include, but are not limited to, technology infrastructure, end-user device management, helpdesk, application or website development, database design, and internet services.

### Research and Data Division

The Research and Data Division may implement shared service projects in service areas that may include, but are not limited to, joint research projects, shared student/community information systems, data analysis, grant preparation and shared data/research clearinghouse.

### *Programs and Services Steering Committee*

### School and Community Services Division

The School and Community Services Division implements shared service projects in service areas that may include, but are not limited to, early childhood education services, special education services, nursing services, wraparound services, adult education services, workforce development services, and transition services (of a range of populations).

### Professional Services Division

The Professional Services Division implements shared service projects in service areas that may include, but are not limited to, joint professional development, school improvement, legal services, and certification and licensure.

### *Western Reserve Plan*

While the NCSSA is a broad initiative across three counties to address seven areas of shared services, the Western Reserve Plan is a strategic plan through the new Executive Office of Cuyahoga County. For nearly a century, Cuyahoga County has explored ways to consolidate and improve service delivery among our many different communities. Since 1917, civic reform groups have envisioned a County where consolidation could improve services, lower taxes and increase efficiency. Today, tight budgets are an additional incentive for collaboration while maintaining municipal authority and quality service delivery. The purpose of this plan is to develop alignment, consolidation and shared services across twelve key areas to offer these services to over fifty municipalities that make up Cuyahoga County. **The ESC of Cuyahoga County is working closely with Cuyahoga County and the Office of Regional Collaboration as key partners in the NCSSA and in this pupil transportation proposal. Through this proposal and many other projects, the ESC of Cuyahoga County and the NCSSA will assist in the development of shared service models, primarily, but not exclusively towards the fourth and fifth key area of education and human services.**

The Western Reserve Plan will focus on these 12 key areas:

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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1. Implementing a practical strategy for creating a functioning, county-wide metropolitan government.
2. Establishing Greater Cleveland as a center of entrepreneurship and job growth.
3. Designing a place-based development strategy which recognizes the centrality of downtown Cleveland to the region as a whole.
4. Aligning and coordinating both public and private resources around our most pressing human service needs.
5. Identifying education, from early childhood forward, as the central factor in individual and community success.
6. Embracing a health and wellness culture which mirrors the excellence of our major medical institutions.
7. Incorporating economic inclusion as a guiding principle in our economic development strategy.
8. Branding our metropolitan area as an international city which harnesses the energy of our younger generations.
9. Adopting a collaborative approach to the foreclosure crisis- from prevention to restoration.
10. Honoring the service of our veterans by giving them priority in hiring, training and education.
11. Protecting our county by leading a county-wide public safety initiative.
12. Creating a culture within county government which implements nationally recognized good government practices and innovations.

### **PROBABILITY OF PROPOSAL SUCCESS**

Multiple factors increase the probability of success for the Cuyahoga County Shared Pupil Transportation feasibility study. These factors, already described through this proposal indicate that this project has merit and significant potential for success—and scalability, as described below.

**First, the partners within this proposal have already invested time and resources to supporting components of this feasibility study.** The ESC of Cuyahoga County, EduLog, Case Western Reserve University and the participating school districts previously participated in a transportation study that was specific to routing software and bell time optimization. By building on the cost saving findings of this initial software research, participating districts can begin to look more in-depth at other shared solutions for pupil transportation that can be integrated with EduLog software. In addition, the ESC of Cuyahoga County is working closely with the Cuyahoga County Office of Regional Collaboration and North Coast Council as a part of broader shared service initiatives, specifically North Coast Shared

## ESC of Cuyahoga County Cuyahoga County Shared Pupil Transportation Study

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Service Alliance and the Western Reserve Plan. This feasibility study will be integrated into this broader work ensuring sustainability and expansion.

**Second, a shared approach to pupil transportation meets a research-based economic need when the high cost of pupil transportation, especially for special education students, is compared to the current financial cuts faced by school districts and other entities.** Research has also documented significant quantitative and qualitative returns on investments through shared pupil transportation components. This provides a guarantee that investments within this feasibility study and future implementation could address this identified need in multiple ways. Research has also shown that shared transportation is most beneficial to smaller school districts. Within the partner information included in the beginning, it is evident that most districts participating in this process have total city populations that are only slightly larger than the average student population of 9,000 for medium sized districts. The district populations for these participating school districts range from less than 1,000 to 5,000.

Finally, the true success will come in the implementation phase of what is research and developed through the feasibility study. The ESC of Cuyahoga County has already identified the potential next steps for project implementation after the conclusion of the study. This planning highlights the importance of pupil transportation within Cuyahoga County and indicates the intent and commitment to continue the investments after the initial study. Most important, as described in detail in the next section, replication and scalability of this study and eventual shared service delivery model will occur through the regional service provider capacity of the ESC of Cuyahoga County, the broader North Coast Shared Service Alliance infrastructure, and the strategic relationships with other key partners, such as Cuyahoga County.

### **REPLICATION AND SCALABILITY**

**By incorporating the shared pupil transportation study within the ESC of Cuyahoga County shared service infrastructure, North Coast Shared Service Alliance, the outcomes of the study and eventual project implementation can be integrated into the infrastructure, operation, and planning processes of NCSSA.** While the projects through NCSSA can be replicated in any of the diverse regions across Ohio, flexibility also exists to meet the diverse needs within that region. By the same progression, the NCSSA and projects, such as the Cuyahoga County Pupil Transportation Study, can be expanded across a broader region, simply by including representation from additional counties within the existing structure.

**The elevated capacity to scale up services, such as pupil transportation, hinges on the reality that many of the partners of NCSSA have the ability to expand the work across their own audiences.** A core function of each participating ESC, for example, is leveraging resources for both instructional and non-instructional shared services for all member school districts. With over 150 school districts and agencies as members, the primary purpose of the Ohio Schools Council is increasing purchasing power for member school districts. The membership of the Greater Cleveland School Superintendents' Association includes nearly 100 school districts and 30 business, agencies and higher education partners, providing a

# ESC of Cuyahoga County

## Cuyahoga County Shared Pupil Transportation Study

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mechanism for collaboration and feedback across varied client pools. Finally, the three countywide governments are key to serving as change agents to expand the current education-based shared service concepts to new services that include municipalities and county agencies

In addition, as mentioned, the two other ESCs (Medina and Lorain County) that work jointly through the NCSSA are also proposing countywide pupil transportation studies, individualized to their county needs. **It is the intent of all three county ESCs to share data, service models, successes and challenges to support the potential replication and scaling up of the pupil transportation studies.** The expectation is that shared pupil transportation is not feasible across three counties, but it will be important to learn from contiguous counties and replicate or scale up efforts where possible.

**Finally, as the Cuyahoga County Executive Office and Office of Regional Collaboration are key partners in this pupil transportation study, research, needs and capacity can also be identified for other types of pupil transportation that are necessary outside of school, but key to accessing other social, extended learning, or early childhood services.** This will further support the broad education and human services work through Cuyahoga County's Western Reserve Plan.

### **INTENT TO IMPLEMENT RECOMMENDATIONS OF PERFORMANCE OR OTHER AUDIT**

The ESC of Cuyahoga County is currently participating in a Performance Audit through the Office of the State Auditor. This has not yet been completed and therefore, the response of this proposal to specific, official audit recommendations cannot be included within this proposal. However, it is worth noting that the official Financial Audit for FY10 is included within the supporting documentation. The *Management's Discussion and Analysis* highlights the impact of the overall economy in Ohio forcing the State Department of Education and local school district clients to make cuts. Historically, the ESC has provided services that were the first to be cut in tough economic times. However, as the discussion also indicates, preserving school district relations is as critical as the finances. **As such, the ESC of Cuyahoga is reprioritizing its work to focus on essential shared service delivery models that meet identified needs of client school districts and the greater community.** The North Coast Shared Service Alliance, consultation agreement with the First Ring Superintendents' Collaborative and this shared pupil transportation study are just a few indicators of the ESC of Cuyahoga County's targeted response to district needs.

### **EXPLANATION OF HOW THE PROJECT FACILITATES IMPROVED BUSINESS OR COMMUNITY**

#### **ATTRACTION**

Improved services for district shared pupil transportation will improve the local business or community attraction in multiple ways. District savings and efficiencies realized through economies of scale, reduced duplication and lower per pupil costs will allow districts to **redirect attention, funding and resources back to classroom instructional expenses.** Decreased operational costs and increased

## ESC of Cuyahoga County

### Cuyahoga County Shared Pupil Transportation Study

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instructional costs will not only provide more resources directly to student achievement, but the district's ranking through the Ohio Department of Education will improve per the new state ranking guidelines.

Shared services in pupil transportation also afford districts the innovative opportunities to maximize cost savings while addressing parents' concern over student safety in reaction to the alternative elimination of bus routes.<sup>33</sup> In addition, central coordination and shared technology can result in more efficient and streamlined communication to parents.

As districts demonstrate a commitment to innovative cost-cutting measures, increase instructional expenditures, improve in state rankings, and address parents' concerns and communication needs, **districts are then better positioned for community support during levy campaigns.** This support can, in turn, continue to increase funding to schools, as operational expenditures continue to decline, directing even more dollars into classroom expenditures. This cycle of operational reductions, increased classroom expenditures, parental support, and increased funding has the potential to improve the school community, as well as the surrounding local neighborhood making the community more inviting to new families.

**As the school climate improves and families are retained or attracted to the community, the local business sector will also see improvements and increased engagement.** Finally, as mentioned previously, the region's economic and workforce development would be additionally enhanced as a regional consortium would increase the number of fulltime positions for mechanics and bus maintenance staff, which would aide in attracting and retaining these personnel as a response to the current national shortage due to the part-time, non-benefit nature of the position.<sup>34</sup>

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<sup>33</sup> *The Associated Press* (posted on MSNBC.com). "In the red, US school districts cut yellow buses." August 24, 2009. <http://www.msnbc.msn.com/id/32538756/>

<sup>34</sup> Hanover Research Council. *Consolidated Transportation Programs*. September, 2009.

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation Study

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**Tab 4: Financial Documentation**

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation Study

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THREE MOST RECENT YEARS OF FINANCIAL HISTORY

ANTICIPATED PROJECT COSTS

**Cuyahoga County Educational Service Center**

*Balance Sheet*

*Governmental Funds*

*June 30, 2008*

	<u>General</u>	<u>Local Grants</u>	<u>Other Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>Assets</b>				
Equity in Pooled Cash and Cash Equivalents	\$17,477,247	\$3,251,263	\$913,619	\$21,642,129
Receivables:				
Accrued Interest	66,683	0	0	66,683
Accounts	310,676	0	0	310,676
Intergovernmental	9,918,408	1,292,489	1,322,392	12,533,289
Interfund Receivable	5,083,000	0	0	5,083,000
<i>Total Assets</i>	<u>\$32,856,014</u>	<u>\$4,543,752</u>	<u>\$2,236,011</u>	<u>\$39,635,777</u>
<b>Liabilities and Fund Balances</b>				
<b>Liabilities</b>				
Accounts Payable	\$483,802	\$1,077,735	\$148,636	\$1,710,173
Accrued Wages and Benefits	3,735,464	1,523	387,006	4,123,993
Intergovernmental Payable	628,958	78,447	64,555	771,960
Interfund Payable	0	4,360,000	723,000	5,083,000
Deferred Revenue	3,501,412	0	937,401	4,438,813
<i>Total Liabilities</i>	<u>8,349,636</u>	<u>5,517,705</u>	<u>2,260,598</u>	<u>16,127,939</u>
<b>Fund Balances</b>				
Reserved for Encumbrances	442,262	2,141,380	583,162	3,166,804
Unreserved, Undesignated				
Reported in:				
General Fund	24,064,116	0	0	24,064,116
Special Revenue Funds (Deficit)	0	(3,115,333)	(607,749)	(3,723,082)
<i>Total Fund Balances</i>	<u>24,506,378</u>	<u>(973,953)</u>	<u>(24,587)</u>	<u>23,507,838</u>
<i>Total Liabilities and Fund Balances</i>	<u>\$32,856,014</u>	<u>\$4,543,752</u>	<u>\$2,236,011</u>	<u>\$39,635,777</u>

See accompanying notes to the basic financial statements

**Cuyahoga County Educational Service Center**  
*Statement of Revenues, Expenditures and Changes in Fund Balances*  
*Governmental Funds*  
*For the Fiscal Year Ended June 30, 2008*

	General	Local Grants	Other Governmental Funds	Total Governmental Funds
<b>Revenues</b>				
Intergovernmental	\$6,284,495	\$12,181,708	\$7,147,916	\$25,614,119
Interest	929,975	0	0	929,975
Tuition and Fees	37,290,701	0	0	37,290,701
Rentals	423,063	0	0	423,063
Charges for Services	10,820,131	43,400	0	10,863,531
Extracurricular Activities	1,980	0	0	1,980
Contributions and Donations	3,977	0	0	3,977
Miscellaneous	350,111	8,166	0	358,277
<i>Total Revenues</i>	<u>56,104,433</u>	<u>12,233,274</u>	<u>7,147,916</u>	<u>75,485,623</u>
<b>Expenditures</b>				
Current:				
Instruction:				
Regular	450,052	0	1,248,216	1,698,268
Special	23,642,011	0	521,378	24,163,389
Vocational	278,016	0	0	278,016
Adult/Continuing	0	0	30,891	30,891
Support Services:				
Pupil	4,838,196	1,075,987	1,497,027	7,411,210
Instructional Staff	12,166,102	0	3,475,267	15,641,369
Board of Education	59,132	0	0	59,132
Administration	11,442,251	2,171,100	875,989	14,489,340
Fiscal	746,464	441,709	364,466	1,552,639
Business	33,600	0	0	33,600
Operation and Maintenance of Plant	834,600	0	273,063	1,107,663
Pupil Transportation	2,851	0	0	2,851
Central	18,701	0	15,577	34,278
Operation of Non-Instructional Services	994	8,272,035	11,368	8,284,397
Extracurricular Activities	1,207	0	0	1,207
Debt Service:				
Principal Retirement	65,000	0	0	65,000
Interest and Fiscal Charges	87,784	0	0	87,784
<i>Total Expenditures</i>	<u>54,666,961</u>	<u>11,960,831</u>	<u>8,313,242</u>	<u>74,941,034</u>
<i>Net Change in Fund Balances</i>	1,437,472	272,443	(1,165,326)	544,589
<i>Fund Balances (Deficit) Beginning of Year</i>	<u>23,068,906</u>	<u>(1,246,396)</u>	<u>1,140,739</u>	<u>22,963,249</u>
<i>Fund Balances (Deficit) End of Year</i>	<u>\$24,506,378</u>	<u>(\$973,953)</u>	<u>(\$24,587)</u>	<u>\$23,507,838</u>

See accompanying notes to the basic financial statements

ESCCC  
Cashflow for FY2007-08  
General Fund

\*\*\*UNAUDITED\*\*\*

	Begin	Mtd	Fytd	Mtd	Fytd	Mtd	Fytd	Ending
	Cash Bal	Receipts	Receipts	Expend	Receipts	Expend	Expend	Cash Bal
FY2007-08 July	12,172,941.46	7,951,597.45	7,951,597.45	1,479,415.12	1,479,415.12	1,479,415.12	1,479,415.12	18,645,123.79
August	18,645,123.79	2,093,134.60	10,044,732.05	1,384,503.53	1,384,503.53	2,863,918.65	2,863,918.65	19,353,754.86
September	19,353,754.86	1,595,794.59	11,640,526.64	1,842,845.12	1,842,845.12	4,706,763.77	4,706,763.77	19,106,704.33
October	19,106,704.33	2,371,725.23	14,012,251.87	1,802,857.30	1,802,857.30	6,509,621.07	6,509,621.07	19,675,572.26
November	19,675,572.26	2,177,497.62	16,189,749.49	1,796,411.02	1,796,411.02	8,306,032.09	8,306,032.09	20,056,658.86
December	20,056,658.86	1,203,739.60	17,393,489.09	1,794,874.53	1,794,874.53	10,100,906.62	10,100,906.62	19,465,523.93
January	19,465,523.93	2,304,026.24	19,697,515.33	1,676,086.53	1,676,086.53	11,776,993.15	11,776,993.15	20,093,463.64
February	20,093,463.64	3,039,404.83	22,736,920.16	1,585,342.01	1,585,342.01	13,362,335.16	13,362,335.16	21,547,526.46
March	21,547,526.46	2,236,534.14	24,973,454.30	1,742,098.43	1,742,098.43	15,104,433.59	15,104,433.59	22,041,962.17
April	22,041,962.17	1,153,068.06	26,126,522.36	1,715,279.80	1,715,279.80	16,819,713.39	16,819,713.39	21,479,750.43
May	21,479,750.43	923,113.30	27,049,635.66	1,567,881.41	1,567,881.41	18,387,594.80	18,387,594.80	20,834,982.32
June	20,834,982.32	1,773,890.63	28,823,526.29	8,041,965.69	8,041,965.69	26,429,560.49	26,429,560.49	14,566,907.26
		28,823,526.29		26,429,560.49				14,566,907.26

**Cuyahoga County Educational Service Center**

*Balance Sheet*

*Governmental Funds*

*June 30, 2009*

	<u>General</u>	<u>Local Grants</u>	<u>Other Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>Assets</b>				
Equity in Pooled Cash and Cash Equivalents	\$15,670,443	\$824,932	\$856,243	\$17,351,618
Receivables:				
Accrued Interest	66,951	0	0	66,951
Intergovernmental	10,814,533	3,261,447	1,090,451	15,166,431
Interfund Receivable	4,846,900	0	0	4,846,900
Prepaid Items	630,009	24,610	26,878	681,497
<b>Total Assets</b>	<u>\$32,028,836</u>	<u>\$4,110,989</u>	<u>\$1,973,572</u>	<u>\$38,113,397</u>
<b>Liabilities and Fund Balances</b>				
<b>Liabilities</b>				
Accounts Payable	\$163,800	\$245,385	\$92,748	\$501,933
Accrued Wages and Benefits	4,001,788	24,050	314,493	4,340,331
Contracts Payable	5,000	0	0	5,000
Intergovernmental Payable	1,407,361	59,085	120,437	1,586,883
Interfund Payable	0	4,011,300	835,600	4,846,900
Retainage Payable	35,788	0	0	35,788
Deferred Revenue	4,508,274	0	1,075,890	5,584,164
<b>Total Liabilities</b>	<u>10,122,011</u>	<u>4,339,820</u>	<u>2,439,168</u>	<u>16,900,999</u>
<b>Fund Balances</b>				
Reserved for Encumbrances	722,187	395,337	444,178	1,561,702
Unreserved, Undesignated				
Reported in:				
General Fund	21,184,638	0	0	21,184,638
Special Revenue Funds (Deficit)	0	(624,168)	(909,774)	(1,533,942)
<b>Total Fund Balances</b>	<u>21,906,825</u>	<u>(228,831)</u>	<u>(465,596)</u>	<u>21,212,398</u>
<b>Total Liabilities and Fund Balances</b>	<u>\$32,028,836</u>	<u>\$4,110,989</u>	<u>\$1,973,572</u>	<u>\$38,113,397</u>

See accompanying notes to the basic financial statements

See accountant's compilation report

**Cuyahoga County Educational Service Center**  
*Statement of Revenues, Expenditures and Changes in Fund Balances*  
*Governmental Funds*  
*For the Fiscal Year Ended June 30, 2009*

	General	Local Grants	Other Governmental Funds	Total Governmental Funds
<b>Revenues</b>				
Intergovernmental	\$6,311,011	\$7,850,063	\$7,241,975	\$21,403,049
Interest	389,229	0	0	389,229
Tuition and Fees	32,206,035	840	0	32,206,875
Rentals	447,648	0	0	447,648
Charges for Services	11,583,230	0	0	11,583,230
Extracurricular Activities	1,540	0	0	1,540
Contributions and Donations	3,254	0	0	3,254
Miscellaneous	650,113	4,000	0	654,113
<i>Total Revenues</i>	<u>51,592,060</u>	<u>7,854,903</u>	<u>7,241,975</u>	<u>66,688,938</u>
<b>Expenditures</b>				
Current:				
Instruction:				
Regular	469,247	0	1,486,575	1,955,822
Special	24,625,747	0	495,313	25,121,060
Vocational	303,981	0	0	303,981
Adult/Continuing	0	0	18,433	18,433
Support Services:				
Pupil	4,429,196	515,790	1,165,139	6,110,125
Instructional Staff	12,551,751	9,395	3,048,545	15,609,691
Board of Education	69,355	0	0	69,355
Administration	9,087,042	2,707,972	572,755	12,367,769
Fiscal	788,259	260,452	417,687	1,466,398
Business	40,386	0	0	40,386
Operation and Maintenance of Plant	1,339,115	0	155,394	1,494,509
Pupil Transportation	3,074	0	0	3,074
Central	87,246	0	65,668	152,914
Operation of Non-Instructional Services	0	4,215,862	520,533	4,736,395
Extracurricular Activities	52,582	0	0	52,582
Debt Service:				
Principal Retirement	68,000	0	0	68,000
Interest and Fiscal Charges	84,700	0	0	84,700
<i>Total Expenditures</i>	<u>53,999,681</u>	<u>7,709,471</u>	<u>7,946,042</u>	<u>69,655,194</u>
<i>Net Change in Fund Balances</i>	(2,407,621)	145,432	(704,067)	(2,966,256)
<i>Fund Balances (Deficit) Beginning of Year</i>	<u>24,314,446</u>	<u>(374,263)</u>	<u>238,471</u>	<u>24,178,654</u>
<i>Fund Balances (Deficit) End of Year</i>	<u>\$21,906,825</u>	<u>(\$228,831)</u>	<u>(\$465,596)</u>	<u>\$21,212,398</u>

See accompanying notes to the basic financial statements  
See accountant's compilation report

ESCCC  
Cashflow for FY2008-09  
General Fund

FY2008-09	***UNAUDITED***					
	Cash Bal	Receipts	Receipts	Expend	Expend	Cash Bal
July	14,566,907.26	6,753,685.25	6,753,685.25	1,831,091.10	1,831,091.10	19,489,501.41
August	19,489,501.41	2,120,220.38	8,873,905.63	1,497,871.90	3,328,963.00	20,111,849.89
September	20,111,849.89	1,112,605.97	9,986,511.60	1,925,117.23	5,254,080.23	19,299,338.63
October	19,299,338.63	4,450,723.68	14,437,235.28	2,401,719.57	7,655,799.80	21,348,342.74
November	21,348,342.74	1,244,176.66	15,681,411.94	1,831,671.42	9,487,471.22	20,760,847.98
December	20,760,847.98	1,542,945.69	17,224,357.63	2,101,034.73	11,588,505.95	20,202,758.94
January	20,202,758.94	1,098,109.80	18,322,467.43	1,636,163.11	13,224,669.06	19,664,705.63
February	19,664,705.63	4,007,154.23	22,329,621.66	1,645,403.67	14,870,072.73	22,026,456.19
March	22,026,456.19	2,086,026.68	24,415,648.34	1,850,859.30	16,720,932.03	22,261,623.57
April	22,261,623.57	988,665.05	25,404,313.39	1,623,761.39	18,344,693.42	21,626,527.23
May	21,626,527.23	955,942.00	26,360,255.39	1,674,450.14	20,019,143.56	20,908,019.09
June	20,908,019.09	1,320,559.56	27,680,814.95	7,993,072.92	28,012,216.48	14,235,505.73
		27,680,814.95		28,012,216.48		14,235,505.73

**Educational Service Center of Cuyahoga County**  
*Balance Sheet*  
**Governmental Funds**  
*June 30, 2010*

	General	Local Grants	Title VI-B	Other Governmental Funds	Total Governmental Funds
<b>Assets</b>					
Equity in Pooled Cash and Cash Equivalents	\$18,173,447	\$1,054,612	\$867,422	\$1,817,748	\$21,913,229
Receivables:					
Accrued Interest	7,886	0	0	0	7,886
Accounts	1,965	0	0	0	1,965
Intergovernmental	7,126,455	1,452,845	771,112	608,135	9,958,547
Interfund Receivable	5,852,555	0	0	0	5,852,555
<b>Total Assets</b>	<b>\$31,162,308</b>	<b>\$2,507,457</b>	<b>\$1,638,534</b>	<b>\$2,425,883</b>	<b>\$37,734,182</b>
<b>Liabilities and Fund Balances</b>					
<b>Liabilities</b>					
Accounts Payable	\$137,451	\$749,534	\$22,152	\$46,867	\$956,004
Accrued Wages and Benefits	4,197,537	22,494	218,137	93,031	4,531,199
Intergovernmental Payable	1,328,166	77,932	69,548	148,825	1,624,471
Matured Compensated Absences	0	0	0	2,756	2,756
Interfund Payable	0	2,518,400	1,240,882	2,093,273	5,852,555
Deferred Revenue	1,540,712	871,024	147,401	204,554	2,763,691
<b>Total Liabilities</b>	<b>7,203,866</b>	<b>4,239,384</b>	<b>1,698,120</b>	<b>2,589,306</b>	<b>15,730,676</b>
<b>Fund Balances</b>					
Reserved for Encumbrances	1,069,089	223,230	290,909	438,734	2,021,962
Unreserved, Undesignated					
Reported in:					
General Fund	22,889,353	0	0	0	22,889,353
Special Revenue Funds (Deficit)	0	(1,955,157)	(350,495)	(602,157)	(2,907,809)
<b>Total Fund Balances (Deficit)</b>	<b>23,958,442</b>	<b>(1,731,927)</b>	<b>(59,586)</b>	<b>(163,423)</b>	<b>22,003,506</b>
<b>Total Liabilities and Fund Balances</b>	<b>\$31,162,308</b>	<b>\$2,507,457</b>	<b>\$1,638,534</b>	<b>\$2,425,883</b>	<b>\$37,734,182</b>

See accompanying notes to the basic financial statements

**Educational Service Center of Cuyahoga County**  
*Statement of Revenues, Expenditures and Changes in Fund Balances*  
*Governmental Funds*  
*For the Fiscal Year Ended June 30, 2010*

	General	Local Grants	Title VI-B	Other Governmental Funds	Total Governmental Funds
<b>Revenues</b>					
Intergovernmental	\$6,565,325	\$8,143,911	\$3,444,060	\$2,407,345	\$20,560,641
Interest	102,054	0	0	0	102,054
Tuition and Fees	37,509,489	0	0	0	37,509,489
Rentals	446,042	0	0	0	446,042
Charges for Services	12,275,741	0	0	0	12,275,741
Extracurricular Activities	814	0	0	0	814
Contributions and Donations	5,726	0	0	0	5,726
Miscellaneous	94,698	0	0	0	94,698
<i>Total Revenues</i>	<u>56,999,889</u>	<u>8,143,911</u>	<u>3,444,060</u>	<u>2,407,345</u>	<u>70,995,205</u>
<b>Expenditures</b>					
Current:					
Instruction:					
Regular	385,529	0	0	106,854	492,383
Special	26,499,534	0	438,594	219,785	27,157,913
Vocational	429,778	0	0	0	429,778
Adult/Continuing	0	0	0	1,722	1,722
Support Services:					
Pupil	4,463,549	1,318,034	213,111	480,944	6,475,638
Instructional Staff	11,820,906	5,242	1,583,203	769,941	14,179,292
Board of Education	78,613	0	0	0	78,613
Administration	9,074,578	1,207,672	245,332	449,445	10,977,027
Fiscal	857,379	276,488	220,179	154,758	1,508,804
Business	13,526	0	0	0	13,526
Operation and Maintenance of Plant	800,047	0	101,322	77,418	978,787
Pupil Transportation	3,879	0	0	0	3,879
Central	73,497	0	0	127,840	201,337
Operation of Non-Instructional Services	358	6,535,308	236,058	3,342	6,775,066
Extracurricular Activities	54,467	0	0	0	54,467
Debt Service:					
Principal Retirement	71,000	0	0	0	71,000
Interest and Fiscal Charges	81,478	0	0	0	81,478
<i>Total Expenditures</i>	<u>54,708,118</u>	<u>9,342,744</u>	<u>3,037,799</u>	<u>2,392,049</u>	<u>69,480,710</u>
<i>Excess of Revenues Over (Under) Expenditures</i>	2,291,771	(1,198,833)	406,261	15,296	1,514,495
<b>Other Financing Sources</b>					
Proceeds from Sale of Capital Assets	15,500	0	0	0	15,500
<i>Net Change in Fund Balances</i>	2,307,271	(1,198,833)	406,261	15,296	1,529,995
<i>Fund Balances (Deficit) Beginning of Year</i>	<u>21,651,171</u>	<u>(533,094)</u>	<u>(465,847)</u>	<u>(178,719)</u>	<u>20,473,511</u>
<i>Fund Balances (Deficit) End of Year</i>	<u>\$23,958,442</u>	<u>(\$1,731,927)</u>	<u>(\$59,586)</u>	<u>(\$163,423)</u>	<u>\$22,003,506</u>

See accompanying notes to the basic financial statements

ESCCC  
Cashflow for FY2009-10  
General Fund

FY2009-10	Begin Cash Bal	Mtd		Fytd		***UNAUDITED***		Fytd Expend	Ending Cash Bal
		Receipts	Expend	Receipts	Expend	Mtd Expend	Fytd Expend		
July	14,235,505.73	7,860,965.70	1,947,943.28	7,860,965.70	1,947,943.28	1,947,943.28	1,947,943.28	20,148,528.15	
August	20,148,528.15	760,155.84	1,709,148.74	8,621,121.54	1,709,148.74	3,657,092.02	3,657,092.02	19,199,535.25	
September	19,199,535.25	1,982,015.08	2,032,166.60	10,603,136.62	2,032,166.60	5,689,258.62	5,689,258.62	19,149,383.73	
October	19,149,383.73	3,132,272.93	1,974,798.43	13,735,409.55	1,974,798.43	7,664,057.05	7,664,057.05	20,306,858.23	
November	20,306,858.23	2,158,113.00	1,801,878.00	15,893,522.55	1,801,878.00	9,465,935.05	9,465,935.05	20,663,093.23	
December	20,663,093.23	1,485,256.00	1,781,977.00	17,378,778.55	1,781,977.00	11,247,912.05	11,247,912.05	20,366,372.23	
January	20,366,372.23	1,375,356.00	2,133,115.00	18,754,134.55	2,133,115.00	13,381,027.05	13,381,027.05	19,608,613.23	
February	19,608,613.23	2,644,693.39	1,815,559.28	21,398,827.94	1,815,559.28	15,196,586.33	15,196,586.33	20,437,747.34	
March	20,437,747.34	3,323,814.37	1,682,340.75	24,722,642.31	1,682,340.75	16,878,927.08	16,878,927.08	22,079,220.96	
April	22,079,220.96	1,025,409.40	2,128,394.50	25,748,051.71	2,128,394.50	19,007,321.58	19,007,321.58	20,976,235.86	
May	20,976,235.86	1,064,324.93	1,819,228.48	26,812,376.64	1,819,228.48	20,826,550.06	20,826,550.06	20,221,332.31	
June	20,221,332.31	2,244,659.80	7,461,894.71	29,057,036.44	7,461,894.71	28,288,444.77	28,288,444.77	15,004,097.40	
		29,057,036.44	28,288,444.77					15,004,097.40	

ESCCC  
Cashflow for FY2010-2011  
General Fund

\*\*\*UNAUDITED\*\*\*

FY2010-11	Begin Cash Bal	Mtd		Fytd		Mtd		Fytd		Ending Cash Bal
		Receipts	Expend	Receipts	Expend	Receipts	Expend	Receipts	Expend	
July	15,004,097.40	7,107,485.61	1,851,052.24	7,107,485.61	1,851,052.24	20,260,530.77		1,851,052.24	1,851,052.24	20,260,530.77
August	20,260,530.77	910,895.84	1,775,036.69	8,018,381.45	1,775,036.69	19,396,389.92		3,626,088.93	3,626,088.93	19,396,389.92
September	19,396,389.92	1,861,685.59	1,796,008.29	9,880,067.04	1,796,008.29	19,462,067.22		5,422,097.22	5,422,097.22	19,462,067.22
October	19,462,067.22	2,393,805.22	2,059,487.97	12,273,872.26	2,059,487.97	19,796,384.47		7,481,585.19	7,481,585.19	19,796,384.47
November	19,796,384.47	3,024,599.66	1,922,075.11	15,298,471.92	1,922,075.11	20,898,909.02		9,403,660.30	9,403,660.30	20,898,909.02
December	20,898,909.02	1,270,470.46	1,934,160.32	16,568,942.38	1,934,160.32	20,235,219.16		11,337,820.62	11,337,820.62	20,235,219.16
January	20,235,219.16	1,008,215.14	1,851,305.49	17,577,157.52	1,851,305.49	19,392,128.81		13,189,126.11	13,189,126.11	19,392,128.81
February	19,392,128.81	3,451,491.76	1,918,026.32	21,028,649.28	1,918,026.32	20,925,594.25		15,107,152.43	15,107,152.43	20,925,594.25
March	20,925,594.25	2,904,572.33	2,266,526.51	23,933,221.61	2,266,526.51	21,563,640.07		17,373,678.94	17,373,678.94	21,563,640.07
April	21,563,640.07	898,566.78	1,832,566.17	24,831,788.39	1,832,566.17	20,629,640.68		19,206,245.11	19,206,245.11	20,629,640.68
May	20,629,640.68	2,048,265.89	1,938,659.39	26,880,054.28	1,938,659.39	20,739,247.18		21,144,904.50	21,144,904.50	20,739,247.18
June	20,739,247.18	2,466,172.93	7,273,273.38	29,346,227.21	7,273,273.38	15,932,146.73		28,418,177.88	28,418,177.88	15,932,146.73
		29,346,227.21	28,418,177.88		28,418,177.88					

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation

**Anticipated Project Costs**

Description	Calculation	Total Cost
<i>ESC Project Coordinator</i>	Salary: 30 days x \$450/day = \$13,500.00	\$17,550.00
	Fringe: \$13,500.00 x .30 = \$4050.00	
<i>ESC Coordinator of Transportation</i>	Salary: 30 days x \$450/day = \$13,500.00	\$17,550.00
	Fringe: \$13,500.00 x .30 = \$4050.00	
<i>Feasibility Study Consultant Kamlesh Mathur/Case Western Reserve University</i>	\$200/hour x 10 hours/week x 6 months	\$48,000.00
<i>Feasibility Study Graduate Assistants Case Western Reserve</i>	2 Graduate Assistants x 100 hours x \$25/hour	\$5,000.00
<i>EduLog Integration Study: Second Phase</i>	\$9000.00	\$9,000.00
<i>Research and Data Printing Costs</i>	\$100 x 12 meetings	\$1,200.00
<i>Communication and Marketing Materials</i>	\$1,700	\$1,700.00
<b>TOTAL PROJECT COSTS</b>		<b>\$100,000.00</b>

**In-Kind Project Costs**

Description	Calculation	Total Cost
<i>ESC Assistant Superintendent of Operations</i>	Salary: 15 days x \$500/day = \$7500.00	\$9,750.00

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation

	Fringe: \$7500.00 x .30 = \$2250.00	
<i>ESC Fiscal Management</i>	Salary: 25 days x \$200/day = \$5000.00 Fringe: \$5000 x .30 = \$1500.00	\$6,500.00
<i>ESC Administrative Support</i>	Salary: 25 days x \$200/day = \$5000.00 Fringe: \$5000 x .30 = \$1500.00	\$6,500.00
<i>Research Services Contract Hanover Research</i>	Portion of past research project services used for pupil transportation research \$30,000 for 8 projects = \$3,750/project Two transportation projects = \$7,500 (Annual contract included)	\$7,500.00
<i>EduLog Transportation Study Contract</i>	Previous cost for initial phase of transportation study of routing software (Contract Included)	\$9,000.00
<i>Study Meeting Rooms</i>	13 meetings x \$300/room = \$3,900.00	\$3,900.00
<i>School District Personnel Time</i>	10 days x \$450/day x 5 districts	\$22,500.00
<i>North Coast Council Personnel Time</i>	10 days x \$450/day	\$4500.00
<b>TOTAL IN-KIND</b>	<b>(70.15% Match)</b>	<b>\$70,150.00</b>

**Financial Savings Projections**

**Rationale:** This projection is based on realized returns on investment from similar sized geographic areas, listed on page 16 of the proposal. New York BOCES (regional provider parallel to ESC of Cuyahoga County) serves 13 districts and saved \$3 million over 11 years (\$272,000) per year through consolidated routes and competitive bidding. This is slightly less than half the number of districts (31) in Cuyahoga County. Rhode Island serves 36 school districts (equitable to Cuyahoga County) and saved \$4 million through consolidation of special education transportation.

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation

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Based on this information, a conservative estimate for savings across Cuyahoga County's 31 school districts would be \$1 million annually. Based on percentage savings from other consolidation efforts, 10%, or \$6 million, would be a higher end estimate. Based on this information, the range of anticipated returns on investments for Cuyahoga County over three years is presented below.

Description	Year 1	Year 2	Year 2
<i>Low Range Estimate</i>	\$1 million	\$2 million	\$3 million
<i>High Range Estimate</i>	\$6 million	\$12 million	\$18 million
<b>TOTAL PROJECTED SAVINGS</b>	<b>\$1-6 million</b>	<b>\$2-12 million</b>	<b>\$3-18 million</b>

**EDUCATION LOGISTICS, INC.**

TRANSPORTATION OPTIMIZATION SERVICES AGREEMENT

THIS AGREEMENT executed on this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, is entered into by and between EDUCATION LOGISTICS, INC., a Montana corporation, of 3000 Palmer Street, Missoula, Montana 59808 (hereinafter referred to as "EDULOG") and EDUCATIONAL SERVICE CENTER OF CUYAHOGA COUNTY, 5811 Canal Road, Valley View, Ohio 44125 (hereinafter referred to as "CUSTOMER") under the following terms and conditions.

1. SERVICE AGREEMENT

EDULOG agrees to provide and the CUSTOMER agrees to purchase the services listed in Paragraph 2 below (hereinafter referred to as "SERVICES"), on behalf of Warrensville Heights City Schools, Cuyahoga Heights Schools, Richmond Heights Local School District, and Garfield Heights City Schools, on the terms and conditions contained herein.

2. SERVICES AND CHARGES

a. Program Installation

EDULOG will provide the following SERVICES for the respective prices indicated below:

**TRANSPORTATION OPTIMIZATION SERVICES**

Run and Route Building Optimization Study for Four Districts to Determine Possible Fleet Reductions while Adhering to District Policies (includes data preparation and a report summarizing the findings).	\$9,000.00
--	------------

Implementation of the Run and Route Building Optimization Study for Four Districts (creation of an optimized routing and scheduling plan with bus stops, bus runs, and bus routes).

If a District chooses to implement the findings of the Study Above, the District will be charged 20 percent of the value of each vehicle that the optimized plan shows can be removed from service.

Travel expenses for on-site work or presentations to be billed as incurred.

b. Additional Conditions

- 1) Upon completion of the Transportation Optimization Study, CUSTOMER and/or the Districts have the option to request a Bell Time Optimization Study. In the event that the CUSTOMER or any District chooses this option, a separate contract will be negotiated at that time.
- 2) EDULOG shall be entitled to reimbursement from CUSTOMER for special mailing when such mailing is authorized by CUSTOMER. Special mailing includes overnight courier service, Express Mail, air freight service or air line counter-to-counter package services.
- 3) The price and fees charged to CUSTOMER are exclusive of all taxes, including but not limited to sales, use, and like taxes, state or local taxes on lodging or meals, resort taxes, and of all fees, including but not limited to fees paid in connection with customs/duty such as brokerage GST fees, disbursement fees, entry prep fees, customs GST, duty amounts, etc. Any tax and/or fee EDULOG may be required to collect or pay upon the delivery or use of the SERVICES shall be paid or reimbursed to EDULOG by CUSTOMER.

3. PAYMENT SCHEDULE

The CUSTOMER agrees to make the following payments to EDULOG at its principal place of business in Missoula, Montana, or at such other address as may be specified by EDULOG to the CUSTOMER:

- |   |  |
|---|--|
| - Transportation Optimization Study<br><i>Due upon completion of the Study</i><br><i>Payment will be made by the ESC of Cuyahoga County, OH</i>   | \$9,000.00   |
| - Implementation of the findings of the Study<br><i>Due upon completion of the Implementation</i><br><i>Payment will be made by each District under a separate agreement to be negotiated with each District who chooses to implement the findings. The ESC of Cuyahoga County, OH will not be liable for any District's failure to pay for the implementation.</i> | 20% of the value of each vehicle that the optimized plan shows can be removed from service |

The CUSTOMER and EDULOG agree that payment for services provided by EDULOG are not contingent upon the CUSTOMER or any of the Districts implementing any or all of the EDULOG-produced optimized transportation plan. Instead, payment will be based solely on the number of vehicles that the optimized transportation plan determines can be removed from service while meeting all currently stated District policies related to student transportation. EDULOG'S optimization work will show a

means to save the entire cost of the optimization study. EDULOG, however, cannot control whether or not the CUSTOMER or its Districts decide to implement the plan.

CUSTOMER will notify EDULOG in writing within sixty (60) calendar days of the date of an invoice indicating the reasons for non-payment of the invoice. In the event that an invoice is not paid and EDULOG does not receive a written explanation for the non-payment within the sixty (60) day period, then EDULOG will assign the invoice to a collection agency for collection. In that case, CUSTOMER will also be liable for all late fees or service charges and all costs of collection, including but not limited to reasonable attorney's fees.

### 3. LIMITATION OF LIABILITY

EDULOG shall not be liable to CUSTOMER for any loss or damage to CUSTOMER or any third party, caused by failure of the services furnished hereunder to function, in whole or in part, nor shall EDULOG be liable for any incidental or consequential damages under this Agreement.

### 4. WARRANTY

EDULOG warrants that the SERVICES furnished pursuant to this Agreement shall perform to their published specifications. EDULOG's obligation under this warranty shall be to remedy any failure to perform to the published specifications as soon as is reasonably possible after notification by CUSTOMER of such failure to perform.

EXCEPT FOR THE FOREGOING WARRANTIES, EDULOG MAKES NO WARRANTIES, EITHER EXPRESS OR IMPLIED, WITH RESPECT TO THE SERVICES INCLUDING, BUT NOT LIMITED TO, THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.

### 5. NON-HIRING OF EMPLOYEES

For the term of this Agreement and for twelve (12) months after its termination, CUSTOMER and EDULOG agree not to offer or provide employment to any employee of the other party unless specific written permission is granted waiving this restriction for an employee named by the grantor.

### 6. TERMINATION

a. CUSTOMER may terminate this Agreement by giving EDULOG sixty (60) days prior written notice by registered mail with return receipt requested. After this

period of sixty (60) days, the CUSTOMER's obligations for payments as described in Section 3 will cease in proportion to services rendered.

- b. CUSTOMER may terminate this Agreement by giving EDULOG sixty (60) days prior written notice by registered mail with return receipt requested. After this period of sixty (60) days, the CUSTOMER's obligations for payments as described in Section 3 will cease in proportion to services rendered.

7. ATTORNEY' S FEES AND COSTS

In the event of any litigation between the parties arising out of this Agreement, the prevailing party shall be entitled to reasonable attorney' s fees and costs, as determined by the court or arbitrator.

8. CONTINUATION OF BENEFITS

This Agreement shall inure to the benefit of and be binding upon the heirs, executors, administrators, assignees and successors of the respective parties.

9. NON-WAIVER

No delay or failure of EDULOG in exercising any right hereunder and no partial or single exercise thereof shall be deemed of itself to constitute waiver of such right or any other rights hereunder.

This Agreement constitutes the complete and exclusive statement of the Agreement between the parties which supersedes all proposals, oral or written, and shall not be modified or altered except in writing by both parties.

Executed as of the day and year written above.

EDUCATION LOGISTICS, INC.

EDUCATIONAL SERVICE CENTER  
OF CUYAHOGA COUNTY

By: \_\_\_\_\_  
Authorized Signature

By: \_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Typed Name

\_\_\_\_\_  
Typed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Title

*To initiate Membership, please reply to this message with the words,  
"I agree to these terms."*

### **Membership Terms**

Membership in Hanover Research runs **through December 31<sup>st</sup>, 2011**. "Membership" comprises the authority to request research on any topic, as well as the right to ask Hanover to expedite work of particular urgency.

*Extended Membership term valid through October 31<sup>st</sup>, 2010.*

### **Participation in Membership**

All research and services are available to the administrators of Educational Service Center of Cuyahoga County (ESCCC) in unlimited amount; the signatory of this agreement serves as our primary contact.

We request that Members not distribute research and other materials produced by Hanover to those outside the Membership.

### **Membership Contribution, ESCCC: \$30,000**

*Price valid through October 31<sup>st</sup>, 2010.*

The Membership Contribution covers all labor costs across the entire Membership term. Any additional expenses related to a particular research request (purchased database access, postage/printing for mass mailings, third-party call centers, incentives for survey respondents, etc.) will be detailed in full prior to the start of the proposed project. It also covers the price of three (3) unique online Library logins. Additional logins are available for purchase at any time during the Membership term.

Payment is due within twenty-one (21) calendar days of the date on which the invoice is issued.

Membership Start Date: November 1<sup>st</sup>, 2010

Signatory: Ms. Jennifer Dodd • Coordinator of Research & Planning

Organization: ESCCC • 5811 Canal Rd. • Valley View, OH 44125

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation Study

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**Tab 5: Supporting Documents**

# ESC of Cuyahoga County Cuyahoga County Shared Pupil Transportation Study

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- EXECUTED PARTNERSHIP AGREEMENT
- RESOLUTION OF SUPPORT FROM GOVERNING ENTITIES
- AUDIT W/IN LAST 5 YEARS
- 2010 CENSUS DOCUMENTATION
- SELF-SCORE ASSESSMENT

**Cuyahoga County  
Pupil Transportation Study  
Partnership Agreement**

The Educational Service Center (ESC) of Cuyahoga County is submitting a grant proposal to the Ohio Department of Development for the Local Government Innovation Fund (LGIF) to conduct a feasibility study on pupil transportation in Cuyahoga County. It is the purpose of this Cuyahoga County Pupil Transportation Study to determine the district needs, the potential cost savings and increased efficiencies, and the capacity and feasibility of multiple shared service models of pupil transportation. This study will build on the work already done with five school districts and EduLog in reviewing potential cost savings through the use of transportation software. Other components the LGIF study may review include shared services in maintenance, driver training and employment, transportation purchasing or other recommendations developed by the study group.

The initial partners in this study will review school district data and effective models of practice across multiple components of pupil transportation services. This information will be used to determine potential costs savings or increased efficiencies in pupil transportation across the participating districts, as well as other school districts and agencies in Cuyahoga County. From this analysis, the Cuyahoga County Pupil Transportation Study workgroup will propose one or more shared models, with anticipated returns on investment, of pupil transportation for Cuyahoga County.

The purpose and primary roles of the collaborative partners are listed below:

Educational Service Center of Cuyahoga County

- Serve as project coordinator and fiscal manager
- Identify capacity of ESC and districts to deliver shared pupil transportation model(s)
- Identify and approach additional partners as indicated by study group
- Formalize delivery model(s) for proposed shared pupil transportation
- Scale model for additional Cuyahoga County districts
- Prepare proposal for LGIF loan application in future funding cycles

School Districts

- Provide efficiency and cost data on district pupil transportation components
- Identify needs/gaps for pupil transportation
- Identify potential barriers to shared service pupil transportation models

Case Western Reserve University

- Facilitate the feasibility study process
- Provide research on cost savings and efficiencies of existing shared pupil transportation models
- Analyze district and county data on pupil transportation to determine return on investment for proposed shared transportation models

Cuyahoga County

- Offer a broad scope of pupil transportation needs across Cuyahoga County
- Provide information on community-based shared transportation models

North Coast Council

- Provide information on interface between technology solutions and pupil transportation components
- Provide information and support on technology solutions for potential shared pupil transportation

EduLog

- Review outcomes of initial transportation study on routing software
- Provide information on potential interface between routing software and other pupil transportation components

1

50

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

Robert M. Murrill 3/1/12  
\_\_\_\_\_  
ESC of Cuyahoga County, Superintendent Date

\_\_\_\_\_  
Garfield Heights City School District, Superintendent Date

\_\_\_\_\_  
Orange City School District, Superintendent Date

\_\_\_\_\_  
Richmond Heights Local School District, Superintendent Date

\_\_\_\_\_  
Warrensville Heights City School District, Superintendent Date

\_\_\_\_\_  
Cuyahoga Heights Local School District, Superintendent Date

\_\_\_\_\_  
Case Western Reserve University, Weatherhead School of Management  
Chair, Operations Department Date

\_\_\_\_\_  
Cuyahoga County, Executive Date

\_\_\_\_\_  
Lakeshore Northeast Ohio Computer Association, Executive Director Date

\_\_\_\_\_  
EduLog, Regional Sales Manager Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

_____	
ESC of Cuyahoga County, Superintendent	Date
_____	
Garfield Heights City School District, Superintendent	Date
<i>Nancy G. Wenzelbach</i>	<i>2/28/12</i>
Orange City School District, Superintendent	Date
_____	
Richmond Heights Local School District, Superintendent	Date
_____	
Warrensville Heights City School District, Superintendent	Date
_____	
Cuyahoga Heights Local School District, Superintendent	Date
_____	
Case Western Reserve University, Weatherhead School of Management Chair, Operations Department	Date
_____	
Cuyahoga County, Executive	Date
_____	
Lakeshore Northeast Ohio Computer Association, Executive Director	Date
_____	
EduLog, Regional Sales Manager	Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

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ESC of Cuyahoga County, Superintendent Date

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Garfield Heights City School District, Superintendent Date

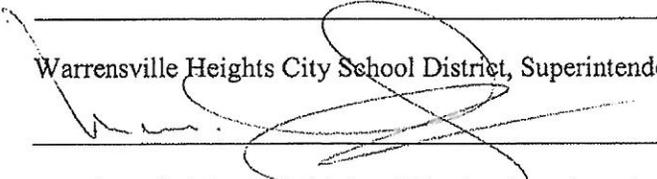
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Orange City School District, Superintendent Date

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Richmond Heights Local School District, Superintendent Date

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Warrensville Heights City School District, Superintendent Date  
 2/29/12

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Cuyahoga Heights Local School District, Superintendent Date

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Case Western Reserve University, Weatherhead School of Management  
Chair, Operations Department Date

---

Cuyahoga County, Executive Date

---

Lakeshore Northeast Ohio Computer Association, Executive Director Date

---

EduLog, Regional Sales Manager Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

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ESC of Cuyahoga County, Superintendent Date

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Garfield Heights City School District, Superintendent Date

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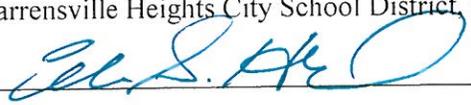
Orange City School District, Superintendent Date

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Richmond Heights Local School District, Superintendent Date

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Warrensville Heights City School District, Superintendent Date

---

Cuyahoga Heights Local School District, Superintendent Date

---

Case Western Reserve University, Weatherhead School of Management  
Chair, Operations Department Date

---

Cuyahoga County, Executive Date

---

Lakeshore Northeast Ohio Computer Association, Executive Director Date

---

EduLog, Regional Sales Manager Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

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ESC of Cuyahoga County, Superintendent Date

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Garfield Heights City School District, Superintendent Date

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Orange City School District, Superintendent Date

---

Richmond Heights Local School District, Superintendent Date

---

Warrensville Heights City School District, Superintendent Date

---

Cuyahoga Heights Local School District, Superintendent Date

---

Dr. Kamlesh Mathur *Kamlesh Mathur* 2/29/12  
(Professor and Chair of Operations Department, Date  
Case Western Reserve University)

---

Cuyahoga County, Executive Date

---

Lakeshore Northeast Ohio Computer Association, Executive Director Date

---

EduLog, Regional Sales Manager Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

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ESC of Cuyahoga County, Superintendent Date

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Garfield Heights City School District, Superintendent Date

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Orange City School District, Superintendent Date

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Richmond Heights Local School District, Superintendent Date

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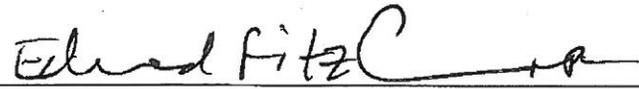
Warrensville Heights City School District, Superintendent Date

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Cuyahoga Heights Local School District, Superintendent Date

---

Case Western Reserve University, Weatherhead School of Management Date  
Chair, Operations Department

 2-28-12

---

Cuyahoga County, Executive Date

---

Lakeshore Northeast Ohio Computer Association, Executive Director Date

---

EduLog, Regional Sales Manager Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

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ESC of Cuyahoga County, Superintendent Date

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Garfield Heights City School District, Superintendent Date

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Orange City School District, Superintendent Date

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Richmond Heights Local School District, Superintendent Date

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Warrensville Heights City School District, Superintendent Date

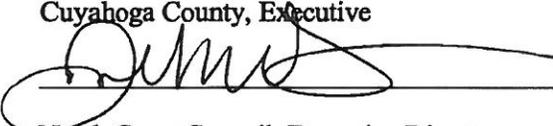
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Cuyahoga Heights Local School District, Superintendent Date

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Case Western Reserve University, Weatherhead School of Management  
Chair, Operations Department Date

---

Cuyahoga County, Executive Date  
 2-29-12

---

North Coast Council, Executive Director Date

---

EduLog, Regional Sales Manager Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

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ESC of Cuyahoga County, Superintendent Date

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Garfield Heights City School District, Superintendent Date

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Orange City School District, Superintendent Date

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Richmond Heights Local School District, Superintendent Date

---

Warrensville Heights City School District, Superintendent Date

---

Cuyahoga Heights Local School District, Superintendent Date

---

Case Western Reserve University, Weatherhead School of Management  
Chair, Operations Department Date

---

Cuyahoga County, Executive Date

---

Lakeshore Northeast Ohio Computer Association, Executive Director Date

---

 2/27/12  
EduLog, Regional Sales Manager Date

### **Resolution #2012-02-07.2 - Approval of Grant Proposals**

**Be It Resolved** that the Governing Board of the ESC approves the ESC of Cuyahoga County to submit a \$100,000 grant proposal to the Ohio Department of Development for the Local Government Innovation Fund to conduct a feasibility study on pupil transportation in Cuyahoga County. This study will build on the work already done with five school districts and EduLog in reviewing potential cost savings through the use of transportation software. Other components the LGIF study may review include shared services in maintenance, driver training and employment, transportation purchasing or other recommendations developed by the study group, and;

**Be It Resolved** that the Governing Board of the ESC approves the North Coast Council to submit a \$100,000 grant proposal to the Ohio Department of Development for the Local Government Innovation Fund. The purpose of this proposal is to study the cost savings implementation of Kronos, a single time clock solution that interfaces with individual district or organization payroll systems. While organizations partnering in this proposal may already use Kronos in small proportions, the intent is to look at cost savings of district – wide implementation.

Motion by Anthony Miceli seconded by Carol Fortlage

Ayes: Anthony Miceli, Carol Fortlage, Anton Hocesvar, Frank Mahnic, Christine Krol

This is an accurate account of resolution #2012-02-07.2 from the February 16, 2012, Regular Meeting of the Governing Board of the Educational Service Center of Cuyahoga County.

  
\_\_\_\_\_  
Bruce Basalla, Treasurer

2/27/2012  
Date

# County Council of Cuyahoga County, Ohio

## Resolution No. R2012-0021

<p>Sponsored by: <b>County Executive FitzGerald</b></p>	<p><b>A Resolution</b> supporting submission of applications on behalf of Cuyahoga County for first-round funding under the Local Government Innovation Fund available through the State of Ohio, Department of Development; authorizing the County Executive and Department Directors to take all steps necessary in furtherance of this goal, including entering into partnership initiatives/memoranda of understanding with any other potential partners; and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, Section 3.17 of the County's Contracting and Purchasing Procedures Ordinance, Ordinance No. O2011-0044, as amended, provides that the "County Executive may apply for and accept grants on behalf of the county without specific approval from the Contracts and Purchasing Board, the Board of Control, or the County Council," and Section 4.15 provides that "[t]his Ordinance is intended to fulfill any state, federal, or other requirement for a Resolution or Ordinance granting the County Executive the authority to apply for or accept grants on behalf of the County;" and,

WHEREAS, to further demonstrate the County's support and bolster the County's applications for funding from the Local Government Innovation Fund administered by the State of Ohio, the County Executive has requested specific support from the County Council through this Resolution, in addition to the general authority granted to the County Executive in the Contracting and Purchasing Procedures Ordinance, to submit applications by County departments and agencies, where Cuyahoga County is serving as the 'primary applicant' or as a 'collaborative partner' with political subdivisions for the first round of funding from the Local Government Innovation Fund available through the State of Ohio, Department of Development; and,

WHEREAS, in accordance with the application procedures for the Local Government Innovation Fund, the State of Ohio, Department of Development, requests a resolution of support from the applicant's and collaborative partner's governing entity; and,

WHEREAS, the Local Government Innovation Fund was established to provide financial assistance to Ohio political subdivisions for planning and implementing projects that are projected to create more efficient and effective service delivery within a specific discipline of government services for one or more entities; and,

WHEREAS, through the Local Government Innovation Fund, the State of Ohio, Department of Development seeks to promote efficiency, collaboration, merger, and shared services among local governments; and,

✓

WHEREAS, the applications are to be submitted for first round of funding to the Local Government Innovation Fund where Cuyahoga County is the 'primary applicant' or as a 'collaborative partner' in order to facilitate efficiencies in various disciplines of government service including economic development, education, information technology, and regional collaboration; and,

WHEREAS, Cuyahoga County is working collaboratively on submitting applications with a number of municipal, non-profit, and private partners across the county and region; and,

WHEREAS, the applications for the first round of Local Government Innovation Fund awards are due on March 1, 2012 to the State of Ohio, Department of Development; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order to meet the application deadlines mandated by the State of Ohio, Department of Development.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** The County Council hereby supports the submission of applications by County departments and agencies as the 'primary applicant' and as a 'collaborative partner' with political subdivisions for the first round of funding from the Local Government Innovation Fund available through the State of Ohio, Department of Development.

**SECTION 2.** The County Executive and Department Directors are hereby authorized to take all steps necessary in furtherance of the County's applications to the Local Government Innovation Fund, including, but not limited to, entering into partnership initiatives/memoranda of understanding, with any other potential partners.

**SECTION 3.** It is necessary that this Resolution become immediately effective, in order that critical services provided by Cuyahoga County can continue, and to continue the usual and daily operation of the County. Provided that this Resolution receives the affirmative vote of eight members of Council, this Resolution shall become immediately effective upon the signature of the County Executive.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by Mr. Schron, seconded by Mr. Rogers, the foregoing Resolution was duly adopted.

Yeas: Schron, Conwell, Jones, Rogers, Simon, Greenspan, Miller, Brady, Germana, Gallagher and Connally

Nays: None

*Edwin Coy*      2/29/2012  
County Council President      Date

*Edward Stewart*      2/29/12  
County Executive      Date

*Jeanne M. Schmotzer*      2/28/2012  
Clerk of Council      Date

First Reading/Referred to Committee: February 14, 2012  
Committee(s) Assigned: Economic Development & Planning

Journal CC005  
February 28, 2012

I, JEANNE M. SCHMOTZER, CLERK OF COUNCIL OF THE COUNCIL OF CUYAHOGA COUNTY, OHIO, DO HEREBY CERTIFY THAT THE FOREGOING IS A TRUE AND EXACT COPY OF THE ORIGINAL OF A RESOLUTION DULY ADOPTED OR AN ORDINANCE DULY ENACTED BY SAID COUNCIL ON THE 28<sup>th</sup> DAY OF February 2012

BY: *Jeanne M. Schmotzer*

Transportation Grant Proposal

Allen Sluka Moved and Sherman Micsak  
Seconded the motion that the following resolution be adopted:

WHEREAS, the Educational Service Center of Cuyahoga County desires to complete a feasibility study of a shared transportation solution in Cuyahoga County; and

WHEREAS, the study would evaluate the feasibility of a shared transportation solution for schools in Cuyahoga County; and

WHEREAS, any shared solution would require access to student data stored in student information systems hosted by North Coast Council; and

WHEREAS, it is anticipated that the feasibility study as well as any subsequent project will require technical resources available through the North Coast Council; and

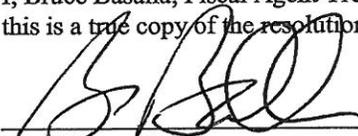
THEREFORE BE IT RESOLVED by the Board of Directors of the North Coast Council that the North Coast Council will participate in the proposed feasibility study; and

FURTHER BE IT RESOLVED that the Board of Directors of the North Coast Council hereby authorizes and directs the Executive Director to take the appropriate action to implement this Resolution.

15-12 Yeas: Nancy Wingenbach, Robert Mengerink, Sherman Micsak, Allen Sluka, Cynthia Walker

Nays: None

I, Bruce Basalla, Fiscal Agent Treasurer of the North Coast Council, Cuyahoga County, Ohio, do certify that this is a true copy of the resolution approved by the North Coast Council Board of Directors.

  
\_\_\_\_\_  
Fiscal Agent Treasurer  
North Coast Council  
Cuyahoga County

# **Educational Service Center of Cuyahoga County, Ohio**

**Basic Financial Statements  
June 30, 2010**

# Educational Service Center of Cuyahoga County

For The Year Ended June 30, 2010

## Table of Contents

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Title	Page
Independent Auditors' Report.....	1
Management's Discussion and Analysis.....	3
Basic Financial Statements:	
Government-wide Financial Statements:	
Statement of Net Assets.....	10
Statement of Activities .....	11
Fund Financial Statements:	
Balance Sheet – Governmental Funds.....	12
Reconciliation of Total Governmental Fund Balances to Net Assets of Governmental Activities .....	13
Statement of Revenues, Expenditures and Changes in Fund Balances Governmental Funds.....	14
Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balances of Governmental Funds to the Statement of Activities .....	15
Statement of Fiduciary Assets and Liabilities – Agency Funds .....	16
Notes to the Basic Financial Statements .....	17
Supplemental Information:	
Statement of Revenues, Expenditures and Changes in Fund Balance – Budget (Non-GAAP Basis) and Actual	
General Fund .....	36
Local Grants Fund .....	37
Title VI-B Fund.....	38
Notes to the Supplemental Information .....	39

**Educational Service Center of Cuyahoga County**

**For The Year Ended June 30, 2010**

**Table of Contents (Continued)**

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Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i> .....	41
Independent Auditors' Report on Compliance With Requirements That Could Have a Direct and Material Effect on Each Major Program and on Internal Control Over Compliance in Accordance With OMB Circular A-133 .....	43
Schedule of Expenditures of Federal Awards .....	46
Notes to the Schedule of Expenditures of Federal Awards .....	47
Schedule of Findings .....	48
Schedule of Prior Year Findings .....	51



CPAs and Business Advisors

## Independent Auditors' Report

Governing Board  
Educational Service Center of Cuyahoga County

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Educational Service Center of Cuyahoga County, (the "Service Center") as of and for the year ended June 30, 2010, which collectively comprise the Service Center's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Service Center's management. Our responsibility is to express opinions on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the Service Center, as of June 30, 2010, and the respective changes in financial position for the year then ended in conformity with accounting principles generally accepted in the United States of America.

As described in Note 3 to the financial statements, during the year ended June 30, 2010, the Service Center implemented Governmental Accounting Standards Board (GASB) Statement No. 51, *Accounting and Reporting for Intangible Assets*; GASB Statement No. 53, *Accounting and Financial Reporting for Derivative Instruments*; GASB Statement No. 57, *OPEB Measurements by Agent Employers and Agent Multiple-Employer Plans*, and GASB Statement No. 58, *Accounting and Financial Reporting for Chapter 9 Bankruptcies*.



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Governing Board  
Educational Service Center of Cuyahoga County

In accordance with *Government Auditing Standards*, we have also issued our report dated January 13, 2011, on our consideration of the Service Center's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

The management's discussion and analysis on pages 3 through 9 are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

The budgetary comparison information on pages 37 through 39 are not a required part of the basic financial statements but are supplementary information. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

*Cinni & Parichi, Inc.*

Cleveland, Ohio  
January 13, 2011

**Educational Service Center of Cuyahoga County**  
*Management's Discussion and Analysis*  
*For the Fiscal Year Ended June 30, 2010*  
*Unaudited*

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The management's discussion and analysis of the Educational Service Center of Cuyahoga County's (the Service Center) financial performance provides an overall review of the Service Center's financial activities for the fiscal year ended June 30, 2010. The intent of the management's discussion and analysis is to look at the Service Center's financial performance as a whole; readers should also review the basic financial statements and the notes to the financial statements to enhance their understanding of the Service Center's financial performance.

### **Financial Highlights**

Key financial highlights for 2010 include:

- In fiscal year 2010, total assets decreased and liabilities increased from fiscal year 2009. This resulted in an overall decrease in net assets of \$1,368,840. This decrease can be contributed to decreases in intergovernmental receivable and accounts receivables.
- The Service Center had a decrease in the number of students services are provided to of about 20,000 compared to 2009.
- Total revenues decreased from fiscal year 2009. This included a \$223,953 increase in program revenues and a \$336,376 decrease in general revenues. This can mainly be contributed to the decrease in interest revenue due to falling interest rates for investing purposes.
- Total program expenses decreased by \$795,026 from fiscal year 2009. The Service Center introduced cost cutting measures in order to counterbalance the limited revenues.
- Total capital assets decreased \$283,136 over fiscal year 2009. This was due to an additional year of depreciation on capital assets which were only partly offset by current year additions.

### **Using this Annual Financial Report**

This annual report consists of two distinct series of financial statements and notes to those statements. These statements are organized so the reader can understand the Service Center as a financial whole, an entire operating entity. The statements then proceed to provide an increasingly detailed look at specific financial activities.

The *Statement of Net Assets* and *Statement of Activities* provide information about the activities of the whole Service Center, presenting both an aggregate view of the Service Center's finances and a longer-term view of those finances.

Fund financial statements provide the next level of detail. For governmental funds, these statements tell how services were financed in the short-term as well as what remains for future spending. The fund financial statements also look at the Service Center's most significant funds with all other nonmajor funds presented in total in one column. In the case of the Service Center, the general fund and the local grant special revenue fund are the most significant funds.

**Educational Service Center of Cuyahoga County**  
*Management's Discussion and Analysis*  
*For the Fiscal Year Ended June 30, 2010*  
*Unaudited*

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## **Reporting the Service Center as a Whole**

### *Statement of Net Assets and the Statement of Activities*

While this document contains all the funds used by the Service Center to provide services, the view of the Service Center as a whole considers all financial transactions and asks the questions, "Are we in a better financial position this year than last?" and "Why?" or "Why not?". The *Statement of Net Assets* and the *Statement of Activities* provide the basis for answering these questions. These statements include *all assets* and *liabilities* using the *accrual basis of accounting* similar to the accounting used by most private-sector companies. Accrual accounting takes into account all of the current year's revenues and expenses regardless of when cash is received or paid.

These two statements report the Service Center's *net assets* and any changes in those assets. The change in net assets is important because it tells the readers that, for the Service Center as a whole, the *financial position* of the Service Center has improved or diminished. The causes of this change may be the result of many factors, some financial, some not.

The *Statement of Net Assets* and the *Statement of Activities* are represented by one type of activity, Governmental Activities. The Service Center's programs and services are reported here including instruction, support services, operation of non-instructional services and extracurricular activities.

## **Reporting the Service Center's Most Significant Funds**

### *Fund Financial Statements*

The analysis of the Service Center's major funds begins on page 8. Fund financial reports provide detailed information about the Service Center's major funds. The Service Center uses many funds to account for a multitude of financial transactions. However, the fund financial statements focus on the Service Center's most significant funds. The Service Center's major governmental funds are the general fund and the local grants and title VI-B special revenue funds.

**Governmental Funds.** Most of the Service Center's activities are reported in governmental funds, which focus on how money flows into and out of those funds and the balances left at year-end available for spending in future periods. These funds are reported using an accounting method called *modified accrual* accounting, which measures cash and all other *financial assets* that can readily be converted to cash. The governmental fund statements provide a detailed *short-term view* of the Service Center's general government operations and the basic services it provides. Governmental fund information helps you determine whether there are more or fewer financial resources that can be spent in the near future to finance educational programs. The relationship (or differences) between governmental *activities* (reported in the *Statement of Net Assets* and the *Statement of Activities*) and governmental *funds* is reconciled in the financial statements.

**Educational Service Center of Cuyahoga County**  
*Management's Discussion and Analysis*  
*For the Fiscal Year Ended June 30, 2010*  
*Unaudited*

**The Service Center as a Whole**

You may recall that the *Statement of Net Assets* provides the perspective of the Service Center as a whole. Table 1 provides a summary of the Service Center's net assets for 2010 compared to 2009:

(Table 1)  
Net Assets

	Governmental Activities		Change
	2010	2009	
<b>Assets</b>			
Current and Other Assets	\$31,881,627	\$32,840,945	(\$959,318)
Capital Assets, Net	6,280,320	6,563,456	(283,136)
<i>Total Assets</i>	38,161,947	39,404,401	(1,242,454)
<b>Liabilities</b>			
Current and Other Liabilities	7,114,430	7,051,382	63,048
Long-Term Liabilities:			
Due Within One Year	1,494,606	1,486,453	8,153
Due in More than One Year	2,181,284	2,126,099	55,185
<i>Total Liabilities</i>	10,790,320	10,663,934	126,386
<b>Net Assets</b>			
Invested in Capital Assets,			
Net of Related Debt	4,546,320	4,758,456	(212,136)
Restricted	186,766	520,967	(334,201)
Unrestricted	22,638,541	23,461,044	(822,503)
<i>Total Net Assets</i>	\$27,371,627	\$28,740,467	(\$1,368,840)

Total assets decreased due to a combination of factors. The primary factor is the decrease of intergovernmental receivables, capital assets and accrued interest receivable. Intergovernmental receivables decreased due to cuts to grant monies received from the State Department of Education. Investments earnings have plummeted due to the falling interest rates. Capital assets have decreased due to an additional year of depreciation which was offset by current year additions.

Liabilities increased as a result of increases in accrued wages and benefits and intergovernmental payable.

The net effect of the decrease in assets and the increase in liabilities resulted in a decrease of total net assets for fiscal year 2010.

**Educational Service Center of Cuyahoga County**  
*Management's Discussion and Analysis*  
For the Fiscal Year Ended June 30, 2010  
Unaudited

Table 2 shows the change in net assets for fiscal year 2010 as compared to fiscal year 2009.

(Table 2)  
Change in Net Assets  
Governmental Activities

	2010	2009	Change
<b>Revenues</b>			
<i>Program Revenues:</i>			
Charges for Services and Sales	\$47,013,724	\$45,461,821	\$1,551,903
Operating Grants and Contributions	13,545,219	14,873,169	(1,327,950)
<i>Total Program Revenues</i>	<u>60,558,943</u>	<u>60,334,990</u>	<u>223,953</u>
<i>General Revenues:</i>			
Grants and Entitlements	6,565,325	6,311,011	254,314
Interest	102,054	389,229	(287,175)
Gain on Sale of Capital Assets	5,100	0	5,100
Miscellaneous	345,498	654,113	(308,615)
<i>Total General Revenues</i>	<u>7,017,977</u>	<u>7,354,353</u>	<u>(336,376)</u>
<b>Total Revenues</b>	<u>67,576,920</u>	<u>67,689,343</u>	<u>(112,423)</u>
<b>Program Expenses</b>			
Instruction	28,230,224	27,881,298	348,926
<i>Support Services:</i>			
Pupil and Instructional Staff	19,917,479	21,667,884	(1,750,405)
Board of Education, Administration, Fiscal and Business	12,827,715	14,250,159	(1,422,444)
Operation and Maintenance of Plant	970,161	935,590	34,571
Pupil Transportation	3,879	3,074	805
Central	202,346	153,962	48,384
Operation of Noninstructional Services	6,658,011	4,711,537	1,946,474
Extracurricular Activities	54,467	52,582	1,885
Interest and Fiscal Charges	81,478	84,700	(3,222)
<i>Total Program Expenses</i>	<u>68,945,760</u>	<u>69,740,786</u>	<u>(795,026)</u>
Decrease in Net Assets	(1,368,840)	(2,051,443)	682,603
<i>Net Assets Beginning of Year</i>	<u>28,740,467</u>	<u>30,791,910</u>	<u>(2,051,443)</u>
<i>Net Assets End of Year</i>	<u>\$27,371,627</u>	<u>\$28,740,467</u>	<u>(\$1,368,840)</u>

Program revenues increased due to increases in the number and amount of charges for services which was offset by decreases in operating grants and contributions. The Service Center derives significant income from fiscal fees and administering various grants and programs. The overall economy in Ohio has forced the State Department of Education and local school district clients to cut back thus impacting the Service Center's billing for basic services over the last few years. The Service Center provides many services that are the first to be cut in tough economic times which was apparent in 2009. Some of these services were utilized again in 2010 but not at the level of a few years ago. Program expenses decreased in response to

**Educational Service Center of Cuyahoga County**

*Management's Discussion and Analysis  
For the Fiscal Year Ended June 30, 2010  
Unaudited*

those declining billings and the number of grants as well as a decrease of students among the school districts. Personnel and program costs are tied directly to grant funding. Operation of non-instructional services expense decreased in fiscal year 2010 due to decreased enrollment in several programs.

**Governmental Activities**

A review of Table 2 illustrates the concept of sound fiscal management in the government sector. The Service Center's concept of bringing its fiscal agencies under a common campus to align services, share resources and create economies of scale does work. A willingness to honestly assess programs and discontinue unprofitable ones is key to long term operations. Flexibility and adherence to basic management principals is key to continued successful operations.

The *Statement of Activities* shows the cost of program services and the charges for services and grants offsetting those services for governmental activities. Table 3 shows the total cost of services and the net cost of services. The (\$8,386,817) *Net Cost of Services 2010* tells the reader that overall these services are not self-supporting and must rely on unrestricted State entitlements and unrestricted net assets to operate this fiscal year.

(Table 3)  
Governmental Activities

	Total Cost of Services 2010	Net Cost of Services 2010	Total Cost of Services 2009	Net Cost of Services 2009
Instruction	\$28,230,224	\$1,711,678	\$27,881,298	(\$4,263,336)
Support Services:				
Pupil and Instructional Staff	19,917,479	1,290,411	21,667,884	(2,514,078)
Board of Education, Administration, Fiscal and Business	12,827,715	(12,827,715)	14,250,159	(6,234,312)
Operation and Maintenance of Plant	970,161	(123,603)	935,590	186,482
Pupil Transportation	3,879	200	3,074	(505)
Central	202,346	(119,077)	153,962	(81,061)
Operation of Non-Instructional Services	6,658,011	1,759,137	4,711,537	3,594,360
Extracurricular Activities	54,467	3,630	52,582	(8,646)
Interest and Fiscal Charges	81,478	(81,478)	84,700	(84,700)
<b>Totals</b>	<b>\$68,945,760</b>	<b>(\$8,386,817)</b>	<b>\$69,740,786</b>	<b>(\$9,405,796)</b>

**The Service Center's Funds**

Information about the Service Center's major funds starts on page 14. These funds are accounted for using the modified accrual basis of accounting. All governmental funds had total revenues of \$70,995,205 and total expenditures of \$69,480,710, leaving a fund balance at fiscal year-end of \$22,003,506.

**Educational Service Center of Cuyahoga County**  
*Management's Discussion and Analysis*  
*For the Fiscal Year Ended June 30, 2010*  
*Unaudited*

The net change in fund balance for the year was most significant in the general fund with an increase of \$2,307,271. In comparison, all funds increased a total of \$1,529,995. This increase in fund balance can be contributed to increases in tuition and fees as well as charges for services. The general fund is the primary source of start up funds for many of the other grant activities. Fast response to client needs and starting up an activity before initial funding arrives is what separates the Service Center from its competition. The down side to such a philosophy is that the Service Center will be an early barometer to cut backs and difficult economic times. The nature of school employment law does make the Service Center vulnerable to second guessing the best management approach to riding out the down turn.

The local grants special revenue fund had total revenues of \$8,143,911. The majority of intergovernmental revenues are used to provide non-instructional community services. Total expenditures are used to provide the support, administrative and non-instructional services that include programs for handicapped students, family intervention and operation of the Professional Development Center. The net effect of the revenues received and the expenditures incurred leaves the local grant special revenue fund with a deficit fund balance at the end of fiscal year 2010.

The title VI-B special revenue fund had an increase in fund balance of \$406,261. This was due to additional grant monies being rewarded by the Ohio Department of Education. The net effect of the revenues received and the expenditures incurred leaves the title VI-B special revenue fund with a deficit fund balance at the end of fiscal year 2010; however, this is an increase from fiscal year 2009's deficit fund balance.

**Capital Assets**

At the end of fiscal year 2010, the Service Center had \$6,280,320 invested in land, buildings and improvements and furniture and equipment. Capital assets decreased during the year due to an additional year of depreciation being offset by additions during the year to furniture and equipment. Table 4 shows fiscal year 2010 balances compared to fiscal year 2009. More detailed information is presented in Note 9 of the notes to the basic financial statements.

(Table 4)  
 Capital Assets at June 30  
 (Net of Depreciation)

	Governmental Activities	
	2010	2009
Land	\$536,778	\$536,778
Buildings and Improvements	5,231,047	5,431,275
Furniture and Equipment	512,495	594,802
Vehicles	0	601
<i>Total Capital Assets</i>	<b>\$6,280,320</b>	<b>\$6,563,456</b>

**Educational Service Center of Cuyahoga County**  
*Management's Discussion and Analysis*  
*For the Fiscal Year Ended June 30, 2010*  
*Unaudited*

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**Debt**

The Service Center entered into a capital lease through a lease-purchase agreement in the amount of \$2,000,000 in 2006 for capital improvements for the Service Center's buildings. At the end of fiscal year 2010, the outstanding balance on the lease was \$1,734,000. More detailed information is presented in Note 14 and 15 of the notes to the basic financial statements.

**Current Financial Related Activities**

The Service Center continues to be financially stable and is able to continue to offer the programs needed to enrich and service the various school districts. The Board and administration closely monitor its revenues and expenditures in accordance with Board policy.

Fiscal year 2010 was a good year from a service delivery standpoint although financially the Service Center suffered a deficit. The Service Center delivered valuable programs to its clients and school districts in the face of unprecedented cut backs and economic downturn. Preserving school district relations is as critical as the finances.

While many outside factors can and will affect the economy and base operations, the Service Center is committed to provide the best possible services and be fiscally responsible now and in future years. The Service Center is constantly evaluating its programs and expanding where it can provide cost effective services to school districts. Cost effective services to districts is the Service Center's guiding mission. If the Service Center does not provide efficiency, there is no reason for a district to contract with the Service Center. Trust, flexibility and responsiveness are key to the Service Center's success.

**Contacting the Service Center's Financial Management**

This financial report provides our citizen's, taxpayers, and investors and creditors with a general overview of the Service Center's finances and to show the Service Center's accountability for the money it receives. If you have questions about this report or need additional financial information contact Bruce Basalla, Treasurer at the Service Center, 5811 Canal Road, Valley View, Ohio, 44125.

**Educational Service Center of Cuyahoga County**  
*Statement of Net Assets*  
 June 30, 2010

	Governmental Activities
<b>Assets</b>	
Equity in Pooled Cash and Cash Equivalents	\$21,913,229
Accrued Interest Receivable	7,886
Accounts Receivable	1,965
Intergovernmental Receivable	9,958,547
Nondepreciable Capital Assets	536,778
Depreciable Capital Assets, Net	5,743,542
<i>Total Assets</i>	38,161,947
<b>Liabilities</b>	
Accounts Payable	956,004
Accrued Wages and Benefits	4,531,199
Intergovernmental Payable	1,624,471
Matured Compensated Absences	2,756
Long-Term Liabilities:	
Due Within One Year	1,494,606
Due In More Than One Year	2,181,284
<i>Total Liabilities</i>	10,790,320
<b>Net Assets</b>	
Invested in Capital Assets, Net of Related Debt	4,546,320
Restricted for:	
Other Purposes	186,766
Unrestricted	22,638,541
<i>Total Net Assets</i>	\$27,371,627

See accompanying notes to the basic financial statements

**Educational Service Center of Cuyahoga County**

*Statement of Activities*

*For the Fiscal Year Ended June 30, 2010*

	Program Revenues			Net Revenue (Expense) and Changes in Net Assets
	Expenses	Charges for Services and Sales	Operating Grants and Contributions	Governmental Activities
<b>Governmental Activities</b>				
Instruction:				
Regular	\$513,719	\$405,462	\$100,687	(\$7,570)
Special	27,296,479	28,020,981	973,396	1,697,898
Vocational	418,304	441,376	0	23,072
Adult/Continuing	1,722	0	0	(1,722)
Support Services:				
Pupil	5,679,711	4,695,955	863,823	(119,933)
Instructional Staff	14,237,768	12,463,947	3,184,165	1,410,344
Board of Education	78,613	0	0	(78,613)
Administration	11,224,618	0	0	(11,224,618)
Fiscal	1,512,193	0	0	(1,512,193)
Business	12,291	0	0	(12,291)
Operation and Maintenance of Plant	970,161	846,558	0	(123,603)
Pupil Transportation	3,879	4,079	0	200
Central	202,346	77,269	6,000	(119,077)
Operation of Non-Instructional Services	6,658,011	0	8,417,148	1,759,137
Extracurricular Activities	54,467	58,097	0	3,630
Interest and Fiscal Charges	81,478	0	0	(81,478)
<b>Totals</b>	<b>\$68,945,760</b>	<b>\$47,013,724</b>	<b>\$13,545,219</b>	<b>(8,386,817)</b>
<b>General Revenues</b>				
Grants and Entitlements not Restricted to Specific Programs				6,565,325
Investment Earnings				102,054
Gain on Sale of Capital Asset				5,100
Miscellaneous				345,498
<i>Total General Revenues</i>				<u>7,017,977</u>
Change in Net Assets				(1,368,840)
<i>Net Assets Beginning of Year</i>				<u>28,740,467</u>
<i>Net Assets End of Year</i>				<u><u>\$27,371,627</u></u>

See accompanying notes to the basic financial statements

**Educational Service Center of Cuyahoga County**  
*Balance Sheet*  
*Governmental Funds*  
*June 30, 2010*

	General	Local Grants	Title VI-B	Other Governmental Funds	Total Governmental Funds
<b>Assets</b>					
Equity in Pooled Cash and Cash Equivalents	\$18,173,447	\$1,054,612	\$867,422	\$1,817,748	\$21,913,229
Receivables:					
Accrued Interest	7,886	0	0	0	7,886
Accounts	1,965	0	0	0	1,965
Intergovernmental	7,126,455	1,452,845	771,112	608,135	9,958,547
Interfund Receivable	5,852,555	0	0	0	5,852,555
<i>Total Assets</i>	<u>\$31,162,308</u>	<u>\$2,507,457</u>	<u>\$1,638,534</u>	<u>\$2,425,883</u>	<u>\$37,734,182</u>
<b>Liabilities and Fund Balances</b>					
<b>Liabilities</b>					
Accounts Payable	\$137,451	\$749,534	\$22,152	\$46,867	\$956,004
Accrued Wages and Benefits	4,197,537	22,494	218,137	93,031	4,531,199
Intergovernmental Payable	1,328,166	77,932	69,548	148,825	1,624,471
Matured Compensated Absences	0	0	0	2,756	2,756
Interfund Payable	0	2,518,400	1,240,882	2,093,273	5,852,555
Deferred Revenue	1,540,712	871,024	147,401	204,554	2,763,691
<i>Total Liabilities</i>	<u>7,203,866</u>	<u>4,239,384</u>	<u>1,698,120</u>	<u>2,589,306</u>	<u>15,730,676</u>
<b>Fund Balances</b>					
Reserved for Encumbrances	1,069,089	223,230	290,909	438,734	2,021,962
Unreserved, Undesignated					
Reported in:					
General Fund	22,889,353	0	0	0	22,889,353
Special Revenue Funds (Deficit)	0	(1,955,157)	(350,495)	(602,157)	(2,907,809)
<i>Total Fund Balances (Deficit)</i>	<u>23,958,442</u>	<u>(1,731,927)</u>	<u>(59,586)</u>	<u>(163,423)</u>	<u>22,003,506</u>
<i>Total Liabilities and Fund Balances</i>	<u>\$31,162,308</u>	<u>\$2,507,457</u>	<u>\$1,638,534</u>	<u>\$2,425,883</u>	<u>\$37,734,182</u>

See accompanying notes to the basic financial statements

**Educational Service Center of Cuyahoga County**  
*Reconciliation of Total Governmental Fund Balances to  
 Net Assets of Governmental Activities*  
 June 30, 2010

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<b>Total Governmental Fund Balances</b>	<b>\$22,003,506</b>
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*Amounts reported for governmental activities in the  
 statement of net assets are different because*

Capital assets used in governmental activities are not financial resources and therefore are not reported in the funds	6,280,320
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Other long-term assets are not available to pay for current-period expenditures and therefore are deferred in the funds:

Tuition and Fees	1,048,789
Charges for Services	241,123
Grants	351,955
Miscellaneous	250,800
Reimbursable Expenses	871,024

Total	2,763,691
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Long-term liabilities are not due and payable in the current period and therefore are not reported in the funds.

Compensated Absences	(1,941,890)
Capital Lease	(1,734,000)

Total	(3,675,890)
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<i>Net Assets of Governmental Activities</i>	<b>\$27,371,627</b>
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See accompanying notes to the basic financial statements

**Educational Service Center of Cuyahoga County**  
*Statement of Revenues, Expenditures and Changes in Fund Balances*  
 Governmental Funds  
 For the Fiscal Year Ended June 30, 2010

	General	Local Grants	Title VI-B	Other Governmental Funds	Total Governmental Funds
<b>Revenues</b>					
Intergovernmental	\$6,565,325	\$8,143,911	\$3,444,060	\$2,407,345	\$20,560,641
Interest	102,054	0	0	0	102,054
Tuition and Fees	37,509,489	0	0	0	37,509,489
Rentals	446,042	0	0	0	446,042
Charges for Services	12,275,741	0	0	0	12,275,741
Extracurricular Activities	814	0	0	0	814
Contributions and Donations	5,726	0	0	0	5,726
Miscellaneous	94,698	0	0	0	94,698
<i>Total Revenues</i>	<u>56,999,889</u>	<u>8,143,911</u>	<u>3,444,060</u>	<u>2,407,345</u>	<u>70,995,205</u>
<b>Expenditures</b>					
Current:					
Instruction:					
Regular	385,529	0	0	106,854	492,383
Special	26,499,534	0	438,594	219,785	27,157,913
Vocational	429,778	0	0	0	429,778
Adult/Continuing	0	0	0	1,722	1,722
Support Services:					
Pupil	4,463,549	1,318,034	213,111	480,944	6,475,638
Instructional Staff	11,820,906	5,242	1,583,203	769,941	14,179,292
Board of Education	78,613	0	0	0	78,613
Administration	9,074,578	1,207,672	245,332	449,445	10,977,027
Fiscal	857,379	276,488	220,179	154,758	1,508,804
Business	13,526	0	0	0	13,526
Operation and Maintenance of Plant	800,047	0	101,322	77,418	978,787
Pupil Transportation	3,879	0	0	0	3,879
Central	73,497	0	0	127,840	201,337
Operation of Non-Instructional Services	358	6,535,308	236,058	3,342	6,775,066
Extracurricular Activities	54,467	0	0	0	54,467
Debt Service:					
Principal Retirement	71,000	0	0	0	71,000
Interest and Fiscal Charges	81,478	0	0	0	81,478
<i>Total Expenditures</i>	<u>54,708,118</u>	<u>9,342,744</u>	<u>3,037,799</u>	<u>2,392,049</u>	<u>69,480,710</u>
<i>Excess of Revenues Over (Under) Expenditures</i>	2,291,771	(1,198,833)	406,261	15,296	1,514,495
<b>Other Financing Sources</b>					
Proceeds from Sale of Capital Assets	15,500	0	0	0	15,500
<i>Net Change in Fund Balances</i>	2,307,271	(1,198,833)	406,261	15,296	1,529,995
<i>Fund Balances (Deficit) Beginning of Year</i>	<u>21,651,171</u>	<u>(533,094)</u>	<u>(465,847)</u>	<u>(178,719)</u>	<u>20,473,511</u>
<i>Fund Balances (Deficit) End of Year</i>	<u>\$23,958,442</u>	<u>(\$1,731,927)</u>	<u>(\$59,586)</u>	<u>(\$163,423)</u>	<u>\$22,003,506</u>

See accompanying notes to the basic financial statements

**Educational Service Center of Cuyahoga County**  
*Reconciliation of the Statement of Revenues, Expenditures and Changes  
in Fund Balances of Governmental Funds to the Statement of Activities  
For the Fiscal Year Ended June 30, 2010*

**Net Change in Fund Balances - Total Governmental Funds** \$1,529,995

*Amounts reported for governmental activities in the  
statement of activities are different because*

Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets are allocated over their useful lives as depreciation expense. This is the amount by which capital outlay exceeded depreciation in the current period.

Capital Asset Additions	66,425	
Current Year Depreciation	(339,161)	
Total		(272,736)

Governmental funds only report the disposal of capital assets to the extent proceeds are received from the sale. In the statement of activities, a gain or loss is reported for each disposal. (10,400)

Revenues in the statement of activities that do not provide current financial resources are not reported as revenues in the funds.

Tuition and Fees	(3,032,264)	
Charges for Services	(186,098)	
Grants	(455,823)	
Miscellaneous	250,800	
Reimbursable Expenses	871,024	
Total		(2,552,361)

Repayment of capital lease principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net assets. 71,000

Some expenses reported in the statement of activities, such as compensated absences, do not require the use of current financial resources and therefore are not reported as expenditures in governmental funds. (134,338)

*Change in Net Assets of Governmental Activities* (\$1,368,840)

See accompanying notes to the basic financial statements

**Educational Service Center of Cuyahoga County**

*Statement of Fiduciary Assets and Liabilities*

*Agency Funds*

*June 30, 2010*

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<b>Assets</b>	
Equity in Pooled Cash and Cash Equivalents	\$464,206
Accounts Receivable	11,917
Intergovernmental Receivable	208,167
Accrued Interest Receivable	<u>39</u>
<i>Total Assets</i>	<u><u>\$684,329</u></u>
<b>Liabilities</b>	
Accounts Payable	\$3,830
Intergovernmental Payable	64,718
Undistributed Monies	<u>615,781</u>
<i>Total Liabilities</i>	<u><u>\$684,329</u></u>

See accompanying notes to the basic financial statements

**Educational Service Center of Cuyahoga County**  
*Notes to the Basic Financial Statements*  
*For the Fiscal Year Ended June 30, 2010*

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**Note 1 – Description of the Service Center**

In 1914, the Educational Service Center of Cuyahoga County (the Service Center) was formed. The Service Center supplies special education, supervisory, administrative, fiscal and other needed services to area school districts in Cuyahoga, Lake, Lorain, and Geauga Counties.

The Service Center operates under a locally-elected five-member Governing Board form of government and provides educational services as mandated by State or federal agencies to one exempted village, three local, and twenty-seven city school districts and to two career centers. The Board controls the Service Center's staff who provide services to over 163,000 students. The Service Center's Positive Education Program (PEP) also draws students from all of northeast Ohio, sometimes from as far away as Toledo and Columbus.

***Reporting Entity***

A reporting entity is comprised of the primary government, component units and other organizations that are included to ensure that the financial statements are not misleading. The primary government of the Service Center consists of all funds, departments, boards and agencies that are not legally separate from the Service Center. For the Service Center, this includes the agencies and departments that provide the following services: general operations and related special education, supervisory, administrative and fiscal activities of the Service Center.

Component units are legally separate organizations for which the Service Center is financially accountable. The Service Center is financially accountable for an organization if the Service Center appoints a voting majority of the organization's governing board and (1) the Service Center is able to significantly influence the programs or services performed or provided by the organization; or (2) the Service Center is legally entitled to or can otherwise access the organization's resources; the Service Center is legally obligated or has otherwise assumed the responsibility to finance deficits of, or provide financial support to, the organization; or the Service Center is obligated for the debt of the organization. Component units may also include organizations that are fiscally dependent on the Service Center in that the Service Center approves the budget, the issuance of debt, or the levying of taxes. The Service Center has no component units.

The Service Center participates in four jointly governed organizations. These organizations are the Lakeshore Northeast Ohio Computer Association, North Coast Educational Media Center, Positive Education Program, and the Educational Regional Service System Region 3. These organizations are presented in Note 16 in the notes to the basic financial statements.

**Note 2 – Summary of Significant Accounting Policies**

The financial statements of Service Center have been prepared in conformity with generally accepted accounting principles (GAAP) as applied to governmental units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The Service Center also applies Financial Accounting Standards Board (FASB) Statements and Interpretations issued on or before November 30, 1989, to its governmental activities unless those pronouncements conflict with or contradict GASB pronouncements. The more significant of the Service Center's accounting policies are described below.

## Educational Service Center of Cuyahoga County

*Notes to the Basic Financial Statements  
For the Fiscal Year Ended June 30, 2010*

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### ***Basis of Presentation***

The Service Center's basic financial statements consist of government-wide statements, including a statement of net assets and a statement of activities, and fund financial statements which provide a more detailed level of financial information.

***Government-wide Financial Statements*** The statement of net assets and the statement of activities display information about the Service Center as a whole. These statements include the financial activities of the primary government, except for fiduciary funds. These statements usually distinguish between those activities that are governmental and those that are considered business-type. The Service Center, however, has only governmental activities.

The statement of net assets presents the financial condition of the governmental activities of the Service Center at year end. The statement of activities presents a comparison between direct expenses and program revenues for each program or function of the Service Center's governmental activities. Direct expenses are those that are specifically associated with a service, program or department and therefore are clearly identifiable to a particular function. Program revenues include charges paid by the recipient of the goods or services offered by the program, grants and contributions that are restricted to meeting the operational or capital requirements of a particular program and interest earned on grants that is required to be used to support a particular program. Revenues which are not classified as program revenues are presented as general revenues of the Service Center, with certain limited exceptions. The comparison of direct expenses with program revenues identifies the extent to which each governmental activity is self-financing or draws from the general revenues of the Service Center.

***Fund Financial Statements*** During the fiscal year, the Service Center segregates transactions related to certain Service Center functions or activities in separate funds in order to aid financial management and to demonstrate legal compliance. Fund financial statements are designed to present financial information of the Service Center at this more detailed level. The focus of governmental fund financial statements is on major funds. Each major fund is presented in a separate column. Nonmajor funds are aggregated and presented in a single column. Fiduciary funds are reported by type.

### ***Fund Accounting***

The Service Center uses funds to maintain its financial records during the fiscal year. A fund is defined as a fiscal and accounting entity with a self balancing set of accounts. The funds of the Service Center are divided into two categories: governmental and fiduciary.

***Governmental Funds*** Governmental funds are those through which most governmental functions of the Service Center typically are financed. Governmental fund reporting focuses on the sources, uses and balances of current financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used. Current liabilities are assigned to the fund from which they will be paid. The difference between governmental fund assets and liabilities is reported as fund balance. The Service Center has the following major governmental funds.

***General Fund*** The general fund is the operating fund of the Service Center and is used to account for all financial resources except those required to be accounted for in another fund.

***Local Grants Fund*** The local grants special revenue fund accounts for proceeds of specific revenue sources, except for state and federal grants, that are legally restricted to expenditures for specific purposes.

## **Educational Service Center of Cuyahoga County**

*Notes to the Basic Financial Statements  
For the Fiscal Year Ended June 30, 2010*

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***Title VI-B Fund*** The title VI-B special revenue fund accounts for federal monies used to assist schools in the identification of handicapped children, development of procedural safeguards, implementation of least restrictive alternative service patterns, and provision of full educational opportunities to handicapped children at the preschool, elementary and secondary levels.

The other governmental funds of the Service Center account for grants and other resources whose use is restricted to a particular purpose.

***Fiduciary Fund Type*** Fiduciary fund reporting focuses on net assets and changes in net assets. The fiduciary fund category is split into four classifications: pension trust funds, investment trust funds, private-purpose trust funds and agency funds. Trust funds are used to account for assets held by the Service Center under a trust agreement for individuals, private organizations, or other governments and are therefore not available to support the Service Center's own programs. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. The Service Center's agency funds report resources that belong to other organizations.

### ***Measurement Focus***

***Government-wide Financial Statements*** The government-wide financial statements are prepared using the economic resources measurement focus. All assets and all liabilities associated with the operation of the Service Center are included on the statement of net assets. The statement of activities presents increases (i.e., revenues) and decreases (i.e., expenses) in total net assets.

***Fund Financial Statements*** All governmental funds are accounted for using a flow of current financial resources measurement focus. With this measurement focus, only current assets and current liabilities generally are included on the balance sheet. The statement of revenues, expenditures and changes in fund balances reports on the sources (i.e., revenues and other financing sources) and uses (i.e., expenditures and other financing uses) of current financial resources. This approach differs from the manner in which the governmental activities of the government-wide financial statements are prepared. Governmental fund financial statements therefore include reconciliations with brief explanations to better identify the relationship between the government-wide statements and the statements for governmental funds.

### ***Basis of Accounting***

Basis of accounting determines when transactions are recorded in the financial records and reported on the financial statements. Government-wide financial statements are prepared using the accrual basis of accounting. Governmental funds use the modified accrual basis of accounting. Fiduciary funds use the accrual basis of accounting. Differences between the accrual and the modified accrual basis of accounting arise in the recognition of revenue, the recording of deferred revenue, and in the presentation of expenses versus expenditures.

***Revenues - Exchange and Non-Exchange Transactions*** Revenue resulting from exchange transactions, in which each party gives and receives essentially equal value, is recorded on the accrual basis when the exchange takes place. On a modified accrual basis, revenue is recorded in the fiscal year in which the resources are measurable and become available. Available means that the resources will be collected within the current fiscal year or are expected to be collected soon enough thereafter to be used to pay liabilities of the current fiscal year. For the Service Center, available means expected to be received within sixty days of fiscal year end.

## **Educational Service Center of Cuyahoga County**

*Notes to the Basic Financial Statements  
For the Fiscal Year Ended June 30, 2010*

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Nonexchange transactions, in which the Service Center receives value without directly giving equal value in return, include grants, entitlements and donations. On an accrual basis, revenue from grants, entitlements and donations is recognized in the fiscal year in which all eligibility requirements have been satisfied. Eligibility requirements include timing requirements, which specify the fiscal year when the resources are required to be used or the fiscal year when use is first permitted, matching requirements, in which the Service Center must provide local resources to be used for a specified purpose, and expenditure requirements, in which the resources are provided to the Service Center on a reimbursement basis. On a modified accrual basis, revenue from nonexchange transactions must also be available before it can be recognized.

Under the modified accrual basis, the following revenue sources are considered to be both measurable and available at year-end: interest, tuition, grants, fees, customer services and charges for services.

***Deferred Revenue*** Deferred revenue arises when assets are recognized before revenue recognition criteria have been satisfied. Grants and entitlements received before the eligibility requirements are met are also recorded as deferred revenue.

On governmental fund financial statements, receivables that will not be collected within the available period have also been reported as deferred revenue.

***Expenses/Expenditures*** On the accrual basis of accounting, expenses are recognized at the time they are incurred.

The measurement focus of governmental fund accounting is on decreases in net financial resources (expenditures) rather than expenses. Expenditures are generally recognized in the accounting period in which the related fund liability is incurred, if measurable. Allocations of cost, such as depreciation and amortization, are not recognized in governmental funds.

### ***Cash and Cash Equivalents***

To improve cash management, cash received by the Service Center is pooled. Monies for all funds are maintained in this pool. Individual fund integrity is maintained through Service Center records. Interest in the pool is presented as "equity in pooled cash and cash equivalents."

During fiscal year 2010, investments were limited to Commercial Paper and STAR Ohio. Investments are reported at fair value. Fair value for the mutual fund is based on the fund's current share price.

STAR Ohio is an investment pool managed by the State Treasurer's Office which allows governments within the State to pool their funds for investment purposes. STAR Ohio is not registered with the SEC as an investment company, but does operate in a manner consistent with Rule 2a7 of The Investment Company Act of 1940. Investments in STAR Ohio are valued at STAR Ohio's share price which is the price the investment could be sold for on June 30, 2010.

Following Ohio statutes, the Board has, by resolution, identified the funds to receive an allocation of interest earnings. Interest revenue credited to the general fund during fiscal year 2010 amounted to \$102,054 which includes \$17,417 assigned from other Service Center funds.

**Educational Service Center of Cuyahoga County**

*Notes to the Basic Financial Statements  
For the Fiscal Year Ended June 30, 2010*

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Investments of the cash management pool and investments with an original maturity of three months or less at the time they are purchased by the Service Center are presented on the financial statements as cash equivalents. Investments with an initial maturity of more than three months not purchased from the pool are reported as investments.

***Capital Assets***

The only capital assets of the Service Center are general capital assets. General capital assets are capital assets which are associated with and generally arise from governmental activities. They generally result from expenditures in the governmental funds. General capital assets are reported in the governmental activities column of the governmental-wide statement of net assets but are not reported in the fund financial statements.

All capital assets are capitalized at cost (or estimated historical cost) and updated for additions and retirements during the year. Donated capital assets are recorded at their fair market values as of the date received. The Service Center maintains a capitalization threshold of five hundred dollars. The Service Center does not possess any infrastructure. Improvements are capitalized; the costs of normal maintenance and repairs that do not add to the value of the asset or materially extend an asset's life are not.

All capital assets are depreciated except for land. Improvements are depreciated over the remaining useful lives of the related capital assets. Depreciation is computed using the straight-line method over the following useful lives:

<u>Description</u>	<u>Estimated Lives</u>
Buildings	75 years
Building Improvements	15 years
Furniture and Equipment	5-20 years
Vehicles	2-5 years

***Interfund Balances***

On the fund financial statements, receivables and payables resulting from short-term interfund loans are classified as "interfund receivables/payables." These amounts are eliminated on government activity column of the statement of net assets.

***Compensated Absences***

Vacation benefits are accrued as a liability as the benefits are earned if the employees' rights to receive compensation are attributable to services already rendered and it is probable that the Service Center will compensate the employees for the benefits through paid time off or some other means. The Service Center records a liability for accumulated unused vacation time when earned for all employees with more than one year of service.

Sick leave benefits are accrued as a liability using the vesting method. The liability includes the employees who are currently eligible to receive termination benefits and those the Service Center has identified as probable of receiving payment in the future. The amount is based on accumulated sick leave and employees' wage rates at fiscal year end, taking into consideration any limits specified in the Service

## **Educational Service Center of Cuyahoga County**

*Notes to the Basic Financial Statements  
For the Fiscal Year Ended June 30, 2010*

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Center's termination policy. The Service Center records a liability for accumulated unused sick leave for classified, certified and administrative employees after ten years of current service with the Service Center.

The entire compensated absence liability is reported on the government-wide financial statements.

On the governmental fund financial statements, compensated absences are recognized as liabilities and expenditures to the extent payments come due each period upon the occurrence of employee resignations and retirements. These amounts are recorded in the account "matured compensated absences payable" in the general fund.

### ***Accrued Liabilities and Long-Term Obligations***

All payables, accrued liabilities and long-term obligations are reported in the government-wide financial statements or the fiduciary funds net assets statement.

In general, governmental fund payables and accrued liabilities that, once incurred, are paid in a timely manner and in full from current financial resources, are reported as obligations of the funds. However, compensated absences that will be paid from governmental funds are reported as a liability in the fund financial statements only to the extent that they are due for the payment during the current fiscal year.

### ***Net Assets***

Net assets represent the difference between assets and liabilities. Net assets invested in capital assets, net of related debt consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing used for the acquisition, construction or improvement of those assets. Net assets are reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the Service Center or through external restrictions imposed by creditors, grantors or laws or regulations of other governments. Net assets restricted for other purposes include the Peer Assistance, Refugee Children School Impact, Professional Development, Title VI-B and Title I.

The Service Center applies restricted resources first when an expense is incurred for purposes for which both restricted and unrestricted net assets are available.

### ***Fund Balance Reserves***

The Service Center reserves those portions of fund equity which are legally segregated for a specific future use or which do not represent available expendable resources and therefore are not available for appropriation or expenditure. Unreserved fund balance indicates that portion of fund equity which is available for appropriation in future periods. Fund equity reserves have been established for encumbrances.

### ***Internal Activity***

Transfers between governmental activities are eliminated on the government-wide financial statements. Internal allocations of overhead expenses from one function to another or within the same function are eliminated on the statement of activities. Interfund payments for services provided and used are not eliminated.

Exchange transactions between funds are reported as revenues in the seller funds and as expenditures/expenses in the purchaser funds. Flows of cash or goods from one fund to another without a

**Educational Service Center of Cuyahoga County**  
*Notes to the Basic Financial Statements*  
*For the Fiscal Year Ended June 30, 2010*

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requirement for repayment are reported as interfund transfers. Interfund transfers are reported as other financing sources/uses in governmental funds. Repayments from funds responsible for particular expenditures/expenses to the funds that initially paid for them are not presented on the financial statements.

***Extraordinary and Special Items***

Extraordinary items are transactions or events that are both unusual in nature and infrequent in occurrence. Special items are transactions or events that are within the control of the Board and that are either unusual in nature or infrequent in occurrence.

***Estimates***

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results may differ from those estimates.

**Note 3 - Change in Accounting Principles**

For fiscal year 2010, the Service Center has implemented Governmental Accounting Standard Board (GASB) Statement No. 51, "Accounting and Reporting for Intangible Assets", Statement No. 53, "Accounting and Financial Reporting for Derivative Instruments", Statement No. 57, "OPEB Measurements by Agent Employers and Agent Multiple-Employer Plans", and Statement No. 58, "Accounting and Financial Reporting for Chapter 9 Bankruptcies".

GASB Statement No. 51 establishes accounting and financial reporting requirements for intangible assets to reduce inconsistencies thereby enhancing the comparability of accounting and financial reporting of such assets among state and local governments. The implementation of this statement did not result in any change to the Service Center's financial statements.

GASB Statement No. 53 enhances the usefulness and comparability of derivative instrument information reported by state and local governments. This Statement provides a comprehensive framework for the measurement, recognition, and disclosure of derivative instrument transactions. The implementation of this statement did not result in any change to the Service Center's financial statements.

GASB Statement No. 57 addresses issues related to the use of the alternative measurement method and the frequency and timing of measurements by employers that participate in agent multiple-employer other postemployment benefit (OPEB) plans (that is, agent employers). The requirements in this Statement will allow more agent employers to use the alternative measurement method to produce actuarially based information for purposes of financial reporting and clarify that OPEB measures reported by agent multiple-employer OPEB plans and their participating employers should be determined at the same minimum frequency and as of a common date to improve the consistency of reporting with regard to funded status and funding progress information. The implementation of this statement did not result in any change in the Service Center's financial statements.

GASB Statement No. 58 provides accounting and financial reporting guidance for governments that have petitioned for protection from creditors by filing for bankruptcy under Chapter 9 of the United States Bankruptcy Code. The requirements in this Statement will provide more consistent recognition, measurement, display, and disclosure guidance for governments that file for Chapter 9 bankruptcy. The implementation of this statement did not result in any change in the Service Center's financial statements.

**Educational Service Center of Cuyahoga County**  
*Notes to the Basic Financial Statements*  
*For the Fiscal Year Ended June 30, 2010*

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**Note 4 – Fund Deficits**

Fund balances at June 30, 2010, included the following individual fund deficits:

<i>Special Revenue Funds:</i>	
Local Grants	\$1,731,927
Title VI-B	59,586
Peer Assistance	67,817
Title III	1,623
Title I	35,988
Miscellaneous Federal Grants	131,856

These deficits are due to adjustments for accrued liabilities. The general fund is liable for any deficit in these funds and provides transfers when cash is required, rather than when accruals occur.

**Note 5 – Deposits and Investments**

Monies held by the Service Center are classified by State statute into three categories.

Active monies are public monies determined to be necessary to meet current demands upon the Service Center treasury. Active monies must be maintained either as cash in the Service Center treasury, in commercial accounts payable or withdrawable on demand, including negotiable order of withdrawal (NOW) accounts, or in money market deposit accounts.

Inactive deposits are public deposits that the Board has identified as not required for use within the current five year period of designation of depositories. Inactive deposits must either be evidenced by certificates of deposit maturing not later than the end of the current period of designation of depositories, or by savings or deposit accounts including, but not limited to, passbook accounts.

Interim deposits are deposits of interim monies. Interim monies are those monies which are not needed for immediate use but which will be needed before the end of the current period of designation of depositories. Interim deposits must be evidenced by time certificates of deposit maturing not more than one year from the date of deposit or by savings or deposit accounts, including passbook accounts.

Interim monies held by the Service Center can be deposited or invested in the following securities:

1. United States Treasury bills, bonds, notes, or any other obligation or security issued by the United States Treasury, or any other obligation guaranteed as to principal and interest by the United States;
2. Bonds, notes, debentures, or any other obligation or security issued by any federal government agency or instrumentality including, but not limited to, the Federal National Mortgage Association, Federal Home Loan Bank, Federal Farm Credit Bank, Federal Home Loan Mortgage Corporation, Government National Mortgage Association, and Student Loan Marketing Association. All federal agency securities shall be direct issuances of federal government agencies or instrumentalities;

**Educational Service Center of Cuyahoga County**

*Notes to the Basic Financial Statements*

*For the Fiscal Year Ended June 30, 2010*

3. Written repurchase agreements in the securities listed above;
4. Bonds and other obligations of the State of Ohio;
5. Time certificates of deposit or savings or deposit accounts including, but not limited to, passbook accounts;
6. No-load money market mutual funds consisting exclusively of obligations described in division (1) or (2);
7. The State Treasurer's investment pool (STAROhio); and
8. Commercial paper and bankers acceptances if training requirements have been met.

Investments in stripped principal or interest obligations, reverse repurchase agreements, and derivatives are prohibited. The issuance of taxable notes for the purpose of arbitrage, the use of leverage, and short selling are also prohibited. Investments may only be made through specified dealers and institutions.

***Deposits***

Custodial credit risk for deposits is the risk that in the event of bank failure, the Service Center will not be able to recover deposits or collateral securities that are in the possession of an outside party. At fiscal year end, \$18,451,231 of the Service Center's bank balance of \$21,853,229 was exposed to custodial credit risk because it was uninsured and uncollateralized. Although the securities were held by the pledging financial institutions' trust department and all statutory requirements for the deposit of money had been followed, noncompliance with federal requirements could potentially subject the Service Center to a successful claim by the FDIC.

The Service Center has no deposit policy for custodial risk beyond the requirements of State statute. Ohio law requires that deposits be either insured or be protected by eligible securities pledged to and deposited either with the Service Center or a qualified trustee by the financial institution as security for repayment, or by a collateral pool of eligible securities deposited with a qualified trustee and pledged to secure the repayment of all public monies deposited in the financial institution whose market value at all times shall be at least one hundred five percent of the deposits being secured.

***Investments***

As of June 30, 2010, the Service Center had Commercial Paper and STAR Ohio investments. All investments are in an internal investment pool.

	Fair Value	Maturity	Standard & Poor's Rating	Percentage of Total Investments
STAR Ohio	\$90,814	Average 56.0 Days	AAA	N/A
Commercial Paper	1,997,350	Less than one year	A1	95.65%
Total	<u>\$2,088,164</u>			

## Educational Service Center of Cuyahoga County

*Notes to the Basic Financial Statements  
For the Fiscal Year Ended June 30, 2010*

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**Interest Rate Risk** The Service Center has no investment policy that addresses interest rate risk. State statute requires that an investment mature within five years from the date of purchase, unless matched to a specific obligation or debt of the Service Center, and that an investment must be purchased with the expectation that it will be held to maturity.

**Credit Risk** The Standard and Poor's rating's of the Service Center's investments are listed in the table above. Ohio law requires that STAR Ohio maintain the highest rating provided by at least one nationally recognized standard rating service; commercial paper must be rated at the time of purchase in the highest classification established by two nationally recognized standard rating services. The Service Center has no investment policy that would further limit its investment choices.

### Note 6 – Receivables

Receivables at June 30, 2010, consisted of accounts and intergovernmental grants. All receivables are considered collectible in full within one year.

A summary of the principal items of intergovernmental receivables follows:

<b>Governmental Activities</b>	<u>Amounts</u>
Positive Education Program	\$7,126,455
Local Grants	1,452,845
Title VI-B Grant Subsidy	771,112
Peer Assistance Grant Subsidy	265,252
Miscellaneous Federal Grant Subsidy	183,489
Title I Grant Subsidy	118,014
Professional Development Grant Subsidy	12,980
Refugee Children School Impact Grant Subsidy	9,800
Preschool Disabilities Grant Subsidy	7,108
Improving Teacher Quality Subsidy	6,000
Alternative Schools Subsidy	3,838
LEP/Immigrant/Title III Grant Subsidy	1,654
<b>Total</b>	<u><u>\$9,958,547</u></u>

### Note 7 – State Funding

The Service Center, under State law, provides supervisory services to local school districts within its territory. Each city, local and exempted village school district that entered into an agreement with the Service Center is considered to be provided supervisory services. The cost of the supervisory services is determined by formula under State law. The State Department of Education apportions the costs for all supervisory services to the Service Center's local and client school districts based on each school's total student count. The Department of Education deducts each school district's amount from their State foundation program settlements and remits the amount to the Service Center. The Service Center may provide additional supervisory services if the majority of local and client school districts agree to the services and the apportionment of the costs to all of the local and client school districts.

**Educational Service Center of Cuyahoga County**

*Notes to the Basic Financial Statements  
For the Fiscal Year Ended June 30, 2010*

The Service Center also receives funding from the State Department of Education in the amount of \$26.52 times the average daily membership of the Service Center. Average daily membership includes the total student counts of all local school districts within the Service Center's territory and all of the Service Center's client school districts. This amount is paid from State resources. The Department of Education also deducts from the State foundation program settlement of each of the Service Center's local and client school districts an amount equal to \$6.50 times the school district's total student count and remits this amount to the Service Center.

The Service Center may contract with city, exempted village, local, joint vocational or cooperative education school districts to provide special education and related services or career-technical education services. The individual boards of education pay the costs for these services directly to the Service Center.

**Note 8 – Interfund Transactions**

Interfund balances at June 30, 2010, consist of the following individual fund receivables and payables:

<u>Interfund Payable</u>	<u>Interfund Receivable</u>
	<u>General Fund</u>
<i>Governmental Activities</i>	
Local Grants	\$2,518,400
Title VI-B	1,240,882
<i>Non-Major Funds</i>	
Literacy	15,000
Professional Development	25,000
Alternative Schools	4,000
Peer Assistance	589,091
Title III	29,000
Refugee Children Impact	38,000
Title I	216,619
Preschool Disabilities	18,000
Improving Teacher Quality	12,630
Miscellaneous Federal Grant	1,145,933
<i>Total Governmental Activities</i>	<u><u>\$5,852,555</u></u>

The interfund payables are advances for grant monies that were not received by fiscal year end. The Service Center expects to receive the grant monies and repay the loans within the next fiscal year.

**Educational Service Center of Cuyahoga County**  
*Notes to the Basic Financial Statements*  
For the Fiscal Year Ended June 30, 2010

**Note 9 – Capital Assets**

Capital asset activity for the fiscal year ended June 30, 2010, was as follows:

	Balance 6/30/09	Additions	Deletions	Balance 6/30/10
<b>Governmental Activities</b>				
<i>Capital Assets, not being depreciated:</i>				
Land	\$536,778	\$0	\$0	\$536,778
<i>Capital Assets, being depreciated:</i>				
Buildings and Improvements	6,102,046	0	0	6,102,046
Furniture and Equipment	1,030,467	66,425	(24,000)	1,072,892
Vehicles	28,882	0	(28,882)	0
<i>Total Capital Assets, being depreciated</i>	<u>7,161,395</u>	<u>66,425</u>	<u>(52,882)</u>	<u>7,174,938</u>
Less Accumulated Depreciation				
Buildings and Improvements	(670,771)	(200,228)	0	(870,999)
Furniture and Equipment	(435,665)	(138,332)	13,600	(560,397)
Vehicles	(28,281)	(601)	28,882	0
<i>Total Accumulated Depreciation</i>	<u>(1,134,717)</u>	<u>(339,161) *</u>	<u>42,482</u>	<u>(1,431,396)</u>
Total Capital Assets, being depreciated, net	<u>6,026,678</u>	<u>(272,736)</u>	<u>(10,400)</u>	<u>5,743,542</u>
Governmental Activities Capital Assets, Net	<u>\$6,563,456</u>	<u>(\$272,736)</u>	<u>(\$10,400)</u>	<u>\$6,280,320</u>

\* Depreciation expense was charged to governmental functions as follows:

Instruction:	
Regular	\$28,005
Special	19,200
Support Services:	
Pupil	4,981
Instructional Staff	30,001
Administration	235,635
Fiscal	20,330
Central	1,009
Total Depreciation Expense	<u>\$339,161</u>

## Educational Service Center of Cuyahoga County

Notes to the Basic Financial Statements

For the Fiscal Year Ended June 30, 2010

### Note 10 – Risk Management

#### *Property and Liability*

The Service Center is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees and natural disasters. During fiscal year 2010, the Service Center contracted with The Netherlands Insurance Company for the following insurance:

Type	Amount
General Liability:	
Bodily Injury (Aggregate Limit)	\$3,000,000
Personal Injury/Advertising Liability	1,000,000
Products/Completed Operations	2,000,000
General Annual Aggregate	2,000,000
Fire Legal Liability	300,000
Sexual Misconduct & Molestation Liability	1,000,000
Medical Expense Limit	15,000
Property	
Blanket Building and Contents	6,097,263
Educators' Legal Liability:	
Errors or Omissions Coverage	1,000,000
Automobile Liability:	
Medical Payments	5,000
Uninsured/Underinsured Motorist	1,000,000
Bodily Injury and Property Damage	1,000,000

Settled claims have not exceeded this commercial coverage in any of the past three years and there have been no significant reductions in insurance coverage from last year.

#### *Workers' Compensation*

The Service Center pays a premium based on a rate per \$100 of salaries. This rate is calculated based on accident history and administrative costs. The firm of Sheakley UniServices, Inc. provides administrative, cost control and actuarial services to the Service Center.

### Note 11 – Pension Plans

#### *School Employee Retirement System*

Plan Description – The Service Center contributes to the School Employees Retirement System (SERS), a cost-sharing multiple employer pension plan. SERS provides retirement and disability benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. Authority to establish and amend benefits is provided by Chapter 3309 of the Ohio Revised Code. SERS issues a publicly available, stand-alone financial report that includes financial statements and required supplementary

## **Educational Service Center of Cuyahoga County**

### *Notes to the Basic Financial Statements For the Fiscal Year Ended June 30, 2010*

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information. That report may be obtained by writing to the School Employees Retirement System, 300 East Broad Street, Suite 100, Columbus, Ohio 43215-3746.

Funding Policy – Plan members are required to contribute 10 percent of their annual covered salary and the Service Center is required to contribute at an actuarially determined rate. The current Service Center rate is 14 percent of annual covered payroll. A portion of the Service Center's contribution is used to fund pension obligations with the remainder being used to fund health care benefits; for fiscal year 2010, 12.78 percent of annual covered salary was the portion used to fund pension obligations. The contribution requirements of plan members and employers are established and may be amended by the SERS' Retirement Board up to statutory maximum amount of 10 percent for plan members and 14 percent for employers. Chapter 3309 of the Ohio Revised Code provides statutory authority for member and employer contributions. The Service Center's required contributions for pension obligations to SERS for the fiscal years ended June 30, 2010, 2009 and 2008 were \$2,462,987, \$1,760,184 and \$1,724,298, respectively; 92.78 percent has been contributed for fiscal year 2010 and 100 percent has been contributed for fiscal year 2009 and 2008.

#### ***State Teachers Retirement System***

Plan Description – The Service Center participates in the State Teachers Retirement System of Ohio (STRS Ohio), a cost-sharing, multiple employer public employee retirement plan. STRS Ohio provides retirement and disability benefits to members and death and survivor benefits to beneficiaries. STRS Ohio issues a stand-alone financial report that may be obtained by writing to STRS Ohio, 275 E. Broad St., Columbus, OH 43215-3771, by calling (888) 227-7877, or by visiting the STRS Ohio Web site at [www.strsoh.org](http://www.strsoh.org).

New members have a choice of three retirement plans; a Defined Benefit (DB) Plan, a Defined Contribution (DC) Plan and a Combined Plan. The DB plan offers an annual retirement allowance based on final average salary times a percentage that varies based on years of service, or an allowance based on member's lifetime contributions and earned interest matched by STRS Ohio funds divided by an actuarially determined annuity factor. The DC Plan allows members to place all their member contributions and employer contributions equal to 10.5 percent of earned compensation into an investment account. Investment decisions are made by the member. A member is eligible to receive a retirement benefit at age 50 and termination of employment. The member may elect to receive a lifetime monthly annuity or a lump sum withdrawal. The Combined Plan offers features of both the DC Plan and the DB Plan. In the Combined Plan, member contributions are invested by the member, and employer contributions are used to fund the defined benefit payment at a reduced level from the regular DB Plan. The DB portion of the Combined Plan payment is payable to a member on or after age 60; the DC portion of the account may be taken as a lump sum or converted to a lifetime monthly annuity at age 50. Benefits are established by Chapter 3307 of the Ohio Revised Code.

A DB or Combined Plan member with five or more years of credited service who becomes disabled may qualify for a disability benefit. Eligible spouses and dependents of these active members who die before retirement may qualify for survivor benefits. Members in the DC Plan who become disabled are entitled only to their account balance. If a member of the DC Plan dies before retirement benefits begin, the member's designated beneficiary is entitled to receive the member's account balance.

Funding Policy - For the fiscal year ended June 30, 2010, plan members were required to contribute 10 percent of their annual covered salaries. The Service Center was required to contribute 14 percent; 13 percent was the portion used to fund pension obligations. For fiscal year 2009, the portion used to fund pension obligations was also 13 percent. Contribution rates are established by the State Teachers

## **Educational Service Center of Cuyahoga County**

*Notes to the Basic Financial Statements  
For the Fiscal Year Ended June 30, 2010*

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Retirement Board, upon recommendations of its consulting actuary, not to exceed statutory maximum rates of 10 percent for members and 14 percent for employers. Chapter 3307 of the Ohio Revised Code provides statutory authority for member and employer contributions.

The Service Center's required contributions for pension obligations to STRS Ohio for the fiscal years ended June 30, 2010, 2009 and 2008 were \$2,911,452, \$2,898,026 and \$2,736,288, respectively; 89.51 percent has been contributed for fiscal year 2010 and 100 percent for fiscal years 2009 and 2008. Contributions to the DC and Combined Plans for fiscal year 2010 were \$162,685 made by the Service Center and \$116,204 made by the plan members.

### **Note 12 – Postemployment Benefits**

#### ***School Employee Retirement System***

Plan Description – The Service Center participates in two cost-sharing multiple employer defined benefit OPEB plans administrated by the School Employees Retirement System for non-certificated retirees and their beneficiaries, a Health Care Plan and a Medicare Part B Plan. The Health Care Plan includes hospitalization and physicians' fees through several types of plans including HMO's, PPO's and traditional indemnity plans as well as a prescription drug program. The Medicare Part B Plan reimburses Medicare Part B premiums paid by eligible retirees and beneficiaries up to a statutory limit. Benefit provisions and the obligations to contribute are established by the System based on authority granted by State statute. The financial reports of both Plans are included in the SERS Comprehensive Annual Financial Report which is available by contacting SERS at 300 Broad St., Suite 100, Columbus, Ohio 43215-3746.

Funding Policy - State statute permits SERS to fund the health care benefits through employer contributions. Each year, after the allocation for statutorily required benefits, the Retirement Board allocates the remainder of the employer contribution of 14 percent of covered payroll to the Health Care Fund. The Health Care Fund was established and is administered in accordance with Internal Revenue Code Section 401h. For 2010, 1.22 percent of covered payroll was allocated to health care. In addition, employers pay a surcharge for employees earning less than an actuarially determined amount; for 2010, this amount was \$35,800. During fiscal year 2010, the Service Center paid \$307,224 in surcharge.

Active employee members do not contribute to the Health Care Plan. Retirees and their beneficiaries are required to pay a health care premium that varies depending on the plan selected, the number of qualified years of service, Medicare eligibility and retirement status.

The Service Center's contributions for health care for the fiscal years ended June 30, 2010, 2009 and 2008 were \$395,876, \$1,103,920 and \$1,084,675, respectively; 92.78 percent has been contributed for fiscal years 2010 and 100 percent for fiscal years 2009 and 2008.

The Retirement Board, acting with advice of the actuary, allocates a portion of the employer contribution to the Medicare B Fund. For 2010, this actuarially required allocation was 0.76 percent of covered payroll. The Service Center's contributions for Medicare Part B for the fiscal years ended June 30, 2010, 2009 and 2008, were \$146,469, \$145,230 and \$124,240 respectively; 92.78 percent has been contribution for fiscal year 2010 and 100 percent for fiscal years 2009 and 2008.

## **Educational Service Center of Cuyahoga County**

*Notes to the Basic Financial Statements  
For the Fiscal Year Ended June 30, 2010*

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### ***State Teachers Retirement System***

Plan Description – The Service Center contributes to the cost sharing multiple employer defined benefit Health Plan administered by the State Teachers Retirement System of Ohio (STRS Ohio) for eligible retirees who participated in the defined benefit or combined pension plans offered by STRS Ohio. Benefits include hospitalization, physicians' fees, prescription drugs and reimbursement of monthly Medicare Part B premiums. The Plan is included in the report of STRS Ohio which may be obtained by visiting [www.strsoh.org](http://www.strsoh.org) or by calling (888) 227-7877.

Funding Policy – Ohio law authorizes STRS Ohio to offer the Plan and gives the Retirement Board authority over how much, if any, of the health care costs will be absorbed by STRS Ohio. Active employee members do not contribute to the Plan. All benefit recipients pay a monthly premium. Under Ohio law, funding for post-employment health care may be deducted from employer contributions. For 2010, STRS Ohio allocated employer contributions equal to 1 percent of covered payroll to the Health Care Stabilization Fund. The Service Center's contributions for health care for the fiscal years ended June 30, 2010, 2009 and 2008 were \$223,958, \$222,925 and \$210,484 respectively; 89.51 percent has been contributed for fiscal year 2010 and 100 percent for fiscal years 2009 and 2008.

### **Note 13 – Other Employee Benefits**

#### ***Compensated Absences***

The criteria for determining vacation, personal and sick leave benefits are derived from negotiated agreements and State laws. Classified employees earn up to twenty days of vacation per fiscal year, depending upon length of service. Vacation is paid upon separation. All employees earn sick leave at a rate of one and one-fourth days per month. Sick leave may be accumulated up to a maximum of 240 days for all employees.

Upon retirement, classified employees who have at least ten years service credit with SERS (the last ten years with the Service Center) are paid one-fourth of their accumulated sick days up to a maximum accumulation of 120 days. Certified employees, administrators and supervisors who have at least ten years service credit with the State (the last five years with the Service Center), are paid one-fourth of their accumulated sick days up to a maximum accumulation of 120 days.

#### ***Life Insurance***

The Service Center provides life insurance and accidental death and dismemberment insurance to all employees through the Met Life Insurance Company.

#### ***Health Insurance***

The Service Center provides medical/surgical insurance and prescription drug coverage through Kaiser Permanente, Anthem Blue Cross and Blue Shield, and Medical Mutual to all eligible employees. Vision insurance is provided through Medical Mutual, and dental insurance is provided through MetLife.

**Educational Service Center of Cuyahoga County**  
*Notes to the Basic Financial Statements*  
For the Fiscal Year Ended June 30, 2010

**Note 14 – Long-Term Obligations**

The changes in the Service Center’s long-term obligations during fiscal year 2010 were as follows:

	Outstanding June 30, 2009	Additions	Deductions	Outstanding June 30, 2010	Due Within One Year
Capital Lease	\$1,805,000	\$0	\$71,000	\$1,734,000	\$75,000
Compensated Absences	1,807,552	1,549,791	1,415,453	1,941,890	1,419,606
<b>Total</b>	<b>\$3,612,552</b>	<b>\$1,549,791</b>	<b>\$1,486,453</b>	<b>\$3,675,890</b>	<b>\$1,494,606</b>

The capital lease will be paid from the general fund. Compensated absences will be paid from the general fund and the local grants and Title VI-B special revenue funds.

**Note 15 – Capital Lease**

During fiscal year 2006, the Service Center entered into a capital lease for capital improvements to the Service Center’s buildings. This lease meets the criteria for capital leases as defined by Statement of Financial Accounting Standards No. 13 “Accounting for Leases.” Capital assets acquired by lease have been capitalized in the amount of \$2,000,000. This amount represents the present value of the minimum lease payments at the time of acquisition. The assets acquired through capital lease are as follows:

Asset:	
Buildings and Improvements	\$2,000,000
Less: Accumulated Depreciation	<u>(266,667)</u>
Total Book Value as of June 30, 2010	<u>\$1,733,333</u>

The following is a schedule of the future long-term minimum lease payments required under the capital lease and the present value of the minimum lease payments as of June 30, 2010.

	Governmental Activities
2011	\$153,090
2012	152,544
2013	152,832
2014	152,936
2015	152,855
2016-2020	764,054
2021-2025	765,553
2026	<u>152,888</u>
Total Minimum Lease Payments	2,446,752
Less: Amounts Representing Interest	<u>(712,752)</u>
Present Value of Minimum Lease Payments	<u>\$1,734,000</u>

## **Educational Service Center of Cuyahoga County**

*Notes to the Basic Financial Statements  
For the Fiscal Year Ended June 30, 2010*

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### **Note 16 – Jointly Governed Organizations**

#### ***Lakeshore Northeast Ohio Computer Association (LNOCA)***

LNOCA is a jointly governed organization among sixteen school districts in Cuyahoga County and the Service Center. The jointly governed organization was formed for the purpose of applying modern technology with the aid of computers and other electronic equipment to administrative and instructional functions among member districts. Each of the districts supports LNOCA based on a per pupil charge. The Service Center contributed \$154,498 to LNOCA during the fiscal year 2010.

The Governing Board consists of superintendents of each participating school district and the Service Center. The degree of control exercised by any participant is limited to its representation of the Governing Board. The Board exercises total control over the operation of the organization including budgeting, appropriating, contracting and designating management. To obtain a copy of LNOCA's financial statements, write to the Service Center at 5811 Canal Road, Valley View, Ohio 44125.

#### ***North Coast Educational Media Center (Media Center)***

The Media Center is a jointly governed organization among seventeen school districts and the Service Center. The jointly governed organization was formed for the purpose of providing media services to the participants. Each of the districts supports the Media Center based on a per pupil charge. The Media Center is a jointly governed organization which selects its own board, adopts its own budget and receives direct Federal and State grants for its operation. The Service Center did not make any contributions to the Media Center in the fiscal year 2010.

The Governing Board consists of a representative of each participating school district. The degree of control exercised by any participant is limited to its representation on the Governing Board. The Board exercises total control over the operation of the organization including budgeting, appropriating, contracting and designating management. To obtain a copy of the Media Center's financial statements, write to the Service Center at 5811 Canal Road, Valley View, Ohio 44125.

#### ***Positive Education Program (PEP)***

The PEP is a non-profit organization which selects its own board, adopts its own budget and receives direct Federal and State grants for its operation. The jointly governed organization was formed for the purpose of initiating, expanding and improving special education programs and services for children with disabilities and their parents. The Service Center contributed \$25,000 to PEP in fiscal year 2010.

PEP's twelve member governing board consists of: three superintendents elected from the participating school districts, three attorneys, one representative of the business community, one representative of the education community, and four consumers. The degree of control exercised by any participating school district is limited to its representation on the Board. To obtain a copy of the PEP's financial statements, write to the Positive Education Program at 3100 Euclid Avenue, Cleveland, Ohio 44115-2508.

#### ***Educational Regional Service System Region 3***

The Service Center participates in the Educational Regional Service System (ERSS) Region 3, a jointly governed organization consisting of educational entities within Cuyahoga County. The ERSS selects its own board, adopts its own budget and receives Ohio Department of Education grants for its operations. The purpose of the ERSS is to provide support services to school districts, community schools, and

## **Educational Service Center of Cuyahoga County**

*Notes to the Basic Financial Statements  
For the Fiscal Year Ended June 30, 2010*

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chartered nonpublic schools within the region by supporting State and school initiatives and efforts to improve school effectiveness and student achievement with a specific reference to the provision of special education and related services. The Service Center did not make any contributions to ERSS in fiscal year 2010.

The ERSS is governed by an advisory council, which is the policymaking body for the educational entities within the region, who identifies regional needs and priorities for educational services and develops corresponding policies to coordinate the delivery of services. They are also charged with the responsibility of monitoring the implementation of State and regional initiatives and school improvement efforts. The Advisory Council is made up of the director of the ERSS, the superintendent of each educational service center within the region, the superintendent of the region's largest and smallest school district, the director and an employee from each education technology center, one representative of a four-year institution of higher education and appointed by the Ohio Board of Regents, one representative of a two-year institution of higher education and appointed by the Ohio Association of Community Colleges, three board of education members (one each from a city, exempted village, and local school district within the region), and one business representative. The degree of control exercised by any participating educational entity is limited to its representation on the Advisory Council. To obtain a copy of the ERSS's financial statements, write to the Service Center at 5811 Canal Road, Valley View, Ohio 44125.

### **Note 17 – Contingencies**

#### ***Grants***

The Service Center received financial assistance from federal and state agencies in the form of grants. The expenditures of funds received under these programs generally require compliance with terms and conditions specified in the grant agreements and is subject to audit by the grantor agencies. Any disallowed claims resulting from such audits could become a liability of the general fund or other applicable funds. However, in the opinion of management, any such disallowed claims will not have a material adverse effect on the overall financial position of the Service Center at June 30, 2010.

#### ***Litigation***

The Service Center is a party to legal proceedings. The amount of the liability, if any, cannot be reasonably estimated at this time. However, in the opinion of management, any such claims and lawsuits will not have a material adverse effect on the overall financial position of the Service Center at June 30, 2010.

**Supplemental Information**

**Educational Service Center of Cuyahoga County**  
*Schedule of Revenues, Expenditures and Changes*  
*In Fund Balance - Budget (Non-GAAP Basis) and Actual*  
*General Fund*  
*For the Fiscal Year Ended June 30, 2010*

	Budgeted Amounts		Actual	Variance with Final Budget Positive (Negative)
	Original	Final		
<b>Revenues</b>				
Intergovernmental	\$6,533,636	\$6,533,636	\$6,533,636	\$0
Interest	158,513	158,513	158,513	0
Tuition and Fees	38,935,873	38,935,873	38,935,873	0
Rentals	444,527	444,527	444,527	0
Charges for Services	12,034,509	12,034,509	12,034,509	0
Extracurricular Activities	814	814	814	0
Contributions and Donations	5,726	5,726	5,726	0
Miscellaneous	56,783	56,783	61,169	4,386
<i>Total Revenues</i>	<u>58,170,381</u>	<u>58,170,381</u>	<u>58,174,767</u>	<u>4,386</u>
<b>Expenditures</b>				
<b>Current:</b>				
<b>Instruction:</b>				
Regular	550,564	550,564	538,848	11,716
Special	26,714,390	26,714,390	26,356,000	358,390
Vocational	416,654	416,654	411,064	5,590
<b>Support Services:</b>				
Pupil	4,497,908	4,497,908	4,437,785	60,123
Instructional Staff	12,137,460	12,137,460	11,976,572	160,888
Board of Education	80,265	80,265	79,188	1,077
Administration	10,100,363	10,100,363	9,974,736	125,627
Fiscal	1,093,113	1,093,113	1,081,864	11,249
Business	17,152	17,152	16,922	230
Operation and Maintenance of Plant	1,033,651	1,033,651	1,020,100	13,551
Pupil Transportation	4,287	4,287	4,229	58
Central	76,618	76,618	75,611	1,007
Operation of Non-Instructional Services	363	363	358	5
Extracurricular Activities	54,741	54,741	54,007	734
<i>Total Expenditures</i>	<u>56,777,529</u>	<u>56,777,529</u>	<u>56,027,284</u>	<u>750,245</u>
<i>Excess of Revenues Over Expenditures</i>	<u>1,392,852</u>	<u>1,392,852</u>	<u>2,147,483</u>	<u>754,631</u>
<b>Other Financing Sources (Uses)</b>				
Proceeds from Sale of Capital Asset	15,500	15,500	15,500	0
Advances In	4,846,900	4,846,900	4,846,900	0
Advances Out	(5,730,400)	(5,730,400)	(5,730,400)	0
<i>Total Other Financing Sources (Uses)</i>	<u>(868,000)</u>	<u>(868,000)</u>	<u>(868,000)</u>	<u>0</u>
<i>Net Change in Fund Balance</i>	524,852	524,852	1,279,483	754,631
<i>Fund Balance Beginning of Year</i>	14,159,969	14,159,969	14,159,969	0
<i>Prior Year Encumbrances Appropriated</i>	1,025,606	1,025,606	1,025,606	0
<i>Fund Balance End of Year</i>	<u>\$15,710,427</u>	<u>\$15,710,427</u>	<u>\$16,465,058</u>	<u>\$754,631</u>

See accompanying notes to the supplemental information

**Supplemental Information**

**Educational Service Center of Cuyahoga County**  
*Schedule of Revenues, Expenditures and Changes*  
*In Fund Balance - Budget (Non-GAAP Basis) and Actual*  
*Local Grants Fund*  
*For the Fiscal Year Ended June 30, 2010*

	Budgeted Amounts			Variance with Final Budget Positive (Negative)
	Original	Final	Actual	
<b>Revenues</b>				
Intergovernmental	\$8,143,908	\$8,143,908	\$8,143,911	\$3
<b>Expenditures</b>				
Current:				
Support Services:				
Pupil	852,633	852,633	852,633	0
Instructional Staff	5,242	5,242	5,242	0
Administration	1,331,777	1,331,777	1,331,777	0
Fiscal	287,188	287,188	287,188	0
Operation of Non-Instructional Services	4,968,356	4,968,356	4,968,356	0
<i>Total Expenditures</i>	<u>7,445,196</u>	<u>7,445,196</u>	<u>7,445,196</u>	<u>0</u>
<i>Excess of Revenues Over Expenditures</i>	<u>698,712</u>	<u>698,712</u>	<u>698,715</u>	<u>3</u>
<b>Other Financing Sources (Uses)</b>				
Advances In	2,518,400	2,518,400	2,518,400	0
Advances Out	(3,229,613)	(3,229,613)	(4,011,300)	(781,687)
<i>Total Other Financing Sources (Uses)</i>	<u>(711,213)</u>	<u>(711,213)</u>	<u>(1,492,900)</u>	<u>(781,687)</u>
<i>Net Change in Fund Balance</i>	(12,501)	(12,501)	(794,185)	(781,684)
<i>Fund Balance Beginning of Year</i>	195,306	195,306	195,306	0
Prior Year Encumbrances Appropriated	610,849	610,849	610,849	0
<i>Fund Balance End of Year</i>	<u>\$793,654</u>	<u>\$793,654</u>	<u>\$11,970</u>	<u>(\$781,684)</u>

See accompanying notes to the supplemental information

**Supplemental Information**

**Educational Service Center of Cuyahoga County**  
*Schedule of Revenues, Expenditures and Changes*  
*In Fund Balance - Budget (Non-GAAP Basis) and Actual*  
*Title VI-B*  
*For the Fiscal Year Ended June 30, 2010*

	Budgeted Amounts		Actual	Variance with Final Budget Positive (Negative)
	Original	Final		
<b>Revenues</b>				
Intergovernmental	\$2,820,349	\$2,820,349	\$2,820,349	\$0
<b>Expenditures</b>				
Current:				
Instruction:				
Special	588,276	588,276	511,372	76,904
Support Services:				
Pupil	254,963	254,963	221,871	33,092
Instructional Staff	1,999,799	1,999,799	1,770,954	228,845
Administration	252,073	252,073	220,774	31,299
Fiscal	290,631	290,631	265,542	25,089
Operation and Maintenance of Plant	116,560	116,560	101,322	15,238
Central	4,172	4,172	3,627	545
Operation of Non-Instructional Services	350,824	350,824	307,620	43,204
<i>Total Expenditures</i>	<u>3,857,298</u>	<u>3,857,298</u>	<u>3,403,082</u>	<u>454,216</u>
<i>Excess of Revenues Under Expenditures</i>	<u>(1,036,949)</u>	<u>(1,036,949)</u>	<u>(582,733)</u>	<u>454,216</u>
<b>Other Financing Sources (Uses)</b>				
Advances In	1,185,000	1,185,000	1,185,000	0
Advances Out	(176,000)	(176,000)	(176,000)	0
<i>Total Other Financing Sources (Uses)</i>	<u>1,009,000</u>	<u>1,009,000</u>	<u>1,009,000</u>	<u>0</u>
<i>Net Change in Fund Balance</i>	<u>(27,949)</u>	<u>(27,949)</u>	<u>426,267</u>	<u>454,216</u>
<i>Fund Balance Beginning of Year</i>	150	150	150	0
Prior Year Encumbrances Appropriated	30,919	30,919	30,919	0
<i>Fund Balance End of Year</i>	<u>\$3,120</u>	<u>\$3,120</u>	<u>\$457,336</u>	<u>\$454,216</u>

See accompanying notes to the supplemental information

## **Educational Service Center of Cuyahoga County**

*Notes to the Supplemental Information  
For the Fiscal Year Ended June 30, 2010*

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### **Note 1 – Budgetary Basis of Accounting**

#### ***Budgetary Process***

The Service Center is no longer required under State statute to file budgetary information with the State Department of Education. However, the Service Center's Board does follow the budgetary process for control purposes. This is done by adopting an annual appropriation resolution which is the Board's authorization to spend resources. The resolution sets annual limits on expenditures plus encumbrances at the level of control selected by the Board. The level of control has been established by the Board at the fund level for all funds. The Treasurer has been authorized to allocate appropriations to the function and object level within all funds.

The Treasurer reviews the prior year's revenues and factors in the wages expected to be charged for the services offered and the grants anticipated to be received in order to determine the estimated resources for the current year. The estimated resources may be amended during the year if projected increases or decreases in revenue are identified by the Service Center Treasurer. The amounts reported as the original budgeted amounts in the budgetary statements reflect the amounts of the estimated resources approved by the Board when the original appropriations were adopted. The amounts reported as the final budgeted amounts in the budgetary statements reflect the amounts of the estimated resources that was in effect at the time the final appropriations were passed by the Board.

The appropriation resolution is subject to amendment by the Board throughout the year with the restriction that appropriations may not exceed estimated revenues by fund. The amounts reported as the original budgeted amounts reflect the first appropriation for that fund that covered the entire fiscal year, including amounts automatically carried over from prior fiscal years. The amounts reported as the final budgeted amounts represent the final appropriation amounts passed by the Board during the fiscal year.

#### ***Budgetary Basis of Accounting***

While the Service Center is reporting financial position, results of operations and changes in fund balances on the basis of generally accepted accounting principles (GAAP), the budgetary basis is based upon accounting for certain transactions on a basis of cash receipts, disbursements and encumbrances. The Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget (Non-GAAP Basis) and Actual for the general fund and the major special revenue funds are presented on the budgetary basis to provide a meaningful comparison of actual results with the budget. The major differences between the budget basis and GAAP basis are that:

1. Revenues are recorded when received in cash (budget basis) as opposed to when susceptible to accrual (GAAP basis).
2. Expenditures are recorded when paid in cash (budget basis) as opposed to when the liability is incurred (GAAP basis).
3. Encumbrances are treated as expenditures (budget basis) rather than as a reservation of fund balance (GAAP basis).
4. Advances In and Advances Out are operating transactions (budget) as opposed to balance sheet transactions (GAAP).

**Educational Service Center of Cuyahoga County**

*Notes to the Supplemental Information  
For the Fiscal Year Ended June 30, 2010*

5. Unreported cash represents amounts received but not included as revenue on the budget basis operating statements. These amounts are included as revenue on the GAAP basis operating statement.
6. Investments are reported at cost (budget basis) rather than fair value (GAAP basis).

The following table summarizes the adjustments necessary to reconcile the GAAP basis statement to the budgetary basis statements on a fund type basis for the general fund and the local grants major special revenue fund.

	Net Change in Fund Balance		
	<u>General</u>	<u>Local Grants</u>	<u>Title VI-B</u>
GAAP Basis	\$2,307,271	(\$1,198,833)	\$406,261
Net Adjustment for Revenue Accruals	1,210,682	(5,086)	(615,892)
Ending Fair Value Adjustment for Investments	(1,170)	0	0
Beginning Unrecorded Cash	484,870	18,777	19,480
Ending Unrecorded Cash	(519,504)	(13,691)	(27,299)
Advance In	4,846,900	2,518,400	1,185,000
Net Adjustment for Expenditure Accruals	(131,451)	2,926,499	17,504
Advance Out	(5,730,400)	(4,011,300)	(176,000)
Adjustment for Encumbrances	(1,187,715)	(1,028,951)	(382,787)
Budget Basis	<u>\$1,279,483</u>	<u>(\$794,185)</u>	<u>\$426,267</u>

## State &amp; County QuickFacts

**Cuyahoga County, Ohio**

<b>People QuickFacts</b>	<b>Cuyahoga County</b>	<b>Ohio</b>
Population, 2011 estimate	NA	11,544,951
Population, 2010	1,280,122	11,536,504
Population, percent change, 2000 to 2010	-8.2%	1.6%
Population, 2000	1,393,978	11,353,140
Persons under 5 years, percent, 2010	5.8%	6.2%
Persons under 18 years, percent, 2010	22.7%	23.7%
Persons 65 years and over, percent, 2010	15.5%	14.1%
Female persons, percent, 2010	52.6%	51.2%
White persons, percent, 2010 (a)	63.6%	82.7%
Black persons, percent, 2010 (a)	29.7%	12.2%
American Indian and Alaska Native persons, percent, 2010 (a)	0.2%	0.2%
Asian persons, percent, 2010 (a)	2.6%	1.7%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	0.0%	Z
Persons reporting two or more races, percent, 2010	2.1%	2.1%
Persons of Hispanic or Latino origin, percent, 2010 (b)	4.8%	3.1%
White persons not Hispanic, percent, 2010	61.4%	81.1%
Living in same house 1 year & over, 2006-2010	84.6%	85.0%
Foreign born persons, percent, 2006-2010	7.0%	3.8%
Language other than English spoken at home, pct age 5+, 2006-2010	11.2%	6.3%
High school graduates, percent of persons age 25+, 2006-2010	86.4%	87.4%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	28.2%	24.1%
Veterans, 2006-2010	98,038	936,383
Mean travel time to work (minutes), workers age 16+, 2006-2010	23.5	22.7
Housing units, 2010	621,763	5,127,508
Homeownership rate, 2006-2010	62.4%	69.2%
Housing units in multi-unit structures, percent, 2006-2010	35.3%	23.0%
Median value of owner-occupied housing units, 2006-2010	\$137,200	\$136,400
Households, 2006-2010	538,944	4,552,270
Persons per household, 2006-2010	2.35	2.46
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$26,263	\$25,113
Median household income 2006-2010	\$43,603	\$47,358
Persons below poverty level, percent, 2006-2010	16.4%	14.2%
	<b>Cuyahoga County</b>	<b>Ohio</b>
<b>Business QuickFacts</b>		
Private nonfarm establishments, 2009	34,102	256,551 <sup>1</sup>

107

Private nonfarm employment, 2009	648,495	4,460,553 <sup>1</sup>
Private nonfarm employment, percent change 2000-2009	-16.7%	-10.8% <sup>1</sup>
Nonemployer establishments, 2009	83,282	697,000
-----		
Total number of firms, 2007	106,925	897,939
Black-owned firms, percent, 2007	13.6%	5.8%
American Indian- and Alaska Native-owned firms, percent, 2007	0.4%	0.3%
Asian-owned firms, percent, 2007	2.9%	2.0%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	0.0%	S
Hispanic-owned firms, percent, 2007	1.6%	1.1%
Women-owned firms, percent, 2007	28.0%	27.7%
-----		
Manufacturers shipments, 2007 (\$1000)	23,131,659	295,890,890
Merchant wholesaler sales, 2007 (\$1000)	18,894,407	135,575,279
Retail sales, 2007 (\$1000)	14,478,876	138,816,008
Retail sales per capita, 2007	\$11,193	\$12,049
Accommodation and food services sales, 2007 (\$1000)	2,499,199	17,779,905
Building permits, 2010	531	13,710
Federal spending, 2009	13,794,527	105,173,413 <sup>1</sup>

Geography QuickFacts	Cuyahoga	
	County	Ohio
Land area in square miles, 2010	457.19	40,860.69
Persons per square mile, 2010	2,800.0	282.3
FIPS Code	035	39
Metropolitan or Micropolitan Statistical Area	Cleveland-Elyria-Mentor, OH Metro Area	

1: Includes data not distributed by county.

Population estimates for counties will be available in April, 2012 and for cities in June, 2012.

- (a) Includes persons reporting only one race.
- (b) Hispanics may be of any race, so also are included in applicable race categories.

- D: Suppressed to avoid disclosure of confidential information
- F: Fewer than 100 firms
- FN: Footnote on this item for this area in place of data
- NA: Not available
- S: Suppressed; does not meet publication standards
- X: Not applicable
- Z: Value greater than zero but less than half unit of measure shown

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report  
 Last Revised: Tuesday, 31-Jan-2012 16:55:47 EST

108

## State &amp; County QuickFacts

## Lake County, Ohio

<b>People QuickFacts</b>	<b>Lake County</b>	<b>Ohio</b>
Population, 2011 estimate	NA	11,544,951
Population, 2010	230,041	11,536,504
Population, percent change, 2000 to 2010	1.1%	1.6%
Population, 2000	227,511	11,353,140
Persons under 5 years, percent, 2010	5.5%	6.2%
Persons under 18 years, percent, 2010	22.2%	23.7%
Persons 65 years and over, percent, 2010	16.1%	14.1%
Female persons, percent, 2010	51.3%	51.2%
-----		
White persons, percent, 2010 (a)	92.5%	82.7%
Black persons, percent, 2010 (a)	3.2%	12.2%
American Indian and Alaska Native persons, percent, 2010 (a)	0.1%	0.2%
Asian persons, percent, 2010 (a)	1.1%	1.7%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	Z	Z
Persons reporting two or more races, percent, 2010	1.5%	2.1%
Persons of Hispanic or Latino origin, percent, 2010 (b)	3.4%	3.1%
White persons not Hispanic, percent, 2010	90.9%	81.1%
-----		
Living in same house 1 year & over, 2006-2010	89.3%	85.0%
Foreign born persons, percent, 2006-2010	5.3%	3.8%
Language other than English spoken at home, pct age 5+, 2006-2010	7.6%	6.3%
High school graduates, percent of persons age 25+, 2006-2010	90.7%	87.4%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	24.2%	24.1%
Veterans, 2006-2010	20,830	936,383
Mean travel time to work (minutes), workers age 16+, 2006-2010	23.2	22.7
Housing units, 2010	101,202	5,127,508
Homeownership rate, 2006-2010	77.0%	69.2%
Housing units in multi-unit structures, percent, 2006-2010	18.3%	23.0%
Median value of owner-occupied housing units, 2006-2010	\$158,100	\$136,400
Households, 2006-2010	94,211	4,552,270
Persons per household, 2006-2010	2.41	2.46
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$28,221	\$25,113
Median household income 2006-2010	\$54,896	\$47,358
Persons below poverty level, percent, 2006-2010	8.1%	14.2%
-----		
<b>Business QuickFacts</b>	<b>Lake County</b>	<b>Ohio</b>
Private nonfarm establishments, 2009	6,237	256,551 <sup>1</sup>

109

Private nonfarm employment, 2009	85,877	4,460,553 <sup>1</sup>
Private nonfarm employment, percent change 2000-2009	-11.7%	-10.8% <sup>1</sup>
Nonemployer establishments, 2009	14,087	697,000
-----		
Total number of firms, 2007	20,222	897,939
Black-owned firms, percent, 2007	1.1%	5.8%
American Indian- and Alaska Native-owned firms, percent, 2007	0.2%	0.3%
Asian-owned firms, percent, 2007	1.7%	2.0%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	S
Hispanic-owned firms, percent, 2007	S	1.1%
Women-owned firms, percent, 2007	25.8%	27.7%
-----		
Manufacturers shipments, 2007 (\$1000)	5,220,926	295,890,890
Merchant wholesaler sales, 2007 (\$1000)	1,867,798	135,575,279
Retail sales, 2007 (\$1000)	3,460,873	138,816,008
Retail sales per capita, 2007	\$14,759	\$12,049
Accommodation and food services sales, 2007 (\$1000)	390,752	17,779,905
Building permits, 2010	276	13,710
Federal spending, 2009	1,416,742	105,173,413 <sup>1</sup>

<b>Geography QuickFacts</b>	<b>Lake County</b>	<b>Ohio</b>
Land area in square miles, 2010	227.49	40,860.69
Persons per square mile, 2010	1,011.2	282.3
FIPS Code	085	39
Metropolitan or Micropolitan Statistical Area	Cleveland-Elyria-Mentor, OH Metro Area	

1: Includes data not distributed by county.

Population estimates for counties will be available in April, 2012 and for cities in June, 2012.

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 100 firms

FN: Footnote on this item for this area in place of data

NA: Not available

S: Suppressed; does not meet publication standards

X: Not applicable

Z: Value greater than zero but less than half unit of measure shown

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report  
 Last Revised: Tuesday, 31-Jan-2012 16:55:53 EST

## State &amp; County QuickFacts

**Lorain County, Ohio**

<b>People QuickFacts</b>	<b>Lorain County</b>	<b>Ohio</b>
Population, 2011 estimate	NA	11,544,951
Population, 2010	301,356	11,536,504
Population, percent change, 2000 to 2010	5.9%	1.6%
Population, 2000	284,664	11,353,140
Persons under 5 years, percent, 2010	6.0%	6.2%
Persons under 18 years, percent, 2010	23.9%	23.7%
Persons 65 years and over, percent, 2010	14.3%	14.1%
Female persons, percent, 2010	50.8%	51.2%
-----		
White persons, percent, 2010 (a)	84.8%	82.7%
Black persons, percent, 2010 (a)	8.6%	12.2%
American Indian and Alaska Native persons, percent, 2010 (a)	0.3%	0.2%
Asian persons, percent, 2010 (a)	0.9%	1.7%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	Z	Z
Persons reporting two or more races, percent, 2010	3.0%	2.1%
Persons of Hispanic or Latino origin, percent, 2010 (b)	8.4%	3.1%
White persons not Hispanic, percent, 2010	80.2%	81.1%
-----		
Living in same house 1 year & over, 2006-2010	86.4%	85.0%
Foreign born persons, percent, 2006-2010	2.8%	3.8%
Language other than English spoken at home, pct age 5+, 2006-2010	7.8%	6.3%
High school graduates, percent of persons age 25+, 2006-2010	88.5%	87.4%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	20.6%	24.1%
Veterans, 2006-2010	25,636	936,383
Mean travel time to work (minutes), workers age 16+, 2006-2010	24.1	22.7
Housing units, 2010	127,036	5,127,508
Homeownership rate, 2006-2010	74.2%	69.2%
Housing units in multi-unit structures, percent, 2006-2010	17.5%	23.0%
Median value of owner-occupied housing units, 2006-2010	\$147,400	\$136,400
Households, 2006-2010	114,479	4,552,270
Persons per household, 2006-2010	2.53	2.46
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$25,002	\$25,113
Median household income 2006-2010	\$52,066	\$47,358
Persons below poverty level, percent, 2006-2010	13.1%	14.2%
-----		
<b>Business QuickFacts</b>	<b>Lorain County</b>	<b>Ohio</b>
Private nonfarm establishments, 2009	5,723	256,551 <sup>1</sup>

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Private nonfarm employment, 2009	80,588	4,460,553 <sup>1</sup>
Private nonfarm employment, percent change 2000-2009	-18.4%	-10.8% <sup>1</sup>
Nonemployer establishments, 2009	15,502	697,000
-----		
Total number of firms, 2007	20,283	897,939
Black-owned firms, percent, 2007	S	5.8%
American Indian- and Alaska Native-owned firms, percent, 2007	0.5%	0.3%
Asian-owned firms, percent, 2007	1.9%	2.0%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	S
Hispanic-owned firms, percent, 2007	1.9%	1.1%
Women-owned firms, percent, 2007	27.6%	27.7%
-----		
Manufacturers shipments, 2007 (\$1000)	8,305,281	295,890,890
Merchant wholesaler sales, 2007 (\$1000)	1,822,689	135,575,279
Retail sales, 2007 (\$1000)	3,225,508	138,816,008
Retail sales per capita, 2007	\$10,646	\$12,049
Accommodation and food services sales, 2007 (\$1000)	326,569	17,779,905
Building permits, 2010	620	13,710
Federal spending, 2009	1,935,784	105,173,413 <sup>1</sup>
-----		
<b>Geography QuickFacts</b>	<b>Lorain County</b>	<b>Ohio</b>
Land area in square miles, 2010	491.10	40,860.69
Persons per square mile, 2010	613.6	282.3
FIPS Code	093	39
Metropolitan or Micropolitan Statistical Area	Cleveland-Elyria-Mentor, OH Metro Area	

1: Includes data not distributed by county.

Population estimates for counties will be available in April, 2012 and for cities in June, 2012.

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 100 firms

FN: Footnote on this item for this area in place of data

NA: Not available

S: Suppressed; does not meet publication standards

X: Not applicable

Z: Value greater than zero but less than half unit of measure shown

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report  
Last Revised: Tuesday, 31-Jan-2012 16:55:54 EST

State & County QuickFacts

**Medina County, Ohio**

<b>People QuickFacts</b>	<b>Medina County</b>	<b>Ohio</b>
Population, 2011 estimate	NA	11,544,951
Population, 2010	172,332	11,536,504
Population, percent change, 2000 to 2010	14.1%	1.6%
Population, 2000	151,095	11,353,140
Persons under 5 years, percent, 2010	6.0%	6.2%
Persons under 18 years, percent, 2010	25.4%	23.7%
Persons 65 years and over, percent, 2010	13.1%	14.1%
Female persons, percent, 2010	50.7%	51.2%
-----		
White persons, percent, 2010 (a)	96.1%	82.7%
Black persons, percent, 2010 (a)	1.2%	12.2%
American Indian and Alaska Native persons, percent, 2010 (a)	0.1%	0.2%
Asian persons, percent, 2010 (a)	1.0%	1.7%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	Z	Z
Persons reporting two or more races, percent, 2010	1.2%	2.1%
Persons of Hispanic or Latino origin, percent, 2010 (b)	1.6%	3.1%
White persons not Hispanic, percent, 2010	95.0%	81.1%
-----		
Living in same house 1 year & over, 2006-2010	89.6%	85.0%
Foreign born persons, percent, 2006-2010	3.2%	3.8%
Language other than English spoken at home, pct age 5+, 2006-2010	5.0%	6.3%
High school graduates, percent of persons age 25+, 2006-2010	92.5%	87.4%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	29.5%	24.1%
Veterans, 2006-2010	13,999	936,383
Mean travel time to work (minutes), workers age 16+, 2006-2010	27.3	22.7
Housing units, 2010	69,181	5,127,508
Homeownership rate, 2006-2010	81.8%	69.2%
Housing units in multi-unit structures, percent, 2006-2010	13.4%	23.0%
Median value of owner-occupied housing units, 2006-2010	\$184,900	\$136,400
Households, 2006-2010	64,202	4,552,270
Persons per household, 2006-2010	2.63	2.46
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$29,986	\$25,113
Median household income 2006-2010	\$66,193	\$47,358
Persons below poverty level, percent, 2006-2010	6.3%	14.2%
-----		
<b>Business QuickFacts</b>	<b>Medina County</b>	<b>Ohio</b>
Private nonfarm establishments, 2009	3,988	256,551 <sup>1</sup>

Private nonfarm employment, 2009	50,687	4,460,553 <sup>1</sup>
Private nonfarm employment, percent change 2000-2009	-4.8%	-10.8% <sup>1</sup>
Nonemployer establishments, 2009	11,939	697,000
-----		
Total number of firms, 2007	15,488	897,939
Black-owned firms, percent, 2007	0.5%	5.8%
American Indian- and Alaska Native-owned firms, percent, 2007	F	0.3%
Asian-owned firms, percent, 2007	S	2.0%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	S
Hispanic-owned firms, percent, 2007	S	1.1%
Women-owned firms, percent, 2007	25.0%	27.7%
-----		
Manufacturers shipments, 2007 (\$1000)	2,558,826	295,890,890
Merchant wholesaler sales, 2007 (\$1000)	1,303,378	135,575,279
Retail sales, 2007 (\$1000)	2,113,387	138,816,008
Retail sales per capita, 2007	\$12,439	\$12,049
Accommodation and food services sales, 2007 (\$1000)	186,094	17,779,905
Building permits, 2010	423	13,710
Federal spending, 2009	762,402	105,173,413 <sup>1</sup>

<b>Geography QuickFacts</b>	<b>Medina County</b>	<b>Ohio</b>
Land area in square miles, 2010	421.36	40,860.69
Persons per square mile, 2010	409.0	282.3
FIPS Code	103	39
Metropolitan or Micropolitan Statistical Area	Cleveland-Elyria-Mentor, OH Metro Area	

1: Includes data not distributed by county.

Population estimates for counties will be available in April, 2012 and for cities in June, 2012.

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 100 firms

FN: Footnote on this item for this area in place of data

NA: Not available

S: Suppressed; does not meet publication standards

X: Not applicable

Z: Value greater than zero but less than half unit of measure shown

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report  
 Last Revised: Tuesday, 31-Jan-2012 16:55:56 EST

## State &amp; County QuickFacts

**Summit County, Ohio**

<b>People QuickFacts</b>	<b>Summit County</b>	<b>Ohio</b>
Population, 2011 estimate	NA	11,544,951
Population, 2010	541,781	11,536,504
Population, percent change, 2000 to 2010	-0.2%	1.6%
Population, 2000	542,899	11,353,140
Persons under 5 years, percent, 2010	5.8%	6.2%
Persons under 18 years, percent, 2010	22.8%	23.7%
Persons 65 years and over, percent, 2010	14.6%	14.1%
Female persons, percent, 2010	51.6%	51.2%
-----		
White persons, percent, 2010 (a)	80.6%	82.7%
Black persons, percent, 2010 (a)	14.4%	12.2%
American Indian and Alaska Native persons, percent, 2010 (a)	0.2%	0.2%
Asian persons, percent, 2010 (a)	2.2%	1.7%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	Z	Z
Persons reporting two or more races, percent, 2010	2.1%	2.1%
Persons of Hispanic or Latino origin, percent, 2010 (b)	1.6%	3.1%
White persons not Hispanic, percent, 2010	79.7%	81.1%
-----		
Living in same house 1 year & over, 2006-2010	89.2%	85.0%
Foreign born persons, percent, 2006-2010	4.2%	3.8%
Language other than English spoken at home, pct age 5+, 2006-2010	5.7%	6.3%
High school graduates, percent of persons age 25+, 2006-2010	89.5%	87.4%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	29.2%	24.1%
Veterans, 2006-2010	44,511	936,383
Mean travel time to work (minutes), workers age 16+, 2006-2010	22.4	22.7
Housing units, 2010	245,109	5,127,508
Homeownership rate, 2006-2010	69.5%	69.2%
Housing units in multi-unit structures, percent, 2006-2010	22.5%	23.0%
Median value of owner-occupied housing units, 2006-2010	\$141,200	\$136,400
Households, 2006-2010	223,122	4,552,270
Persons per household, 2006-2010	2.40	2.46
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$26,676	\$25,113
Median household income 2006-2010	\$47,926	\$47,358
Persons below poverty level, percent, 2006-2010	13.8%	14.2%
-----		
<b>Business QuickFacts</b>	<b>Summit County</b>	<b>Ohio</b>
Private nonfarm establishments, 2009	13,886	256,551 <sup>1</sup>

115

Private nonfarm employment, 2009	235,718	4,460,553 <sup>1</sup>
Private nonfarm employment, percent change 2000-2009	-7.7%	-10.8% <sup>1</sup>
Nonemployer establishments, 2009	34,370	697,000
-----		
Total number of firms, 2007	46,459	897,939
Black-owned firms, percent, 2007	6.4%	5.8%
American Indian- and Alaska Native-owned firms, percent, 2007	0.2%	0.3%
Asian-owned firms, percent, 2007	2.0%	2.0%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	S
Hispanic-owned firms, percent, 2007	0.6%	1.1%
Women-owned firms, percent, 2007	25.4%	27.7%
-----		
Manufacturers shipments, 2007 (\$1000)	9,275,476	295,890,890
Merchant wholesaler sales, 2007 (\$1000)	7,063,487	135,575,279
Retail sales, 2007 (\$1000)	7,384,206	138,816,008
Retail sales per capita, 2007	\$13,558	\$12,049
Accommodation and food services sales, 2007 (\$1000)	885,042	17,779,905
Building permits, 2010	561	13,710
Federal spending, 2009	4,134,336	105,173,413 <sup>1</sup>
	<b>Summit</b>	
<b>Geography QuickFacts</b>	<b>County</b>	<b>Ohio</b>
Land area in square miles, 2010	412.75	40,860.69
Persons per square mile, 2010	1,312.6	282.3
FIPS Code	153	39
Metropolitan or Micropolitan Statistical Area	Akron, OH Metro Area	

1: Includes data not distributed by county.

Population estimates for counties will be available in April, 2012 and for cities in June, 2012.

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 100 firms

FN: Footnote on this item for this area in place of data

NA: Not available

S: Suppressed; does not meet publication standards

X: Not applicable

Z: Value greater than zero but less than half unit of measure shown

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report  
Last Revised: Tuesday, 31-Jan-2012 16:56:02 EST

1/6



DP-1

Profile of General Population and Housing Characteristics: 2010

2010 Demographic Profile Data

NOTE: For more information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2010/doc/dpsf.pdf>.

Geography: Cuyahoga Heights village, Ohio

Subject	Number	Percent
<b>SEX AND AGE</b>		
Total population	638	100.0
Under 5 years	32	5.0
5 to 9 years	35	5.5
10 to 14 years	61	9.6
15 to 19 years	59	9.2
20 to 24 years	33	5.2
25 to 29 years	27	4.2
30 to 34 years	33	5.2
35 to 39 years	35	5.5
40 to 44 years	46	7.2
45 to 49 years	52	8.2
50 to 54 years	50	7.8
55 to 59 years	36	5.6
60 to 64 years	36	5.6
65 to 69 years	20	3.1
70 to 74 years	26	4.1
75 to 79 years	22	3.4
80 to 84 years	19	3.0
85 years and over	16	2.5
Median age (years)	40.5	( X )
16 years and over	500	78.4
18 years and over	473	74.1
21 years and over	446	69.9
62 years and over	123	19.3
65 years and over	103	16.1
<b>Male population</b>		
Under 5 years	17	2.7
5 to 9 years	12	1.9
10 to 14 years	23	3.6
15 to 19 years	33	5.2
20 to 24 years	19	3.0
25 to 29 years	16	2.5
30 to 34 years	15	2.4
35 to 39 years	14	2.2
40 to 44 years	20	3.1
45 to 49 years	29	4.5
50 to 54 years	29	4.5
55 to 59 years	14	2.2
60 to 64 years	22	3.4
65 to 69 years	6	0.9
70 to 74 years	10	1.6
75 to 79 years	5	0.8
80 to 84 years	5	0.8
85 years and over	2	0.3

117

Subject	Number	Percent
Median age (years)	39.3	( X )
16 years and over	232	36.4
18 years and over	220	34.5
21 years and over	202	31.7
62 years and over	38	6.0
65 years and over	28	4.4
Female population	347	54.4
Under 5 years	15	2.4
5 to 9 years	23	3.6
10 to 14 years	38	6.0
15 to 19 years	26	4.1
20 to 24 years	14	2.2
25 to 29 years	11	1.7
30 to 34 years	18	2.8
35 to 39 years	21	3.3
40 to 44 years	26	4.1
45 to 49 years	23	3.6
50 to 54 years	21	3.3
55 to 59 years	22	3.4
60 to 64 years	14	2.2
65 to 69 years	14	2.2
70 to 74 years	16	2.5
75 to 79 years	17	2.7
80 to 84 years	14	2.2
85 years and over	14	2.2
Median age (years)	41.8	( X )
16 years and over	268	42.0
18 years and over	253	39.7
21 years and over	244	38.2
62 years and over	85	13.3
65 years and over	75	11.8
RACE		
Total population	638	100.0
One Race	636	99.7
White	621	97.3
Black or African American	4	0.6
American Indian and Alaska Native	1	0.2
Asian	9	1.4
Asian Indian	0	0.0
Chinese	1	0.2
Filipino	3	0.5
Japanese	3	0.5
Korean	2	0.3
Vietnamese	0	0.0
Other Asian [1]	0	0.0
Native Hawaiian and Other Pacific Islander	0	0.0
Native Hawaiian	0	0.0
Guamanian or Chamorro	0	0.0
Samoan	0	0.0
Other Pacific Islander [2]	0	0.0
Some Other Race	1	0.2
Two or More Races	2	0.3
White; American Indian and Alaska Native [3]	0	0.0
White; Asian [3]	0	0.0
White; Black or African American [3]	0	0.0
White; Some Other Race [3]	0	0.0
Race alone or in combination with one or more other races: [4]		
White	622	97.5
Black or African American	5	0.8
American Indian and Alaska Native	3	0.5

118

Subject	Number	Percent
Asian	10	1.6
Native Hawaiian and Other Pacific Islander	0	0.0
Some Other Race	1	0.2
<b>HISPANIC OR LATINO</b>		
Total population	638	100.0
Hispanic or Latino (of any race)	6	0.9
Mexican	1	0.2
Puerto Rican	5	0.8
Cuban	0	0.0
Other Hispanic or Latino [5]	0	0.0
Not Hispanic or Latino	632	99.1
<b>HISPANIC OR LATINO AND RACE</b>		
Total population	638	100.0
Hispanic or Latino	6	0.9
White alone	6	0.9
Black or African American alone	0	0.0
American Indian and Alaska Native alone	0	0.0
Asian alone	0	0.0
Native Hawaiian and Other Pacific Islander alone	0	0.0
Some Other Race alone	0	0.0
Two or More Races	0	0.0
Not Hispanic or Latino	632	99.1
White alone	615	96.4
Black or African American alone	4	0.6
American Indian and Alaska Native alone	1	0.2
Asian alone	9	1.4
Native Hawaiian and Other Pacific Islander alone	0	0.0
Some Other Race alone	1	0.2
Two or More Races	2	0.3
<b>RELATIONSHIP</b>		
Total population	638	100.0
In households	638	100.0
Householder	258	40.4
Spouse [6]	82	12.9
Child	220	34.5
Own child under 18 years	143	22.4
Other relatives	57	8.9
Under 18 years	22	3.4
65 years and over	7	1.1
Nonrelatives	21	3.3
Under 18 years	0	0.0
65 years and over	2	0.3
Unmarried partner	14	2.2
In group quarters	0	0.0
Institutionalized population	0	0.0
Male	0	0.0
Female	0	0.0
Noninstitutionalized population	0	0.0
Male	0	0.0
Female	0	0.0
<b>HOUSEHOLDS BY TYPE</b>		
Total households	258	100.0
Family households (families) [7]	169	65.5
With own children under 18 years	75	29.1
Husband-wife family	82	31.8
With own children under 18 years	34	13.2
Male householder, no wife present	26	10.1
With own children under 18 years	9	3.5
Female householder, no husband present	61	23.6
With own children under 18 years	32	12.4

119

Subject	Number	Percent
Nonfamily households [7]	89	34.5
Householder living alone	83	32.2
Male	31	12.0
65 years and over	5	1.9
Female	52	20.2
65 years and over	38	14.7
Households with individuals under 18 years	86	33.3
Households with individuals 65 years and over	86	33.3
Average household size	2.47	( X )
Average family size [7]	3.12	( X )
<b>HOUSING OCCUPANCY</b>		
Total housing units	278	100.0
Occupied housing units	258	92.8
Vacant housing units	20	7.2
For rent	3	1.1
Rented, not occupied	3	1.1
For sale only	2	0.7
Sold, not occupied	4	1.4
For seasonal, recreational, or occasional use	0	0.0
All other vacants	8	2.9
Homeowner vacancy rate (percent) [8]	1.1	( X )
Rental vacancy rate (percent) [9]	3.3	( X )
<b>HOUSING TENURE</b>		
Occupied housing units	258	100.0
Owner-occupied housing units	174	67.4
Population in owner-occupied housing units	408	( X )
Average household size of owner-occupied units	2.34	( X )
Renter-occupied housing units	84	32.6
Population in renter-occupied housing units	230	( X )
Average household size of renter-occupied units	2.74	( X )

X Not applicable.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six percentages may add to more than 100 percent because individuals may report more than one race.

[5] This category is composed of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households. "Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

Source: U.S. Census Bureau, 2010 Census.



DP-1

Profile of General Population and Housing Characteristics: 2010

2010 Demographic Profile Data

NOTE: For more information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2010/doc/dpsf.pdf>.

Geography: Garfield Heights city, Ohio

Subject	Number	Percent
<b>SEX AND AGE</b>		
Total population	28,849	100.0
Under 5 years	1,780	6.2
5 to 9 years	1,906	6.6
10 to 14 years	2,104	7.3
15 to 19 years	2,261	7.8
20 to 24 years	1,600	5.5
25 to 29 years	1,649	5.7
30 to 34 years	1,833	6.4
35 to 39 years	1,921	6.7
40 to 44 years	1,828	6.3
45 to 49 years	2,059	7.1
50 to 54 years	2,133	7.4
55 to 59 years	1,854	6.4
60 to 64 years	1,472	5.1
65 to 69 years	1,040	3.6
70 to 74 years	855	3.0
75 to 79 years	758	2.6
80 to 84 years	820	2.8
85 years and over	976	3.4
Median age (years)	38.5	(X)
16 years and over	22,574	78.2
18 years and over	21,645	75.0
21 years and over	20,439	70.8
62 years and over	5,273	18.3
65 years and over	4,449	15.4
Male population	13,270	46.0
Under 5 years	885	3.1
5 to 9 years	970	3.4
10 to 14 years	1,097	3.8
15 to 19 years	1,158	4.0
20 to 24 years	774	2.7
25 to 29 years	786	2.7
30 to 34 years	841	2.9
35 to 39 years	868	3.0
40 to 44 years	853	3.0
45 to 49 years	928	3.2
50 to 54 years	1,002	3.5
55 to 59 years	866	3.0
60 to 64 years	658	2.3
65 to 69 years	447	1.5
70 to 74 years	350	1.2
75 to 79 years	264	0.9
80 to 84 years	295	1.0
85 years and over	228	0.8

121

Subject	Number	Percent
Median age (years)	35.8	( X )
16 years and over	10,060	34.9
18 years and over	9,568	33.2
21 years and over	8,991	31.2
62 years and over	1,952	6.8
65 years and over	1,584	5.5
Female population	15,579	54.0
Under 5 years	895	3.1
5 to 9 years	936	3.2
10 to 14 years	1,007	3.5
15 to 19 years	1,103	3.8
20 to 24 years	826	2.9
25 to 29 years	863	3.0
30 to 34 years	992	3.4
35 to 39 years	1,053	3.7
40 to 44 years	975	3.4
45 to 49 years	1,131	3.9
50 to 54 years	1,131	3.9
55 to 59 years	988	3.4
60 to 64 years	814	2.8
65 to 69 years	593	2.1
70 to 74 years	505	1.8
75 to 79 years	494	1.7
80 to 84 years	525	1.8
85 years and over	748	2.6
Median age (years)	40.5	( X )
16 years and over	12,514	43.4
18 years and over	12,077	41.9
21 years and over	11,448	39.7
62 years and over	3,321	11.5
65 years and over	2,865	9.9
<b>RACE</b>		
Total population	28,849	100.0
One Race	28,249	97.9
White	17,362	60.2
Black or African American	10,288	35.7
American Indian and Alaska Native	45	0.2
Asian	388	1.3
Asian Indian	110	0.4
Chinese	33	0.1
Filipino	185	0.6
Japanese	8	0.0
Korean	10	0.0
Vietnamese	12	0.0
Other Asian [1]	30	0.1
Native Hawaiian and Other Pacific Islander	7	0.0
Native Hawaiian	4	0.0
Guamanian or Chamorro	1	0.0
Samoan	1	0.0
Other Pacific Islander [2]	1	0.0
Some Other Race	159	0.6
Two or More Races	600	2.1
White, American Indian and Alaska Native [3]	46	0.2
White, Asian [3]	58	0.2
White, Black or African American [3]	276	1.0
White, Some Other Race [3]	31	0.1
Race alone or in combination with one or more other races: [4]		
White	17,820	61.8
Black or African American	10,731	37.2
American Indian and Alaska Native	180	0.6

122

Subject	Number	Percent
Asian	499	1.7
Native Hawaiian and Other Pacific Islander	27	0.1
Some Other Race	237	0.8
<b>HISPANIC OR LATINO</b>		
Total population	28,849	100.0
Hispanic or Latino (of any race)	656	2.3
Mexican	190	0.7
Puerto Rican	321	1.1
Cuban	14	0.0
Other Hispanic or Latino [5]	131	0.5
Not Hispanic or Latino	28,193	97.7
<b>HISPANIC OR LATINO AND RACE</b>		
Total population	28,849	100.0
Hispanic or Latino	656	2.3
White alone	343	1.2
Black or African American alone	104	0.4
American Indian and Alaska Native alone	10	0.0
Asian alone	1	0.0
Native Hawaiian and Other Pacific Islander alone	1	0.0
Some Other Race alone	125	0.4
Two or More Races	72	0.2
Not Hispanic or Latino	28,193	97.7
White alone	17,019	59.0
Black or African American alone	10,184	35.3
American Indian and Alaska Native alone	35	0.1
Asian alone	387	1.3
Native Hawaiian and Other Pacific Islander alone	6	0.0
Some Other Race alone	34	0.1
Two or More Races	528	1.8
<b>RELATIONSHIP</b>		
Total population	28,849	100.0
In households	28,458	98.6
Householder	11,691	40.5
Spouse [6]	4,262	14.8
Child	9,143	31.7
Own child under 18 years	6,232	21.6
Other relatives	1,954	6.8
Under 18 years	846	2.9
65 years and over	273	0.9
Nonrelatives	1,408	4.9
Under 18 years	126	0.4
65 years and over	60	0.2
Unmarried partner	788	2.7
In group quarters	391	1.4
Institutionalized population	308	1.1
Male	54	0.2
Female	254	0.9
Noninstitutionalized population	83	0.3
Male	26	0.1
Female	57	0.2
<b>HOUSEHOLDS BY TYPE</b>		
Total households	11,691	100.0
Family households (families) [7]	7,393	63.2
With own children under 18 years	3,364	28.8
Husband-wife family	4,262	36.5
With own children under 18 years	1,626	13.9
Male householder, no wife present	636	5.4
With own children under 18 years	296	2.5
Female householder, no husband present	2,495	21.3
With own children under 18 years	1,442	12.3

123

Subject	Number	Percent
Nonfamily households [7]	4,298	36.8
Householder living alone	3,718	31.8
Male	1,519	13.0
65 years and over	396	3.4
Female	2,199	18.8
65 years and over	1,184	10.1
Households with individuals under 18 years	3,835	32.8
Households with individuals 65 years and over	3,311	28.3
Average household size	2.43	( X )
Average family size [7]	3.08	( X )
<b>HOUSING OCCUPANCY</b>		
Total housing units	13,125	100.0
Occupied housing units	11,691	89.1
Vacant housing units	1,434	10.9
For rent	375	2.9
Rented, not occupied	17	0.1
For sale only	358	2.7
Sold, not occupied	39	0.3
For seasonal, recreational, or occasional use	17	0.1
All other vacants	628	4.8
Homeowner vacancy rate (percent) [8]	4.2	( X )
Rental vacancy rate (percent) [9]	9.5	( X )
<b>HOUSING TENURE</b>		
Occupied housing units	11,691	100.0
Owner-occupied housing units	8,137	69.6
Population in owner-occupied housing units	19,767	( X )
Average household size of owner-occupied units	2.43	( X )
Renter-occupied housing units	3,554	30.4
Population in renter-occupied housing units	8,691	( X )
Average household size of renter-occupied units	2.45	( X )

X Not applicable.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six percentages may add to more than 100 percent because individuals may report more than one race.

[5] This category is composed of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households. "Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

Source: U.S. Census Bureau, 2010 Census.

124



DP-1

Profile of General Population and Housing Characteristics: 2010

2010 Demographic Profile Data

NOTE: For more information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2010/doc/dpsf.pdf>.

Geography: Orange village, Ohio

Subject	Number	Percent
<b>SEX AND AGE</b>		
Total population	3,323	100.0
Under 5 years	130	3.9
5 to 9 years	216	6.5
10 to 14 years	292	8.8
15 to 19 years	241	7.3
20 to 24 years	119	3.6
25 to 29 years	85	2.6
30 to 34 years	108	3.3
35 to 39 years	162	4.9
40 to 44 years	234	7.0
45 to 49 years	256	7.7
50 to 54 years	324	9.8
55 to 59 years	300	9.0
60 to 64 years	254	7.6
65 to 69 years	179	5.4
70 to 74 years	126	3.8
75 to 79 years	118	3.6
80 to 84 years	98	2.9
85 years and over	81	2.4
Median age (years)	46.8	(X)
16 years and over	2,622	78.9
18 years and over	2,499	75.2
21 years and over	2,428	73.1
62 years and over	738	22.2
65 years and over	602	18.1
<b>Male population</b>	<b>1,597</b>	<b>48.1</b>
Under 5 years	65	2.0
5 to 9 years	113	3.4
10 to 14 years	154	4.6
15 to 19 years	119	3.6
20 to 24 years	66	2.0
25 to 29 years	44	1.3
30 to 34 years	50	1.5
35 to 39 years	75	2.3
40 to 44 years	105	3.2
45 to 49 years	107	3.2
50 to 54 years	162	4.9
55 to 59 years	136	4.1
60 to 64 years	119	3.6
65 to 69 years	85	2.6
70 to 74 years	63	1.9
75 to 79 years	53	1.6
80 to 84 years	40	1.2
85 years and over	41	1.2

125

Subject	Number	Percent
Median age (years)	45.4	( X )
16 years and over	1,228	37.0
18 years and over	1,169	35.2
21 years and over	1,138	34.2
62 years and over	350	10.5
65 years and over	282	8.5
Female population	1,726	51.9
Under 5 years	65	2.0
5 to 9 years	103	3.1
10 to 14 years	138	4.2
15 to 19 years	122	3.7
20 to 24 years	53	1.6
25 to 29 years	41	1.2
30 to 34 years	58	1.7
35 to 39 years	87	2.6
40 to 44 years	129	3.9
45 to 49 years	149	4.5
50 to 54 years	162	4.9
55 to 59 years	164	4.9
60 to 64 years	135	4.1
65 to 69 years	94	2.8
70 to 74 years	63	1.9
75 to 79 years	65	2.0
80 to 84 years	58	1.7
85 years and over	40	1.2
Median age (years)	47.5	( X )
16 years and over	1,394	42.0
18 years and over	1,330	40.0
21 years and over	1,290	38.8
62 years and over	388	11.7
65 years and over	320	9.6
<b>RACE</b>		
Total population	3,323	100.0
One Race	3,259	98.1
White	2,562	77.1
Black or African American	480	14.4
American Indian and Alaska Native	2	0.1
Asian	190	5.7
Asian Indian	77	2.3
Chinese	43	1.3
Filipino	8	0.2
Japanese	8	0.2
Korean	23	0.7
Vietnamese	0	0.0
Other Asian [1]	31	0.9
Native Hawaiian and Other Pacific Islander	2	0.1
Native Hawaiian	0	0.0
Guamanian or Chamorro	0	0.0
Samoan	0	0.0
Other Pacific Islander [2]	2	0.1
Some Other Race	23	0.7
Two or More Races	64	1.9
White; American Indian and Alaska Native [3]	6	0.2
White; Asian [3]	22	0.7
White; Black or African American [3]	14	0.4
White; Some Other Race [3]	0	0.0
Race alone or in combination with one or more other races: [4]		
White	2,610	78.5
Black or African American	513	15.4
American Indian and Alaska Native	23	0.7

126

Subject	Number	Percent
Asian	218	6.6
Native Hawaiian and Other Pacific Islander	5	0.2
Some Other Race	24	0.7
<b>HISPANIC OR LATINO</b>		
Total population	3,323	100.0
Hispanic or Latino (of any race)	52	1.6
Mexican	22	0.7
Puerto Rican	13	0.4
Cuban	1	0.0
Other Hispanic or Latino [5]	16	0.5
Not Hispanic or Latino	3,271	98.4
<b>HISPANIC OR LATINO AND RACE</b>		
Total population	3,323	100.0
Hispanic or Latino	52	1.6
White alone	27	0.8
Black or African American alone	5	0.2
American Indian and Alaska Native alone	1	0.0
Asian alone	1	0.0
Native Hawaiian and Other Pacific Islander alone	0	0.0
Some Other Race alone	18	0.5
Two or More Races	0	0.0
Not Hispanic or Latino	3,271	98.4
White alone	2,535	76.3
Black or African American alone	475	14.3
American Indian and Alaska Native alone	1	0.0
Asian alone	189	5.7
Native Hawaiian and Other Pacific Islander alone	2	0.1
Some Other Race alone	5	0.2
Two or More Races	64	1.9
<b>RELATIONSHIP</b>		
Total population	3,323	100.0
In households	3,310	99.6
Householder	1,277	38.4
Spouse [6]	819	24.6
Child	1,026	30.9
Own child under 18 years	786	23.7
Other relatives	128	3.9
Under 18 years	36	1.1
65 years and over	38	1.1
Nonrelatives	60	1.8
Under 18 years	2	0.1
65 years and over	12	0.4
Unmarried partner	34	1.0
In group quarters	13	0.4
Institutionalized population	0	0.0
Male	0	0.0
Female	0	0.0
Noninstitutionalized population	13	0.4
Male	5	0.2
Female	8	0.2
<b>HOUSEHOLDS BY TYPE</b>		
Total households	1,277	100.0
Family households (families) [7]	973	76.2
With own children under 18 years	409	32.0
Husband-wife family	819	64.1
With own children under 18 years	330	25.8
Male householder, no wife present	44	3.4
With own children under 18 years	20	1.6
Female householder, no husband present	110	8.6
With own children under 18 years	59	4.6

127

Subject	Number	Percent
Nonfamily households [7]	304	23.8
Householder living alone	273	21.4
Male	94	7.4
65 years and over	39	3.1
Female	179	14.0
65 years and over	99	7.8
Households with individuals under 18 years	427	33.4
Households with individuals 65 years and over	421	33.0
Average household size	2.59	( X )
Average family size [7]	3.03	( X )
<b>HOUSING OCCUPANCY</b>		
Total housing units	1,374	100.0
Occupied housing units	1,277	92.9
Vacant housing units	97	7.1
For rent	9	0.7
Rented, not occupied	0	0.0
For sale only	21	1.5
Sold, not occupied	8	0.6
For seasonal, recreational, or occasional use	35	2.5
All other vacants	24	1.7
Homeowner vacancy rate (percent) [8]	1.7	( X )
Rental vacancy rate (percent) [9]	8.7	( X )
<b>HOUSING TENURE</b>		
Occupied housing units	1,277	100.0
Owner-occupied housing units	1,182	92.6
Population in owner-occupied housing units	3,051	( X )
Average household size of owner-occupied units	2.58	( X )
Renter-occupied housing units	95	7.4
Population in renter-occupied housing units	259	( X )
Average household size of renter-occupied units	2.73	( X )

X Not applicable.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six percentages may add to more than 100 percent because individuals may report more than one race.

[5] This category is composed of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households. "Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

Source: U.S. Census Bureau, 2010 Census.

128



DP-1

Profile of General Population and Housing Characteristics: 2010

2010 Demographic Profile Data

NOTE: For more information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2010/doc/dpsf.pdf>.

Geography: Richmond Heights city, Ohio

Subject	Number	Percent
<b>SEX AND AGE</b>		
Total population	10,546	100.0
Under 5 years	498	4.7
5 to 9 years	521	4.9
10 to 14 years	510	4.8
15 to 19 years	636	6.0
20 to 24 years	620	5.9
25 to 29 years	611	5.8
30 to 34 years	533	5.1
35 to 39 years	551	5.2
40 to 44 years	625	5.9
45 to 49 years	746	7.1
50 to 54 years	895	8.5
55 to 59 years	880	8.3
60 to 64 years	753	7.1
65 to 69 years	532	5.0
70 to 74 years	446	4.2
75 to 79 years	369	3.5
80 to 84 years	359	3.4
85 years and over	461	4.4
Median age (years)	46.1	( X )
16 years and over	8,875	84.2
18 years and over	8,606	81.6
21 years and over	8,249	78.2
62 years and over	2,594	24.6
65 years and over	2,167	20.5
<b>Male population</b>		
Under 5 years	241	2.3
5 to 9 years	274	2.6
10 to 14 years	241	2.3
15 to 19 years	323	3.1
20 to 24 years	290	2.7
25 to 29 years	292	2.8
30 to 34 years	247	2.3
35 to 39 years	250	2.4
40 to 44 years	266	2.5
45 to 49 years	333	3.2
50 to 54 years	405	3.8
55 to 59 years	397	3.8
60 to 64 years	324	3.1
65 to 69 years	238	2.3
70 to 74 years	191	1.8
75 to 79 years	151	1.4
80 to 84 years	130	1.2
85 years and over	142	1.3

129

Subject	Number	Percent
Median age (years)	43.9	( X )
16 years and over	3,904	37.0
18 years and over	3,766	35.7
21 years and over	3,592	34.1
62 years and over	1,032	9.8
65 years and over	852	8.1
Female population	5,811	55.1
Under 5 years	257	2.4
5 to 9 years	247	2.3
10 to 14 years	269	2.6
15 to 19 years	313	3.0
20 to 24 years	330	3.1
25 to 29 years	319	3.0
30 to 34 years	286	2.7
35 to 39 years	301	2.9
40 to 44 years	359	3.4
45 to 49 years	413	3.9
50 to 54 years	490	4.6
55 to 59 years	483	4.6
60 to 64 years	429	4.1
65 to 69 years	294	2.8
70 to 74 years	255	2.4
75 to 79 years	218	2.1
80 to 84 years	229	2.2
85 years and over	319	3.0
Median age (years)	48.0	( X )
16 years and over	4,971	47.1
18 years and over	4,840	45.9
21 years and over	4,657	44.2
62 years and over	1,562	14.8
65 years and over	1,315	12.5
<b>RACE</b>		
Total population	10,546	100.0
One Race	10,358	98.2
White	5,112	48.5
Black or African American	4,731	44.9
American Indian and Alaska Native	7	0.1
Asian	457	4.3
Asian Indian	141	1.3
Chinese	136	1.3
Filipino	64	0.6
Japanese	6	0.1
Korean	13	0.1
Vietnamese	43	0.4
Other Asian [1]	54	0.5
Native Hawaiian and Other Pacific Islander	2	0.0
Native Hawaiian	2	0.0
Guamanian or Chamorro	0	0.0
Samoan	0	0.0
Other Pacific Islander [2]	0	0.0
Some Other Race	49	0.5
Two or More Races	188	1.8
White; American Indian and Alaska Native [3]	3	0.0
White; Asian [3]	33	0.3
White; Black or African American [3]	71	0.7
White; Some Other Race [3]	8	0.1
Race alone or in combination with one or more other races: [4]		
White	5,243	49.7
Black or African American	4,867	46.2
American Indian and Alaska Native	41	0.4

130

Subject	Number	Percent
Asian	522	4.9
Native Hawaiian and Other Pacific Islander	9	0.1
Some Other Race	69	0.7
<b>HISPANIC OR LATINO</b>		
Total population	10,546	100.0
Hispanic or Latino (of any race)	189	1.8
Mexican	64	0.6
Puerto Rican	47	0.4
Cuban	8	0.1
Other Hispanic or Latino [5]	70	0.7
Not Hispanic or Latino	10,357	98.2
<b>HISPANIC OR LATINO AND RACE</b>		
Total population	10,546	100.0
Hispanic or Latino	189	1.8
White alone	100	0.9
Black or African American alone	38	0.4
American Indian and Alaska Native alone	3	0.0
Asian alone	8	0.1
Native Hawaiian and Other Pacific Islander alone	0	0.0
Some Other Race alone	28	0.3
Two or More Races	12	0.1
Not Hispanic or Latino	10,357	98.2
White alone	5,012	47.5
Black or African American alone	4,693	44.5
American Indian and Alaska Native alone	4	0.0
Asian alone	449	4.3
Native Hawaiian and Other Pacific Islander alone	2	0.0
Some Other Race alone	21	0.2
Two or More Races	176	1.7
<b>RELATIONSHIP</b>		
Total population	10,546	100.0
In households	10,351	98.2
Householder	4,766	45.2
Spouse [6]	1,935	18.3
Child	2,619	24.8
Own child under 18 years	1,695	16.1
Other relatives	608	5.8
Under 18 years	226	2.1
65 years and over	153	1.5
Nonrelatives	423	4.0
Under 18 years	19	0.2
65 years and over	30	0.3
Unmarried partner	235	2.2
In group quarters	195	1.8
Institutionalized population	195	1.8
Male	45	0.4
Female	150	1.4
Noninstitutionalized population	0	0.0
Male	0	0.0
Female	0	0.0
<b>HOUSEHOLDS BY TYPE</b>		
Total households	4,766	100.0
Family households (families) [7]	2,812	59.0
With own children under 18 years	999	21.0
Husband-wife family	1,935	40.6
With own children under 18 years	589	12.4
Male householder, no wife present	174	3.7
With own children under 18 years	57	1.2
Female householder, no husband present	703	14.8
With own children under 18 years	353	7.4

131

Subject	Number	Percent
Nonfamily households [7]	1,954	41.0
Householder living alone	1,733	36.4
Male	639	13.4
65 years and over	179	3.8
Female	1,094	23.0
65 years and over	475	10.0
Households with individuals under 18 years	1,131	23.7
Households with individuals 65 years and over	1,537	32.2
Average household size	2.17	( X )
Average family size [7]	2.84	( X )
<b>HOUSING OCCUPANCY</b>		
Total housing units	5,370	100.0
Occupied housing units	4,766	88.8
Vacant housing units	604	11.2
For rent	402	7.5
Rented, not occupied	3	0.1
For sale only	95	1.8
Sold, not occupied	6	0.1
For seasonal, recreational, or occasional use	20	0.4
All other vacants	78	1.5
Homeowner vacancy rate (percent) [8]	3.0	( X )
Rental vacancy rate (percent) [9]	19.0	( X )
<b>HOUSING TENURE</b>		
Occupied housing units	4,766	100.0
Owner-occupied housing units	3,057	64.1
Population in owner-occupied housing units	7,206	( X )
Average household size of owner-occupied units	2.36	( X )
Renter-occupied housing units	1,709	35.9
Population in renter-occupied housing units	3,145	( X )
Average household size of renter-occupied units	1.84	( X )

X Not applicable.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six percentages may add to more than 100 percent because individuals may report more than one race.

[5] This category is composed of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households. "Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

Source: U.S. Census Bureau, 2010 Census.



DP-1

Profile of General Population and Housing Characteristics: 2010

2010 Demographic Profile Data

NOTE: For more information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2010/doc/dpsf.pdf>.

Geography: Warrensville Heights city, Ohio

Subject	Number	Percent
<b>SEX AND AGE</b>		
Total population	13,542	100.0
Under 5 years	926	6.8
5 to 9 years	885	6.5
10 to 14 years	901	6.7
15 to 19 years	973	7.2
20 to 24 years	930	6.9
25 to 29 years	862	6.4
30 to 34 years	724	5.3
35 to 39 years	693	5.1
40 to 44 years	717	5.3
45 to 49 years	828	6.1
50 to 54 years	926	6.8
55 to 59 years	891	6.6
60 to 64 years	921	6.8
65 to 69 years	751	5.5
70 to 74 years	598	4.4
75 to 79 years	415	3.1
80 to 84 years	312	2.3
85 years and over	289	2.1
Median age (years)	39.2	( X )
16 years and over	10,647	78.6
18 years and over	10,218	75.5
21 years and over	9,676	71.5
62 years and over	2,875	21.2
65 years and over	2,365	17.5
Male population	5,776	42.7
Under 5 years	461	3.4
5 to 9 years	463	3.4
10 to 14 years	468	3.5
15 to 19 years	472	3.5
20 to 24 years	416	3.1
25 to 29 years	342	2.5
30 to 34 years	295	2.2
35 to 39 years	284	2.1
40 to 44 years	299	2.2
45 to 49 years	341	2.5
50 to 54 years	354	2.6
55 to 59 years	325	2.4
60 to 64 years	348	2.6
65 to 69 years	291	2.1
70 to 74 years	259	1.9
75 to 79 years	164	1.2
80 to 84 years	116	0.9
85 years and over	78	0.6

133

Subject	Number	Percent
Median age (years)	34.4	( X )
16 years and over	4,297	31.7
18 years and over	4,082	30.1
21 years and over	3,827	28.3
62 years and over	1,088	8.0
65 years and over	908	6.7
Female population	7,766	57.3
Under 5 years	465	3.4
5 to 9 years	422	3.1
10 to 14 years	433	3.2
15 to 19 years	501	3.7
20 to 24 years	514	3.8
25 to 29 years	520	3.8
30 to 34 years	429	3.2
35 to 39 years	409	3.0
40 to 44 years	418	3.1
45 to 49 years	487	3.6
50 to 54 years	572	4.2
55 to 59 years	566	4.2
60 to 64 years	573	4.2
65 to 69 years	460	3.4
70 to 74 years	339	2.5
75 to 79 years	251	1.9
80 to 84 years	196	1.4
85 years and over	211	1.6
Median age (years)	42.4	( X )
16 years and over	6,350	46.9
18 years and over	6,136	45.3
21 years and over	5,849	43.2
62 years and over	1,787	13.2
65 years and over	1,457	10.8
<b>RACE</b>		
Total population	13,542	100.0
One Race	13,266	98.0
White	494	3.6
Black or African American	12,657	93.5
American Indian and Alaska Native	24	0.2
Asian	34	0.3
Asian Indian	12	0.1
Chinese	10	0.1
Filipino	5	0.0
Japanese	0	0.0
Korean	3	0.0
Vietnamese	1	0.0
Other Asian [1]	3	0.0
Native Hawaiian and Other Pacific Islander	1	0.0
Native Hawaiian	0	0.0
Guamanian or Chamorro	0	0.0
Samoan	1	0.0
Other Pacific Islander [2]	0	0.0
Some Other Race	56	0.4
Two or More Races	276	2.0
White; American Indian and Alaska Native [3]	12	0.1
White; Asian [3]	0	0.0
White; Black or African American [3]	98	0.7
White; Some Other Race [3]	7	0.1
Race alone or in combination with one or more other races: [4]		
White	653	4.8
Black or African American	12,909	95.3
American Indian and Alaska Native	139	1.0

134

Subject	Number	Percent
Asian	61	0.5
Native Hawaiian and Other Pacific Islander	6	0.0
Some Other Race	100	0.7
<b>HISPANIC OR LATINO</b>		
Total population	13,542	100.0
Hispanic or Latino (of any race)	192	1.4
Mexican	51	0.4
Puerto Rican	88	0.6
Cuban	8	0.1
Other Hispanic or Latino [5]	45	0.3
Not Hispanic or Latino	13,350	98.6
<b>HISPANIC OR LATINO AND RACE</b>		
Total population	13,542	100.0
Hispanic or Latino	192	1.4
White alone	7	0.1
Black or African American alone	108	0.8
American Indian and Alaska Native alone	3	0.0
Asian alone	1	0.0
Native Hawaiian and Other Pacific Islander alone	0	0.0
Some Other Race alone	30	0.2
Two or More Races	43	0.3
Not Hispanic or Latino	13,350	98.6
White alone	487	3.6
Black or African American alone	12,549	92.7
American Indian and Alaska Native alone	21	0.2
Asian alone	33	0.2
Native Hawaiian and Other Pacific Islander alone	1	0.0
Some Other Race alone	26	0.2
Two or More Races	233	1.7
<b>RELATIONSHIP</b>		
Total population	13,542	100.0
In households	13,388	98.9
Householder	6,043	44.6
Spouse [6]	1,479	10.9
Child	4,096	30.2
Own child under 18 years	2,713	20.0
Other relatives	1,210	8.9
Under 18 years	566	4.2
65 years and over	112	0.8
Nonrelatives	560	4.1
Under 18 years	45	0.3
65 years and over	26	0.2
Unmarried partner	327	2.4
In group quarters	154	1.1
Institutionalized population	26	0.2
Male	10	0.1
Female	16	0.1
Noninstitutionalized population	128	0.9
Male	26	0.2
Female	102	0.8
<b>HOUSEHOLDS BY TYPE</b>		
Total households	6,043	100.0
Family households (families) [7]	3,696	61.2
With own children under 18 years	1,576	26.1
Husband-wife family	1,479	24.5
With own children under 18 years	360	6.0
Male householder, no wife present	296	4.9
With own children under 18 years	125	2.1
Female householder, no husband present	1,921	31.8
With own children under 18 years	1,091	18.1

135

Subject	Number	Percent
Nonfamily households [7]	2,347	38.8
Householder living alone	2,163	35.8
Male	794	13.1
65 years and over	229	3.8
Female	1,369	22.7
65 years and over	542	9.0
Households with individuals under 18 years	1,914	31.7
Households with individuals 65 years and over	1,822	30.2
Average household size	2.22	(X)
Average family size [7]	2.84	(X)
<b>HOUSING OCCUPANCY</b>		
Total housing units	6,743	100.0
Occupied housing units	6,043	89.6
Vacant housing units	700	10.4
For rent	383	5.7
Rented, not occupied	21	0.3
For sale only	79	1.2
Sold, not occupied	17	0.3
For seasonal, recreational, or occasional use	7	0.1
All other vacants	193	2.9
Homeowner vacancy rate (percent) [8]	2.9	(X)
Rental vacancy rate (percent) [9]	10.0	(X)
<b>HOUSING TENURE</b>		
Occupied housing units	6,043	100.0
Owner-occupied housing units	2,618	43.3
Population in owner-occupied housing units	5,793	(X)
Average household size of owner-occupied units	2.21	(X)
Renter-occupied housing units	3,425	56.7
Population in renter-occupied housing units	7,595	(X)
Average household size of renter-occupied units	2.22	(X)

X Not applicable.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six percentages may add to more than 100 percent because individuals may report more than one race.

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[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households. "Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

Source: U.S. Census Bureau, 2010 Census.

136

# Local Government Innovation Fund Program

## *Application Scoring*

<b>Lead Applicant</b>	ESC of Cuyahoga County
<b>Project Name</b>	Cuyahoga County Shared Pupil Transportation Study

<input checked="" type="checkbox"/>	<b>Grant Application</b>
-------------------------------------	--------------------------

or

<input type="checkbox"/>	<b>Loan Application</b>
--------------------------	-------------------------

The Local Government Innovation Fund Council  
77 South High Street  
P.O. Box 1001  
Columbus, Ohio 43216-1001  
(614) 995-2292

## Local Government Innovation Fund Project Scoring Sheet

### Section 1: Financing Measures

Financing Measures	Description	Criteria	Max Points	Applicant Self Score	Validated Score
<b>Financial Information</b>	<i>Applicant includes financial information (i.e., service related operating budgets) for the most recent three years and the three year period following the project. The financial information must be directly related to the scope of the project and will be used as the cost basis for determining any savings resulting from the project.</i>	Applicant provides a thorough, detailed and complete financial information	5	<input type="radio"/>	
		Applicant provided more than minimum requirements but did not provide additional justification or support	3	<input checked="" type="radio"/>	
		Applicant provided minimal financial information	1	<input type="radio"/>	
		<b>Points</b>		3	0
<b>Repayment Structure (Loan Only)</b>	<i>Applicant demonstrates a viable repayment source to support loan award. Secondary source can be in the form of a debt reserve, bank participation, a guarantee from a local entity, or other collateral (i.e., emergency rainy day, or contingency fund, etc.).</i>	Applicant clearly demonstrates a secondary repayment source.	5	<input type="radio"/>	
		Applicant does not have a secondary repayment source.	0	<input type="radio"/>	
		<b>Points</b>		0	0
<b>Local Match</b>	<i>Percentage of local matching funds being contributed to the project. This may include in-kind contributions.</i>	70% or greater	5	<input checked="" type="radio"/>	
		40-69.99%	3	<input type="radio"/>	
		10-39.99%	1	<input type="radio"/>	
		<b>Points</b>		5	0
<b>Total Section Points</b>				8	0

### Section 2: Collaborative Measures

Collaborative Measures	Description	Criteria	Max Points	Applicant Self Score	Validated Score
<b>Population</b>	<i>Applicant's population (or the population of the area(s) served) falls within one of the listed categories as determined by the U.S. Census Bureau. Population scoring will be determined by the smallest population listed in the application. Applications from (or collaborating with) small communities are preferred.</i>	Applicant (or collaborative partner) is not a county and has a population of less than 20,000 residents	5	<input type="radio"/>	
		Applicant (or collaborative partner) is a county but has less than 235,000	5	<input type="radio"/>	
		Applicant (or collaborative partner) is not a county but has a population 20,001 or greater.	3	<input type="radio"/>	
		Applicant (or collaborative partner) is a county with a population of 235,001 residents or more	3	<input checked="" type="radio"/>	
		<b>Points</b>		3	0
<b>Participating Entities</b>	<i>Applicant has executed partnership agreements outlining all collaborative partners and participation agreements and has resolutions of support. (Note: Sole applicants only need to provide a resolution of support from its governing entity.)</i>	More than one applicant	5	<input checked="" type="radio"/>	
		Single applicant	1	<input type="radio"/>	
		<b>Points</b>		5	0
<b>Total Section Points</b>				8	0

### Local Government Innovation Fund Project Scoring Sheet

#### Section 3: Success Measures

Success Measures	Description	Criteria	Points	Applicant Self Score	Validated Score
Expected Return	<i>Applicant demonstrates as a percentage of savings (i.e., actual savings, increased revenue, or cost avoidance ) an expected return. The return must be derived from the applicant's cost basis. The expected return is ranked in one of the following percentage categories:</i>	75% or greater	30	<input checked="" type="radio"/>	
		25.01% to 74.99%	20	<input type="radio"/>	
		Less than 25%	10	<input type="radio"/>	
		<b>Points</b>	<b>30</b>	<b>0</b>	
Past Success	<i>Applicant has successfully implemented, or is following project guidance from a shared services model, for an efficiency, shared service, coproduction or merger project in the past.</i>	Yes	5	<input checked="" type="radio"/>	
		No	0	<input type="radio"/>	
		<b>Points</b>	<b>5</b>	<b>0</b>	
Scalable/Replicable Proposal	<i>Applicant's proposal can be replicated by other local governments or scaled for the inclusion of other local governments.</i>	The project is both scalable and replicable	10	<input checked="" type="radio"/>	
		The project is either scalable or replicable	5	<input type="radio"/>	
		Does not apply	0	<input type="radio"/>	
		<b>Points</b>	<b>10</b>	<b>0</b>	
Probability of Success	<i>Applicant provides a documented need for the project and clearly outlines the likelihood of the need being met.</i>	Provided	5	<input checked="" type="radio"/>	
		Not Provided	0	<input type="radio"/>	
		<b>Points</b>	<b>5</b>	<b>0</b>	
<b>Total Section Points</b>				<b>50</b>	<b>0</b>

#### Section 4: Significance Measures

Significance Measures	Description	Criteria	Points Assigned	Applicant Self Score	Validated Score
Performance Audit Implementation /Cost Benchmarking	<i>The project implements a single recommendation from a performance audit provided by the Auditor of State under Chapter 117 of the Ohio Revised Code or is informed by cost benchmarking.</i>	Project implements a recommendation from an audit or is informed by benchmarking	5	<input type="radio"/>	
		Project does not implement a recommendation from an audit and is not informed by benchmarking	0	<input checked="" type="radio"/>	
		<b>Points</b>	<b>0</b>	<b>0</b>	
Economic Impact	<i>Applicant demonstrates the project will a promote business environment (i.e., demonstrates a business relationship resulting from the project) and will provide for community attraction (i.e., cost avoidance with respect to taxes)</i>	Applicant clearly demonstrates economic impact	5	<input checked="" type="radio"/>	
		Applicant mentions but does not prove economic impact	3	<input type="radio"/>	
		Applicant does not demonstrate an economic impact	0	<input type="radio"/>	
		<b>Points</b>	<b>5</b>	<b>0</b>	
Response to Economic Demand	<i>The project responds to current substantial changes in economic demand for local or regional government services.</i>	Yes	5	<input checked="" type="radio"/>	
		No	0	<input type="radio"/>	
		<b>Points</b>	<b>5</b>	<b>0</b>	
<b>Total Section Points</b>				<b>10</b>	<b>0</b>

Section 5: Council Measures			
Council Measures	Description	Criteria	Points Assigned
Council Preference	Council Ranking for Competitive Rounds	<b>The Applicant Does Not Fill Out This Section;</b> This is for the Local Government Innovation Fund Council only. The points for this section is based on the applicant demonstrating innovation or inventiveness with the project	
<b>Total Section Points (10max)</b>			

Scoring Summary			
	Applicant Self Score	Validated Score	
Section 1: Financing Measures	8	0	
Section 2: Collaborative Measures	8	0	
Section 3: Success Measures	50	0	
Section 4: Significance Measures	10	0	
<b>Total Base Points:</b>		<b>76</b>	<b>0</b>

Reviewer Comments

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation Study

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**Appendix A-1**

**North Coast Shared Service Alliance**

**Organizational Chart**

North Coast Shared Service Alliance  
Organizational Chart





April 2, 2012

Jennifer Dodd  
Educational Service Center of Cuyahoga County  
5811 Canal Rd  
Valley View, Ohio 44125

RE: Application Cure Letter

Dear Jennifer Dodd:

The Ohio Department of Development (Development) has received and is currently reviewing your application for Round 1 of Local Government Innovation Fund program. During this review Development has determined that additional information is needed for your application. The identified item(s) requiring your attention are listed on the attached page(s). Please respond only to the issues raised. Failure to fully address all the identified items could lead to a competitive score reduction or ineligibility for Round 1 of the Local Government Innovation Fund program. **A written response from the applicant to this completeness review is due to Development no later than 5:00 p.m. on April 30, 2012.** Please send the response in a single email to [lgif@development.ohio.gov](mailto:lgif@development.ohio.gov) and include "Cure—Project Name" in the subject line.

While this cure letter represents the additional information needed for Development review, the Local Government Innovation Council continues to reserve the right to request additional information about your application.

Thank you once again for your participation in Local Government Innovation program. Please contact the Office of Redevelopment at [lgif@development.ohio.gov](mailto:lgif@development.ohio.gov) or 614-995-2292 if you have further questions regarding your application or the information requested in this letter.

Sincerely,

Thea J. Walsh, AICP  
Deputy Chief, Office of Redevelopment  
Ohio Department of Development

## Local Government Innovation Fund Completeness Review

**Applicant:** Educational Service Center of Cuyahoga County  
**Project Name:** Cuyahoga County Shared Pupil Transportation Study  
**Request Type:** Grant

### Issues for Response

#### 1. Budget

Please provide a line item budget that includes at minimum: 1) the sources of all funds being contributed to the project include **all** sources—cash, in-kind, etc.; 2) the uses of all funds (provide a line item for each use); 3) the total project costs (including the funding request **and** the local match. Please be sure that all uses of funds are eligible expenses as set forth in the program guidelines.

#### *Example:*

##### **Collaboration Village's Project Budget**

###### **Sources of Funds**

LGIF Request	\$100,000
Match Contribution (10%)	\$ 11,111
<hr/>	<hr/>
Total	\$111,111

###### **Uses of Funds**

Consultant Fees for Study	\$111,111
<hr/>	<hr/>
Total	\$111,111

**Total Project Cost: \$111,111**

#### 2. Match

For **in-kind contributions**, please provide documentation as outlined in section 2.06 of the Local Government Innovation Fund program policies. Certification of in-kind contributions may only be made for past investments. Anticipated in-kind contributions must be certified **after** the contribution is made.

#### 3. Financial Documentation

Please provide financial projections for your funding request. For grant requests, applicants must at minimum, estimate the anticipated savings they are expecting to realize as a result of the study. For loan projects, please provide projections for at least three years to help demonstrate the savings achieved and the repayment source for the loan.

#### 4. Resolutions of Support

Resolutions of support must be provided by the governing body of the main applicant and each collaborative partner. If the collaborative partner is a private entity with no governing body, a letter of support **for the project** is required.

#### 5. Partnership Agreements

Partnership agreements must be signed by all parties listed as collaborative partners. Please provide a partnership agreement that at minimum: 1) lists all collaborative partners;

2) lists the nature of the partnership; and 3) is signed by all parties. Please note, partnership agreements must be specific to the project for which funding is requested.

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation Study

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**Cure Response #1 and #2:**

**Project Budget with Match**

**Documentation of Past Investments**

**EduLog Contract**

**Hanover Contract**

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation

**Anticipated Project Costs**

<b>LOCAL GOVERNMENT INNOVATION FUNDS</b>		
Description	Calculation	Total Cost
ESC Project Coordinator	Salary: 30 days x \$450/day = \$13,500.00 Fringe: \$13,500.00 x .30 = \$4050.00	\$17,550.00
ESC Coordinator of Transportation	Salary: 30 days x \$450/day = \$13,500.00 Fringe: \$13,500.00 x .30 = \$4050.00	\$17,550.00
Feasibility Study Consultant Kamlesh Mathur/Case Western Reserve University	\$200/hour x 10 hours/week x 6 months	\$48,000.00
Feasibility Study Graduate Assistants Case Western Reserve	2 Graduate Assistants x 100 hours x \$25/hour	\$5,000.00
EduLog Integration Study: Second Phase	\$9000.00	\$9,000.00
Research and Data Printing Costs	\$100 x 12 meetings	\$1,200.00
Communication and Marketing Materials	\$1,700	\$1,700.00
<b>TOTAL LGIF FUNDS</b>		<b>\$100,000.00</b>
<b>IN-KIND COSTS</b>		
Description	Calculation	Total Cost
ESC Assistant Superintendent of Operations	Salary: 15 days x \$500/day = \$7500.00 Fringe: \$7500.00 x .30 = \$2250.00	\$9,750.00

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation

<i>ESC Fiscal Management</i>	Salary: 25 days x \$200/day = \$5000.00 Fringe: \$5000 x .30 = \$1500.00	\$6,500.00
<i>ESC Administrative Support</i>	Salary: 25 days x \$200/day = \$5000.00 Fringe: \$5000 x .30 = \$1500.00	\$6,500.00
<i>Research Services Contract Hanover Research</i>	Portion of past research project services used for pupil transportation research \$30,000 for 8 projects = \$3,750/project Two transportation projects = \$7,500 (Annual contract included)	\$7,500.00
<i>EduLog Transportation Study Contract</i>	Previous cost for initial phase of transportation study of routing software (Contract Included)	\$9,000.00
<i>Study Meeting Rooms</i>	13 meetings x \$300/room = \$3,900.00	\$3,900.00
<i>School District Personnel Time</i>	10 days x \$450/day x 5 districts	\$22,500.00
<i>North Coast Council Personnel Time</i>	10 days x \$450/day	\$4500.00
<b>TOTAL IN-KIND COSTS</b>	<b>(70.15% Match)</b>	<b>\$70,150.00</b>
<b>TOTAL PROJECT COSTS</b>	<b>LGIF FUNDS + IN-KIND COSTS</b>	<b>\$170,150.00</b>

**EDUCATION LOGISTICS, INC.**

**TRANSPORTATION OPTIMIZATION SERVICES AGREEMENT**

THIS AGREEMENT executed on this 18th day of October, 2011, is entered into by and between EDUCATION LOGISTICS, INC., a Montana corporation, of 3000 Palmer Street, Missoula, Montana 59808 (hereinafter referred to as "EDULOG") and EDUCATIONAL SERVICE CENTER OF CUYAHOGA COUNTY, 5811 Canal Road, Valley View, Ohio 44125 (hereinafter referred to as "CUSTOMER") under the following terms and conditions.

**1. SERVICE AGREEMENT**

EDULOG agrees to provide and the CUSTOMER agrees to purchase the services listed in Paragraph 2 below (hereinafter referred to as "SERVICES"), on behalf of Warrensville Heights City Schools, Cuyahoga Heights Schools, Richmond Heights Local School District, and Garfield Heights City Schools, on the terms and conditions contained herein.

**2. SERVICES AND CHARGES**

**a. Program Installation**

EDULOG will provide the following SERVICES for the respective prices indicated below:

**TRANSPORTATION OPTIMIZATION SERVICES**

Run and Route Building Optimization Study for Four Districts to Determine Possible Fleet Reductions while Adhering to District Policies (includes data preparation and a report summarizing the findings).	\$9,000.00
--	------------

Implementation of the Run and Route Building Optimization Study for Four Districts (creation of an optimized routing and scheduling plan with bus stops, bus runs, and bus routes).

If a District chooses to implement the findings of the Study Above, the District will be charged 20 percent of the value of each vehicle that the optimized plan shows can be removed from service.

Travel expenses for on-site work or presentations to be billed as incurred.

b. Additional Conditions

- 1) Upon completion of the Transportation Optimization Study, CUSTOMER and/or the Districts have the option to request a Bell Time Optimization Study. In the event that the CUSTOMER or any District chooses this option, a separate contract will be negotiated at that time.
- 2) EDULOG shall be entitled to reimbursement from CUSTOMER for special mailing when such mailing is authorized by CUSTOMER. Special mailing includes overnight courier service, Express Mail, air freight service or air line counter-to-counter package services.
- 3) The price and fees charged to CUSTOMER are exclusive of all taxes, including but not limited to sales, use, and like taxes, state or local taxes on lodging or meals, resort taxes, and of all fees, including but not limited to fees paid in connection with customs/duty such as brokerage GST fees, disbursement fees, entry prep fees, customs GST, duty amounts, etc. Any tax and/or fee EDULOG may be required to collect or pay upon the delivery or use of the SERVICES shall be paid or reimbursed to EDULOG by CUSTOMER.

3. PAYMENT SCHEDULE

The CUSTOMER agrees to make the following payments to EDULOG at its principal place of business in Missoula, Montana, or at such other address as may be specified by EDULOG to the CUSTOMER:

- |   |  |
|---|--|
| - Transportation Optimization Study<br><i>Due upon completion of the Study</i><br><i>Payment will be made by the ESC of Cuyahoga County, OH</i>   | \$9,000.00   |
| - Implementation of the findings of the Study<br><i>Due upon completion of the Implementation</i><br><i>Payment will be made by each District under a separate agreement to be negotiated with each District who chooses to implement the findings. The ESC of Cuyahoga County, OH will not be liable for any District's failure to pay for the implementation.</i> | 20% of the value of each vehicle that the optimized plan shows can be removed from service |

The CUSTOMER and EDULOG agree that payment for services provided by EDULOG are not contingent upon the CUSTOMER or any of the Districts implementing any or all of the EDULOG-produced optimized transportation plan. Instead, payment will be based solely on the number of vehicles that the optimized transportation plan determines can be removed from service while meeting all currently stated District policies related to student transportation. EDULOG'S optimization work will show a

means to save the entire cost of the optimization study. EDULOG, however, cannot control whether or not the CUSTOMER or its Districts decide to implement the plan.

CUSTOMER will notify EDULOG in writing within sixty (60) calendar days of the date of an invoice indicating the reasons for non-payment of the invoice. In the event that an invoice is not paid and EDULOG does not receive a written explanation for the non-payment within the sixty (60) day period, then EDULOG will assign the invoice to a collection agency for collection. In that case, CUSTOMER will also be liable for all late fees or service charges and all costs of collection, including but not limited to reasonable attorney's fees.

### 3. LIMITATION OF LIABILITY

EDULOG shall not be liable to CUSTOMER for any loss or damage to CUSTOMER or any third party, caused by failure of the services furnished hereunder to function, in whole or in part, nor shall EDULOG be liable for any incidental or consequential damages under this Agreement.

### 4. WARRANTY

EDULOG warrants that the SERVICES furnished pursuant to this Agreement shall perform to their published specifications. EDULOG's obligation under this warranty shall be to remedy any failure to perform to the published specifications as soon as is reasonably possible after notification by CUSTOMER of such failure to perform.

EXCEPT FOR THE FOREGOING WARRANTIES, EDULOG MAKES NO WARRANTIES, EITHER EXPRESS OR IMPLIED, WITH RESPECT TO THE SERVICES INCLUDING, BUT NOT LIMITED TO, THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.

### 5. NON-HIRING OF EMPLOYEES

For the term of this Agreement and for twelve (12) months after its termination, CUSTOMER and EDULOG agree not to offer or provide employment to any employee of the other party unless specific written permission is granted waiving this restriction for an employee named by the grantor.

### 6. TERMINATION

- a. CUSTOMER may terminate this Agreement by giving EDULOG sixty (60) days prior written notice by registered mail with return receipt requested. After this

period of sixty (60) days, the CUSTOMER's obligations for payments as described in Section 3 will cease in proportion to services rendered.

- b. CUSTOMER may terminate this Agreement by giving EDULOG sixty (60) days prior written notice by registered mail with return receipt requested. After this period of sixty (60) days, the CUSTOMER's obligations for payments as described in Section 3 will cease in proportion to services rendered.

7. ATTORNEY' S FEES AND COSTS

In the event of any litigation between the parties arising out of this Agreement, the prevailing party shall be entitled to reasonable attorney' s fees and costs, as determined by the court or arbitrator.

8. CONTINUATION OF BENEFITS

This Agreement shall inure to the benefit of and be binding upon the heirs, executors, administrators, assignees and successors of the respective parties.

9. NON-WAIVER

No delay or failure of EDULOG in exercising any right hereunder and no partial or single exercise thereof shall be deemed of itself to constitute waiver of such right or any other rights hereunder.

This Agreement constitutes the complete and exclusive statement of the Agreement between the parties which supersedes all proposals, oral or written, and shall not be modified or altered except in writing by both parties.

Executed as of the day and year written above.

EDUCATION LOGISTICS, INC.

EDUCATIONAL SERVICE CENTER  
OF CUYAHOGA COUNTY

By: \_\_\_\_\_  
Authorized Signature

By: Carol S. Fortlage  
Authorized Signature

\_\_\_\_\_  
Typed Name

\_\_\_\_\_  
Carol S. Fortlage  
Typed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Governing Board President  
Title

Bruce Basalla  
BRUCE BASALLA  
TREASURER 10-18-2011

*To initiate Membership, please reply to this message with the words,  
"I agree to these terms."*

### **Membership Terms**

Membership in Hanover Research runs **through December 31<sup>st</sup>, 2011**. "Membership" comprises the authority to request research on any topic, as well as the right to ask Hanover to expedite work of particular urgency.

*Extended Membership term valid through October 31<sup>st</sup>, 2010.*

### **Participation in Membership**

All research and services are available to the administrators of Educational Service Center of Cuyahoga County (ESCCC) in unlimited amount; the signatory of this agreement serves as our primary contact.

We request that Members not distribute research and other materials produced by Hanover to those outside the Membership.

### **Membership Contribution, ESCCC: \$30,000**

*Price valid through October 31<sup>st</sup>, 2010.*

The Membership Contribution covers all labor costs across the entire Membership term. Any additional expenses related to a particular research request (purchased database access, postage/printing for mass mailings, third-party call centers, incentives for survey respondents, etc.) will be detailed in full prior to the start of the proposed project. It also covers the price of three (3) unique online Library logins. Additional logins are available for purchase at any time during the Membership term.

Payment is due within twenty-one (21) calendar days of the date on which the invoice is issued.

Membership Start Date: November 1<sup>st</sup>, 2010

Signatory: Ms. Jennifer Dodd • Coordinator of Research & Planning

Organization: ESCCC • 5811 Canal Rd. • Valley View, OH 44125

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation Study

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**Cure Response #3:**

**Financial Projections**

## ESC of Cuyahoga County Cuyahoga County Shared Pupil Transportation

### Financial Savings Projections

**Rationale:** This projection is based on realized returns on investment from similar sized geographic areas, listed on page 16 of the proposal. New York BOCES (regional provider parallel to ESC of Cuyahoga County) serves 13 districts and saved \$3 million over 11 years (\$272,000) per year through consolidated routes and competitive bidding. This is slightly less than half the number of districts (31) in Cuyahoga County. Rhode Island serves 36 school districts (equitable to Cuyahoga County) and saved \$4 million through consolidation of special education transportation. Based on this information, a conservative estimate for savings across Cuyahoga County's 31 school districts would be \$1 million annually. Based on percentage savings from other consolidation efforts, 10%, or \$6 million, would be a higher end estimate. Based on this information, the range of anticipated returns on investments for Cuyahoga County over three years is presented below.

Description	Year 1	Year 2	Year 2
<i>Low Range Estimate</i>	\$1 million	\$2 million	\$3 million
<i>High Range Estimate</i>	\$6 million	\$12 million	\$18 million
<b>TOTAL PROJECTED SAVINGS</b>	<b>\$1-6 million</b>	<b>\$2-12 million</b>	<b>\$3-18 million</b>

ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation Study

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**Cure Response #4:**

**Resolutions of Support**

**ESC of Cuyahoga County**

**Cuyahoga County Executive Office**

**North Coast Council**

**Case Western Reserve**

**EduLog**

**Cuyahoga Heights Local Schools**

**Orange City Schools**

**Richmond Heights Local Schools**

**Removed from List of Initial Collaborative Partners:**

**Garfield Heights City Schools**

**Warrensville Heights City Schools**

### **Resolution #2012-02-07.2 - Approval of Grant Proposals**

**Be It Resolved** that the Governing Board of the ESC approves the ESC of Cuyahoga County to submit a \$100,000 grant proposal to the Ohio Department of Development for the Local Government Innovation Fund to conduct a feasibility study on pupil transportation in Cuyahoga County. This study will build on the work already done with five school districts and EduLog in reviewing potential cost savings through the use of transportation software. Other components the LGIF study may review include shared services in maintenance, driver training and employment, transportation purchasing or other recommendations developed by the study group, and;

**Be It Resolved** that the Governing Board of the ESC approves the North Coast Council to submit a \$100,000 grant proposal to the Ohio Department of Development for the Local Government Innovation Fund. The purpose of this proposal is to study the cost savings implementation of Kronos, a single time clock solution that interfaces with individual district or organization payroll systems. While organizations partnering in this proposal may already use Kronos in small proportions, the intent is to look at cost savings of district – wide implementation.

Motion by Anthony Miceli seconded by Carol Fortlage

Ayes: Anthony Miceli, Carol Fortlage, Anton Hocesvar, Frank Mahnic, Christine Krol

This is an accurate account of resolution #2012-02-07.2 from the February 16, 2012, Regular Meeting of the Governing Board of the Educational Service Center of Cuyahoga County.



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Bruce Basalla, Treasurer

2/27/2012  
Date

# County Council of Cuyahoga County, Ohio

## Resolution No. R2012-0021

Sponsored by: **County Executive FitzGerald**

A **Resolution** supporting submission of applications on behalf of Cuyahoga County for first-round funding under the Local Government Innovation Fund available through the State of Ohio, Department of Development; authorizing the County Executive and Department Directors to take all steps necessary in furtherance of this goal, including entering into partnership initiatives/memoranda of understanding with any other potential partners; and declaring the necessity that this Resolution become immediately effective.

WHEREAS, Section 3.17 of the County's Contracting and Purchasing Procedures Ordinance, Ordinance No. O2011-0044, as amended, provides that the "County Executive may apply for and accept grants on behalf of the county without specific approval from the Contracts and Purchasing Board, the Board of Control, or the County Council," and Section 4.15 provides that "[t]his Ordinance is intended to fulfill any state, federal, or other requirement for a Resolution or Ordinance granting the County Executive the authority to apply for or accept grants on behalf of the County;" and,

WHEREAS, to further demonstrate the County's support and bolster the County's applications for funding from the Local Government Innovation Fund administered by the State of Ohio, the County Executive has requested specific support from the County Council through this Resolution, in addition to the general authority granted to the County Executive in the Contracting and Purchasing Procedures Ordinance, to submit applications by County departments and agencies, where Cuyahoga County is serving as the 'primary applicant' or as a 'collaborative partner' with political subdivisions for the first round of funding from the Local Government Innovation Fund available through the State of Ohio, Department of Development; and,

WHEREAS, in accordance with the application procedures for the Local Government Innovation Fund, the State of Ohio, Department of Development, requests a resolution of support from the applicant's and collaborative partner's governing entity; and,

WHEREAS, the Local Government Innovation Fund was established to provide financial assistance to Ohio political subdivisions for planning and implementing projects that are projected to create more efficient and effective service delivery within a specific discipline of government services for one or more entities; and,

WHEREAS, through the Local Government Innovation Fund, the State of Ohio, Department of Development seeks to promote efficiency, collaboration, merger, and shared services among local governments; and,

1

WHEREAS, the applications are to be submitted for first round of funding to the Local Government Innovation Fund where Cuyahoga County is the 'primary applicant' or as a 'collaborative partner' in order to facilitate efficiencies in various disciplines of government service including economic development, education, information technology, and regional collaboration; and,

WHEREAS, Cuyahoga County is working collaboratively on submitting applications with a number of municipal, non-profit, and private partners across the county and region; and,

WHEREAS, the applications for the first round of Local Government Innovation Fund awards are due on March 1, 2012 to the State of Ohio, Department of Development; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order to meet the application deadlines mandated by the State of Ohio, Department of Development.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** The County Council hereby supports the submission of applications by County departments and agencies as the 'primary applicant' and as a 'collaborative partner' with political subdivisions for the first round of funding from the Local Government Innovation Fund available through the State of Ohio, Department of Development.

**SECTION 2.** The County Executive and Department Directors are hereby authorized to take all steps necessary in furtherance of the County's applications to the Local Government Innovation Fund, including, but not limited to, entering into partnership initiatives/memoranda of understanding, with any other potential partners.

**SECTION 3.** It is necessary that this Resolution become immediately effective, in order that critical services provided by Cuyahoga County can continue, and to continue the usual and daily operation of the County. Provided that this Resolution receives the affirmative vote of eight members of Council, this Resolution shall become immediately effective upon the signature of the County Executive.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

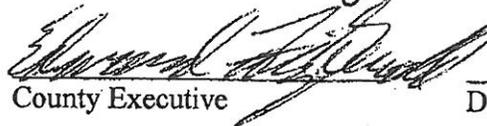
On a motion by Mr. Schron, seconded by Mr. Rogers, the foregoing Resolution was duly adopted.

Yeas: Schron, Conwell, Jones, Rogers, Simon, Greenspan, Miller, Brady, Germana, Gallagher and Connally

Nays: None

  
County Council President

2/29/2012  
Date

  
County Executive

2/29/12  
Date

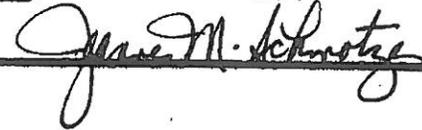
  
Clerk of Council

2/28/2012  
Date

First Reading/Referred to Committee: February 14, 2012  
Committee(s) Assigned: Economic Development & Planning

Journal CC005  
February 28, 2012

I, JEANNE M. SCHMOTZER, CLERK OF COUNCIL OF THE COUNCIL OF CUYAHOGA COUNTY, OHIO, DO HEREBY CERTIFY THAT THE FOREGOING IS A TRUE AND EXACT COPY OF THE ORIGINAL OF A RESOLUTION DULY ADOPTED OR AN ORDINANCE DULY ENACTED BY SAID COUNCIL ON THE 28<sup>th</sup> DAY OF February 2012.

BY   
\_\_\_\_\_

Transportation Grant Proposal

Allen Sluka Moved and Sherman Micsak  
Seconded the motion that the following resolution be adopted:

WHEREAS, the Educational Service Center of Cuyahoga County desires to complete a feasibility study of a shared transportation solution in Cuyahoga County; and

WHEREAS, the study would evaluate the feasibility of a shared transportation solution for schools in Cuyahoga County; and

WHEREAS, any shared solution would require access to student data stored in student information systems hosted by North Coast Council; and

WHEREAS, it is anticipated that the feasibility study as well as any subsequent project will require technical resources available through the North Coast Council; and

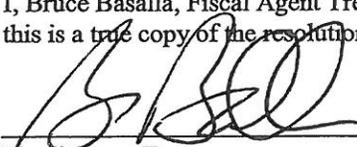
THEREFORE BE IT RESOLVED by the Board of Directors of the North Coast Council that the North Coast Council will participate in the proposed feasibility study; and

FURTHER BE IT RESOLVED that the Board of Directors of the North Coast Council hereby authorizes and directs the Executive Director to take the appropriate action to implement this Resolution.

15-12 Yeas: Nancy Wingenbach, Robert Mengerink, Sherman Micsak, Allen Sluka, Cynthia Walker

Nays: None

I, Bruce Basalla, Fiscal Agent Treasurer of the North Coast Council, Cuyahoga County, Ohio, do certify that this is a true copy of the resolution approved by the North Coast Council Board of Directors.

  
\_\_\_\_\_  
Fiscal Agent Treasurer  
North Coast Council  
Cuyahoga County

April 28<sup>th</sup>, 2012  
Dr. Robert Mengerink,  
Superintendent  
Educational Service Center of Cuyahoga County

Dear Dr. Mengerink;

I am writing this letter in support of the proposed Cuyahoga County Shared Pupil Transportation Study. As stated in the proposal, currently, the thirty one public school districts in Cuyahoga County spend over \$65 Million annually for transportation services. With challenging budget environment, it is imperative that all districts find ways to improve efficiency and quality of their service with reduced budgets. We believe one such avenue the county should explore is to study the financial and service impact of sharing certain activities. If done judiciously, the county can exploit the economics of scale to achieve significant cost reduction without compromising service. I have made my personal commitment to perform analytical work needed to support any recommendation that arises from this study. At Case Western Reserve University, we have a highly respected graduate program in Supply Chain Management. I will have students from this program as resource for this work.

In summary, I strongly support this proposed study and confirm my personal commitment to the project. If you have any questions or need some additional information, please feel free to contact me by phone (216-368-3857) or email ([kamlesh.mathur.case.edu](mailto:kamlesh.mathur.case.edu)).

Sincerely,

Kamlesh Mathur  
Professor and Chair, department of Operations  
Weatherhead School of Management  
Case Western Reserve University  
Cleveland, Ohio 44106

# Edulog

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EDUCATION LOGISTICS, INC.

April 30<sup>th</sup>, 2012

Subject: Letter of Support from Education Logistics, Inc. for the Educational Service Center of Cuyahoga County

To whom it may concern,

This letter is regarding the Educational Service Center of Cuyahoga County. Education Logistics, Inc. is a company that has been active in the school bus and pupil transportation industry for nearly 35 years. With a client base in excess of 1,400 school districts, our staff boasts more combined experience in the industry than all other such firms. Further, our logistical planning software systems are used in the most complex and challenging environments including the school bus routing of 80 out of the 100 largest school districts on the continent; it is fair to say we have a unique perspective and vantage point in the world of K-12 logistical planning.

We are more than pleased to write this letter of support for the ESC of Cuyahoga County. They have displayed to us a desire to reach optimal ratings in the areas of transportation efficiency for their partners and affiliates.

Sincerely,

Ross Miller  
Sales Manager  
Education Logistics, Inc.  
3000 Palmer St.  
Missoula, MT 59808  
Office: 866.340.3896 x3160  
Fax: 406.728.8754

March 7, 2012

B. Personnel

1. Appointments

Moved by Dr. Kenzig and seconded by Mrs. Sample that the Board of Education accept the appointment of Supplemental/Extra Duty Contracts, as found in Attachment #1.

**ROLL CALL:** Ayes: Contipelli, Kenzig, Sample, Suchocki, Thacker  
Nays: None

**Motion Carried**

2. Moved by Dr. Kenzig and seconded by Mr. Suchocki that the Board of Education accept the appointment of Volunteer Coach(s)/Advisor(s), as found in Attachment #2.

**ROLL CALL:** Ayes: Contipelli, Kenzig, Sample, Suchocki, Thacker  
Nays: None

**Motion Carried**

C. Agreements/Contracts

*Cuyahoga Heights*

1. Local Government Innovations Fund Grant

Moved by Dr. Thacker and seconded by Mrs. Sample that the Board of Education approve Cuyahoga Heights Schools to partner with the Educational Service Center of Cuyahoga County in the submission of a \$100,000 grant proposal to the Ohio Department of Development for the Local Government Innovation Fund to conduct a feasibility study on pupil transportation in Cuyahoga County. This study will build on the work already done with five schools districts and EduLog in reviewing potential cost savings through the use of transportation software. Other components the LGIF study may review include shared services in maintenance, driver training and employment, transportation purchasing or other recommendations developed by the study group. Participation in this study does not cost the district or obligate the Board to any recommendations.

Mr. Contipelli said he would abstain from voting on the measure as he serves on the Governor's committee that will review the applications. He said the Governor is looking for creativity in the applications and there is \$45 million available.

**ROLL CALL:** Ayes: Kenzig, Sample, Suchocki, Thacker  
Nays: None  
Abstain: Contipelli

**Motion Carried**

2. Interdistrict Service Area Contract

Moved by Dr. Kenzig and seconded by Mrs. Sample that the Board of Education revise the Interdistrict Service Area Contract with the Educational Service Center of Cuyahoga County for the 2011-2012 school year be approved with the addition of an educational aide for a special needs child, on an "as needed" basis for the remainder of the school year, as found in Attachment #3.



March 7, 2012

Mrs. Sample said a Financial Forecast Advisory Committee meeting is scheduled in March. She said she would like to schedule a meeting to establish goals for the Board Finance Committee. Dr. Thacker thanked the voters for approving the levy and said the Board will continue to communicate with the community and strive for transparency. She also said she will not be available on the dates set for the FFA committee in April and May. Ms. Herrmann said the committee can review those dates at the March meeting. Dr. Kenzig said the CVCC is looking to work with both cities and schools on collaboration. He said two important pieces of legislation in Columbus are SB230, on regional governments, and SB220, open enrollment. Mr. Contipelli said that pension reform legislation is also moving forward in Columbus and schools are continuing to lobby to get more Tangible Personal Property replacement funds.

Mr. Contipelli noted that no matter how often safety forces practice drills at schools, they cannot prevent a school shooting such as the one at Chardon High School. Dr. Thacker said students have to take seriously comments posted on Facebook and Twitter. Mr. Evans said safety forces will be conducting a drill in the District during spring break when students are gone, and there will be a live drill with students before the end of the school year.

**X. Executive Session**

Moved by Mr. Suchocki and seconded by Dr. Kenzig pursuant to ORC Section 121.22(G)(4), the Board of Education adjourn to executive session to prepare for negotiations or bargaining sessions with employees concerning compensation and other terms and conditions of employment;

And pursuant to ORC Section 121.22(G)(1), the Board of Education adjourn to executive session for the purpose of considering the employment of an employee or official of the school district;

And pursuant to ORC Section 121.22(G)(5), the Board of Education adjourns to executive session for the purpose of considering matters requested to be kept confidential by federal law or regulations or state statutes at 8:13 p.m.

**ROLL CALL:** Ayes: Contipelli, Kenzig, Sample, Suchocki, Thacker

Nays: None

Motion Carried

**XI. Adjournment**

Moved by Dr. Thacker and seconded by Dr. Kenzig to adjourn the meeting at 9:25 p.m.

**ROLL CALL:** Ayes: Contipelli, Kenzig, Sample, Suchocki, Thacker

Nays: None

Motion Carried

APPROVED: \_\_\_\_\_

3/21/12

SIGNED: \_\_\_\_\_

*Reno Contipelli*  
Reno Contipelli, Board President

ATTEST: \_\_\_\_\_

*Deborah Herrmann*  
Deborah Herrmann, Treasurer





**Monday, February 27, 2012  
Regular Meeting  
6:30 p.m., Pepper Pike Learning Center**

**14. Operations/Business Services – R-61-2012**

**A. Sterling Change Order #7**

The Orange Board of Education approved Sterling Change Order #7 relating to the Brady Middle School Gym Addition as presented at the February 13, 2012 Study Session meeting.

**B. Contract Bid Award to Total Environment Services, LLC**

The Orange Board of Education approved contract bid award to Total Environmental Services LLC 1950 Clinton Street Toledo, OH 43607 as presented on February 24, 2012 at the Special Session meeting for the 2012 Brady Middle School Building Old Gym Floor Removal as per the Specifications for a total contract amount of \$18,965.00.

**C. Authorization to Advertise for Bids for 2012 Campus Asphalt Projects**

The Orange Board of Education authorized the superintendent to advertise for bids for 2012 campus asphalt projects.

**D. Authorization to Advertise for Bids for 2012 Campus Concrete Projects**

The Orange Board of Education authorized the superintendent to advertise for bids for 2012 campus concrete projects.

**E. Local Government Innovation Fund Grant Transportation Study**

Recommended by the Superintendent of Schools that the Board of Education approved a partnership with the Educational Service Center of Cuyahoga County in the submission of a \$100,000 grant proposal to the Ohio Department of Development for the Local Government Innovation Fund to conduct a feasibility study on pupil transportation in Cuyahoga County. This study will build on the work already done with five school districts and EduLog in reviewing potential cost savings through the use of transportation software. Other components in the LGIF study review may include shared services in maintenance, driver training and employment, transportation purchasing or other recommendations developed by the study group.

**E. Motion to Approve Operations/Business Services Consent Resolution**

Moved by Mrs. Fellowes, seconded by Mrs. Cohen, Resolved, on the recommendation of the Superintendent of Schools that the Board of Education approve Operations/Business Services Consent Resolution, Items A through E.

Ayes: Bonda, Cohen, Fellowes, Steinhouse and Wilkes

Nays: None

Motion Carried: 5-0

Regular Meeting

February 27, 2012

# RICHMOND HEIGHTS LOCAL SCHOOLS

447 RICHMOND RD. RICHMOND HTS., OHIO 44143 PHONE 216-692-0086 FAX 216-692-2820

## ADMINISTRATION

Dr. Robert Moore, INTERIM SUPERINTENDENT  
Brenda Brcak, TREASURER/CFO

## BOARD OF EDUCATION

LINDA PLIODZINSKAS, PRESIDENT  
BOBBY JORDAN, VICE PRESIDENT  
AARON BURKO  
JOSHUA KAYE  
FRANK BARBER

## SCHOOLS

SECONDARY SCHOOL, Harold S. Booker, Interim Principal  
ELEMENTARY SCHOOL, Jacqueline Sturm, Interim Principal

## BOARD RESOLUTION FOR LOCAL GOVERNMENT INNOVATION FUND GRANT

DATE: March 12, 2012

Regular Meeting of the Board - Richmond Heights Board of Education

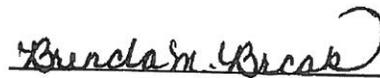
Motion by M Mr. Barber seconded by Mr. Jordan

Be It Resolved that the Richmond Heights Board of Education approves the Richmond Heights School District to partner in the submission of a \$100,000 grant proposal to the Ohio Department of Development for the Local Government Innovation Fund to conduct a feasibility study on pupil transportation in Cuyahoga County. This study will build on the work already done with five school districts and EduLog in reviewing potential cost savings through the use of transportation software. Other components the LGIF study may review include shared services in maintenance, driver training and employment, transportation purchasing or other recommendations developed by the study group.

Vote: Mrs. Pliodzinskas yes Mr. Jordan yes  
Mr. Burko yes Mr. Kaye abs.  
Mr. Barber yes

Approved this 12<sup>th</sup> day of March, 2012:

  
Linda Pliodzinskas, President

  
Brenda M. Brcak, Treasurer

The Mission of the Richmond Heights Schools, Learn adapt. and excel in a changing world. The Vision is a community committed to student success through creativity, collaboration, critical thinking, and communication.

**ESC of Cuyahoga County  
Cuyahoga County Shared Pupil Transportation Study**

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**Cure Response #5:**

**Signed Partnership Agreement**

**ESC of Cuyahoga County**

**Cuyahoga County Executive Office**

**North Coast Council**

**Case Western Reserve**

**EduLog**

**Cuyahoga Heights Local Schools**

**Orange City Schools**

**Richmond Heights Local Schools**

**Removed from List of Initial Collaborative Partners:**

**Garfield Heights City Schools**

**Warrensville Heights City Schools**

**Cuyahoga County  
Pupil Transportation Study  
Partnership Agreement**

The Educational Service Center (ESC) of Cuyahoga County is submitting a grant proposal to the Ohio Department of Development for the Local Government Innovation Fund (LGIF) to conduct a feasibility study on pupil transportation in Cuyahoga County. It is the purpose of this Cuyahoga County Pupil Transportation Study to determine the district needs, the potential cost savings and increased efficiencies, and the capacity and feasibility of multiple shared service models of pupil transportation. This study will build on the work already done with five school districts and EduLog in reviewing potential cost savings through the use of transportation software. Other components the LGIF study may review include shared services in maintenance, driver training and employment, transportation purchasing or other recommendations developed by the study group.

The initial partners in this study will review school district data and effective models of practice across multiple components of pupil transportation services. This information will be used to determine potential costs savings or increased efficiencies in pupil transportation across the participating districts, as well as other school districts and agencies in Cuyahoga County. From this analysis, the Cuyahoga County Pupil Transportation Study workgroup will propose one or more shared models, with anticipated returns on investment, of pupil transportation for Cuyahoga County.

The purpose and primary roles of the collaborative partners are listed below:

Educational Service Center of Cuyahoga County

- Serve as project coordinator and fiscal manager
- Identify capacity of ESC and districts to deliver shared pupil transportation model(s)
- Identify and approach additional partners as indicated by study group
- Formalize delivery model(s) for proposed shared pupil transportation
- Scale model for additional Cuyahoga County districts
- Prepare proposal for LGIF loan application in future funding cycles

School Districts

- Provide efficiency and cost data on district pupil transportation components
- Identify needs/gaps for pupil transportation
- Identify potential barriers to shared service pupil transportation models

Case Western Reserve University

- Facilitate the feasibility study process
- Provide research on cost savings and efficiencies of existing shared pupil transportation models
- Analyze district and county data on pupil transportation to determine return on investment for proposed shared transportation models

Cuyahoga County

- Offer a broad scope of pupil transportation needs across Cuyahoga County
- Provide information on community-based shared transportation models

North Coast Council

- Provide information on interface between technology solutions and pupil transportation components
- Provide information and support on technology solutions for potential shared pupil transportation

EduLog

- Review outcomes of initial transportation study on routing software
- Provide information on potential interface between routing software and other pupil transportation components

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

Robert Mengerink 3/1/12  
Robert Mengerink, ESC of Cuyahoga County Date  
ESC of Cuyahoga County, Superintendent

\_\_\_\_\_  
Garfield Heights City School District, Superintendent Date

\_\_\_\_\_  
Orange City School District, Superintendent Date

\_\_\_\_\_  
Richmond Heights Local School District, Superintendent Date

\_\_\_\_\_  
Warrensville Heights City School District, Superintendent Date

\_\_\_\_\_  
Cuyahoga Heights Local School District, Superintendent Date

\_\_\_\_\_  
Case Western Reserve University, Weatherhead School of Management Date  
Chair, Operations Department

\_\_\_\_\_  
Cuyahoga County, Executive Date

\_\_\_\_\_  
Lakeshore Northeast Ohio Computer Association, Executive Director Date

\_\_\_\_\_  
EduLog, Regional Sales Manager Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

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ESC of Cuyahoga County, Superintendent	Date
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Garfield Heights City School District, Superintendent	Date
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<i>Nancy Wigenbach</i>	<i>2/28/12</i>
<i>Nancy Wigenbach Orange City Schools</i>	
Orange City School District, Superintendent	Date

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Richmond Heights Local School District, Superintendent	Date
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Warrensville Heights City School District, Superintendent	Date
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Cuyahoga Heights Local School District, Superintendent	Date
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Case Western Reserve University, Weatherhead School of Management Chair, Operations Department	Date
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Cuyahoga County, Executive	Date
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Lakeshore Northeast Ohio Computer Association, Executive Director	Date
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EduLog, Regional Sales Manager	Date
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**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

\_\_\_\_\_  
ESC of Cuyahoga County, Superintendent

Date

\_\_\_\_\_  
Garfield Heights City School District, Superintendent

Date

\_\_\_\_\_  
Orange City School District, Superintendent

Date

\_\_\_\_\_  
Richmond Heights Local School District, Superintendent

Date

*Robert Moore*  
*Robert Moore, Richmond Heights Local Schools*  
Warrensville Heights City School District, Superintendent

*4/24/12*

Date

\_\_\_\_\_  
Cuyahoga Heights Local School District, Superintendent

Date

**Dr. Kamlesh Mathur**  
**(Professor and Chair of Operations Department**  
**Case Western Reserve University)**

Date

\_\_\_\_\_  
Cuyahoga County, Executive

Date

\_\_\_\_\_  
Lakeshore Northeast Ohio Computer Association, Executive Director

Date

\_\_\_\_\_  
EduLog, Regional Sales Manager

Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

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ESC of Cuyahoga County, Superintendent Date

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Garfield Heights City School District, Superintendent Date

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Orange City School District, Superintendent Date

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Richmond Heights Local School District, Superintendent Date

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Warrensville Heights City School District, Superintendent Date

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*Marva Jones, Warrensville Heights City Schools*  
Cuyahoga Heights Local School District, Superintendent Date

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Case Western Reserve University, Weatherhead School of Management  
Chair, Operations Department Date

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Cuyahoga County, Executive Date

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Lakeshore Northeast Ohio Computer Association, Executive Director Date

---

EduLog, Regional Sales Manager Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

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ESC of Cuyahoga County, Superintendent Date

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Garfield Heights City School District, Superintendent Date

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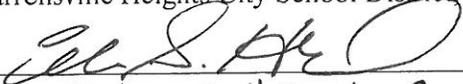
Orange City School District, Superintendent Date

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Richmond Heights Local School District, Superintendent Date

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Warrensville Heights City School District, Superintendent Date

 2/28/12  
Edward Holland, Cuyahoga Heights Local Schools Date  
Cuyahoga Heights Local School District, Superintendent

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Case Western Reserve University, Weatherhead School of Management Date  
Chair, Operations Department

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Cuyahoga County, Executive Date

---

Lakeshore Northeast Ohio Computer Association, Executive Director Date

---

EduLog, Regional Sales Manager Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

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ESC of Cuyahoga County, Superintendent Date

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Garfield Heights City School District, Superintendent Date

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Orange City School District, Superintendent Date

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Richmond Heights Local School District, Superintendent Date

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Warrensville Heights City School District, Superintendent Date

---

Cuyahoga Heights Local School District, Superintendent Date

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Dr. Kamlesh Mathur *Kamlesh Mathur* 2/29/12  
(Professor and Chair of Operations Department, *Kamlesh Mathur, CWRU*  
Case Western Reserve University) Date

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Cuyahoga County, Executive Date

---

Lakeshore Northeast Ohio Computer Association, Executive Director Date

---

EduLog, Regional Sales Manager Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

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ESC of Cuyahoga County, Superintendent Date

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Garfield Heights City School District, Superintendent Date

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Orange City School District, Superintendent Date

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Richmond Heights Local School District, Superintendent Date

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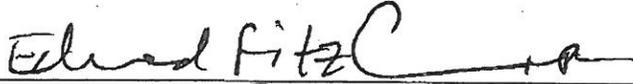
Warrensville Heights City School District, Superintendent Date

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Cuyahoga Heights Local School District, Superintendent Date

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Case Western Reserve University, Weatherhead School of Management Date.  
Chair, Operations Department

 2-28-12  
Edward Fitzgerald, Cuyahoga County Executive Executive  
Cuyahoga County, Executive Date

---

Lakeshore Northeast Ohio Computer Association, Executive Director Date

---

EduLog, Regional Sales Manager Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

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ESC of Cuyahoga County, Superintendent Date

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Garfield Heights City School District, Superintendent Date

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Orange City School District, Superintendent Date

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Richmond Heights Local School District, Superintendent Date

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Warrensville Heights City School District, Superintendent Date

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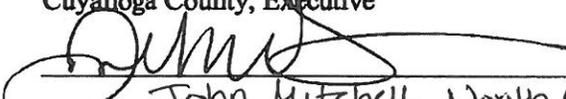
Cuyahoga Heights Local School District, Superintendent Date

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Case Western Reserve University, Weatherhead School of Management  
Chair, Operations Department Date

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Cuyahoga County, Executive Date

 2-29-12  
John Mitchell, North Coast Council  
North Coast Council, Executive Director Date

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EduLog, Regional Sales Manager Date

**SIGNATORIES**

We, the collaborative partners on the Cuyahoga County Pupil Transportation Study, agree to work together in accordance with this Partnership Agreement:

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ESC of Cuyahoga County, Superintendent Date

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Garfield Heights City School District, Superintendent Date

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Orange City School District, Superintendent Date

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Richmond Heights Local School District, Superintendent Date

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Warrensville Heights City School District, Superintendent Date

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Cuyahoga Heights Local School District, Superintendent Date

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Case Western Reserve University, Weatherhead School of Management  
Chair, Operations Department Date

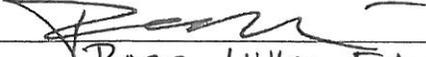
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Cuyahoga County, Executive Date

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Lakeshore Northeast Ohio Computer Association, Executive Director Date

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Ross Miller, EduLog 2/27/12  
EduLog, Regional Sales Manager Date