



## Round : Application Form

# Local Government Innovation Fund

Step One: Fill out this Application Form in its entirety.

Step Two: Fill out the online submission form and submit your application materials. All supplemental application materials should be combined into one file for submission.

### LGIF: Applicant Profile

|   |  |
|---|--|
| <b>Lead Applicant</b>                   |  |
| <b>Project Name</b>                     |  |
| <b>Type of Request</b>                  |  |
| <b>Funding Request</b>                  |  |
| <b>JobsOhio Region</b>                  |  |
| <b>Number of Collaborative Partners</b> |  |

### Office of Redevelopment

Website: <http://development.ohio.gov>

Email: [LGIF@development.ohio.gov](mailto:LGIF@development.ohio.gov)

Phone: 614 | 995 2292

|                |  |                 |  |
|----------------|--|-----------------|--|
| Lead Applicant |  | <b>Round 4</b>  |  |
| Project Name   |  | Type of Request |  |

| Lead Applicant  |                |                |                   |  |
|---|----------------|----------------|-------------------|--|
| <b>Mailing Address:</b>                                 | Address Line 1 |                |                   |  |
|   | Address Line 2 |                |                   |  |
|   | City           | State          | Zip Code          |  |
| City, Township or Village                               |                |                | Population (2010) |  |
| County  |                |                | Population (2010) |  |
| Did the lead applicant provide a resolution of support? |                | Yes (Attached) | No (In Process)   |  |

| Project Contact   |                 |       |              |  |
|---|-----------------|-------|--------------|--|
| Complete the section below with information for the individual to be contacted on matters involving this application. |                 |       |              |  |
|   | Project Contact |       | Title        |  |
| <b>Mailing Address:</b>   | Address Line 1  |       |              |  |
|   | Address Line 2  |       |              |  |
|   | City            | State | Zip Code     |  |
| Email Address   |                 |       | Phone Number |  |

| Fiscal Officer   |                |       |              |  |
|--|----------------|-------|--------------|--|
| Complete the section below with information for the entity and individual serving as the fiscal agent for the project. |                |       |              |  |
|  | Fiscal Officer |       | Title        |  |
| <b>Mailing Address:</b>  | Address Line 1 |       |              |  |
|  | Address Line 2 |       |              |  |
|  | City           | State | Zip Code     |  |
| Email Address  |                |       | Phone Number |  |
| Is your organization registered in OAKS as a vendor?   |                | Yes   | No           |  |

Section 1  
Contacts

|                |  |                |  |
|----------------|--|----------------|--|
| Lead Applicant |  | <b>Round 4</b> |  |
| Project Name   |  | Type of        |  |

| <b>Single Applicant</b>                               |             |
|---|-------------|
| Is your organization applying as a single entity?     | Yes      No |
| Participating Entity: (1 point) for single applicants |             |

| <b>Collaborative Partners</b>  |             |
|--|-------------|
| Does the proposal involve other entities acting as collaborative partners?   | Yes      No |
| <p>Applicants applying with a collaborative partner are required to show proof of the partnership with a partnership agreement signed by each partner and resolutions of support from the governing entities. If the collaborative partner does not have a governing entity, a letter of support from the partnering organization is sufficient. Include these documents in the supporting documents section of the application.</p> <p>In the section below, applicants are required to identify population information and the nature of the partnership.</p> <p>Each collaborative partner should also be clearly and separately identified on pages 4-5.</p> |             |
| Number of Collaborative Partners who signed the partnership agreement, and provided resolutions of support.  |             |
| Participating Entity: (5 points) allocated to projects with collaborative partners.  |             |

| <b>Population</b>  |   |                       |            |  |
|--|---|-----------------------|------------|--|
| The applicant is required to provide information from the 2010 U.S. Census information, available at:<br><a href="http://factfinder2.census.gov/">http://factfinder2.census.gov/</a> |   |                       |            |  |
| Does the applicant (or collaborative partner) represent a city, township or village with a population of less than 20,000 residents?   | Yes      No   |                       |            |  |
|  | List Entity   |                       |            |  |
|  |   |                       |            |  |
|  | <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">Municipality/Township</th> <th style="width: 50%;">Population</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table> | Municipality/Township | Population |  |
| Municipality/Township  | Population  |                       |            |  |
|  |   |                       |            |  |
| Does the applicant (or collaborative partner) represent a county with a population of less than 235,000 residents?   | Yes      No   |                       |            |  |
|  | List Entity   |                       |            |  |
|  |   |                       |            |  |
|  | <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">County</th> <th style="width: 50%;">Population</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table>                | County                | Population |  |
| County   | Population  |                       |            |  |
|  |   |                       |            |  |
| Population: (3-5 points) determined by the smallest population listed in the application. Applications from (or collaborating with) small communities are preferred.                 |   |                       |            |  |

Section 2 Collaborative Partners

|                |  |                 |  |
|----------------|--|-----------------|--|
| Lead Applicant |  | <b>Round 4</b>  |  |
| Project Name   |  | Type of Request |  |

**Nature of Partnership (2000 character limit)**

**As agreed upon in the partnership agreement, please identify the nature of the partnership, and explain how the main applicant and the partners will work together on the proposed project.**

Section 2 Collaborative Partners

**List of Partners**

**The applicant applying with collaborative partners (defined in §1.03 of the LGIF Policies) must include the following information for each applicant:**

- **Name of collaborative partners**
- **Contact Information**
- **Population data (derived from the 2010 U.S. Census)**

**If the project involves more than 12 collaborative partners, additional forms are available on the LGIF website.**

|                |  |                 |  |  |
|----------------|--|-----------------|--|--|
| Lead Applicant |  | <b>Round 4</b>  |  |  |
| Project Name   |  | Type of Request |  |  |

|                               |  |       |  |          |                        |  |            |            |
|-------------------------------|--|-------|--|----------|------------------------|--|------------|------------|
| <b>Collaborative Partners</b> |  |       |  |          |                        |  |            |            |
| Number 1                      |  |       |  |          |                        |  |            |            |
| Address Line 1                |  |       |  |          | <b>Population</b>      |  |            |            |
| Address Line 2                |  |       |  |          | Municipality /Township |  | Population |            |
| City                          |  | State |  | Zip Code |                        | County   |            | Population |
| Email Address                 |  |       |  |          | Phone Number           |  |            |            |
| Resolution of Support         | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |  |          | Signed Agreement       | <input type="checkbox"/> Yes <input type="checkbox"/> No |            |            |

|                               |  |       |  |          |                        |  |            |            |
|-------------------------------|--|-------|--|----------|------------------------|--|------------|------------|
| <b>Collaborative Partners</b> |  |       |  |          |                        |  |            |            |
| Number 2                      |  |       |  |          |                        |  |            |            |
| Address Line 1                |  |       |  |          | <b>Population</b>      |  |            |            |
| Address Line 2                |  |       |  |          | Municipality /Township |  | Population |            |
| City                          |  | State |  | Zip Code |                        | County   |            | Population |
| Email Address                 |  |       |  |          | Phone Number           |  |            |            |
| Resolution of Support         | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |  |          | Signed Agreement       | <input type="checkbox"/> Yes <input type="checkbox"/> No |            |            |

|                               |  |       |  |          |                        |  |            |            |
|-------------------------------|--|-------|--|----------|------------------------|--|------------|------------|
| <b>Collaborative Partners</b> |  |       |  |          |                        |  |            |            |
| Number 3                      |  |       |  |          |                        |  |            |            |
| Address Line 1                |  |       |  |          | <b>Population</b>      |  |            |            |
| Address Line 2                |  |       |  |          | Municipality /Township |  | Population |            |
| City                          |  | State |  | Zip Code |                        | County   |            | Population |
| Email Address                 |  |       |  |          | Phone Number           |  |            |            |
| Resolution of Support         | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |  |          | Signed Agreement       | <input type="checkbox"/> Yes <input type="checkbox"/> No |            |            |

|                               |  |       |  |          |                        |  |            |            |
|-------------------------------|--|-------|--|----------|------------------------|--|------------|------------|
| <b>Collaborative Partners</b> |  |       |  |          |                        |  |            |            |
| Number 4                      |  |       |  |          |                        |  |            |            |
| Address Line 1                |  |       |  |          | <b>Population</b>      |  |            |            |
| Address Line 2                |  |       |  |          | Municipality /Township |  | Population |            |
| City                          |  | State |  | Zip Code |                        | County   |            | Population |
| Email Address                 |  |       |  |          | Phone Number           |  |            |            |
| Resolution of Support         | <input type="checkbox"/> Yes <input type="checkbox"/> No |       |  |          | Signed Agreement       | <input type="checkbox"/> Yes <input type="checkbox"/> No |            |            |

Section 2 Collaborative Partners

|                |  |                 |  |  |
|----------------|--|-----------------|--|--|
| Lead Applicant |  | <b>Round 4</b>  |  |  |
| Project Name   |  | Type of Request |  |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| <b>Number 5</b>               |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| <b>Number 6</b>               |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| <b>Number 7</b>               |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| <b>Number 8</b>               |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |

Section 2 Collaborative Partners

|                |  |                 |  |  |
|----------------|--|-----------------|--|--|
| Lead Applicant |  | <b>Round 4</b>  |  |  |
| Project Name   |  | Type of Request |  |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| Number 9                      |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        |  |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| Number 10                     |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        |  |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| Number 11                     |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        |  |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| Number 12                     |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        |  |  |

Section 2 Collaborative Partners

|                |  |                 |  |
|----------------|--|-----------------|--|
| Lead Applicant |  | Round 4         |  |
| Project Name   |  | Type of Request |  |

|  |  |
|--|--|
| <b>Identification of the Type of Award</b> |  |
| <b>Targeted Approach</b>                   |  |

**Project Description (4000 character limit)**

Please provide a general description of the project. The information provided will be used for council briefings, program, and marketing materials.

Section 3  
Project Information

|                |  |                 |  |
|----------------|--|-----------------|--|
| Lead Applicant |  | <b>Round 4</b>  |  |
| Project Name   |  | Type of Request |  |

| <b>Past Success</b>  | Yes | No |
|--|-----|----|
| <b>Past Success (5 points)</b>   |     |    |
| Provide a summary of past efforts to implement a project to improve efficiency, implement shared services, coproduction, or a merger. (1000 character limit) |     |    |
|  |     |    |

| <b>Scalable/Replicable Proposal</b>   | Scalable | Replicable | Both |
|---|----------|------------|------|
| <b>Scalable/Replicable (10 points)</b>  |          |            |      |
| Provide a summary of how the applicant's proposal can be replicated by other local governments or scaled for the inclusion of other local governments. (1000 character limit) |          |            |      |
|   |          |            |      |

Section 3  
Project Information

| <b>Probability of Success</b>   | Yes | No |
|---|-----|----|
| <b>Probability of Success (5 points)</b>  |     |    |
| Provide a summary of the likelihood of the grant study recommendations being implemented. Applicants requesting a loan should provide a summary of the probability of savings from the loan request. (1000 character limit) |     |    |
|   |     |    |

|                |  |                 |  |
|----------------|--|-----------------|--|
| Lead Applicant |  | <b>Round 4</b>  |  |
| Project Name   |  | Type of Request |  |

|  |     |    |
|--|-----|----|
| <b>Performance Audit Implementation/Cost Benchmarking</b>  | Yes | No |
| <b>Performance Audit/Benchmarking (5 points)</b>   |     |    |
| If the project is the result of recommendations from a performance audit provided by the Auditor of State under Chapter 117 of the Ohio Revised Code or a cost benchmarking study, please attach a copy with the supporting documents. In the section below, provide a summary of the performance audit or cost benchmarking study. (1000 character limit) |     |    |
|  |     |    |

|   |     |    |
|---|-----|----|
| <b>Economic Impact</b>  | Yes | No |
| <b>Economic Impact (5 points)</b>   |     |    |
| Provide a summary of how the proposal will promote a business environment (through a private business relationship) and/or provide for community attraction. (1000 character limit) |     |    |
|   |     |    |

Section 3  
Project Information

|  |     |    |
|--|-----|----|
| <b>Response to Economic Demand</b>   | Yes | No |
| <b>Response to Economic Demand (5 points)</b>  |     |    |
| Provide a summary of how the project responds to substantial changes in economic demand for local or regional government services. The narrative should include a description of the current service level. (1000 character limit) |     |    |
|  |     |    |

# Budget Information

## General Instructions

- Both the Project Budget and Program Budgets are required to be filled out in this form.
- Consolidate budget information to fit in the form. Additional budget detail may be provided in the budget narrative or in an attachment in Section 5: Supplemental Information.

### Project Budget:

- The Project Budget justification must be explained in the Project Budget Narrative section of the application. This section is also used to explain the reasoning behind any items on the budget that are not self explanatory, and provide additional detail about project expenses.
- The Project Budget should be for the period that covers the entire project. The look-back period for in-kind contributions is two (2) years. These contributions are considered a part of the total project costs.
- For the Project Budget, indicate which entity and revenue source will be used to fund each expense. This information will be used to help determine eligible project expenses.
- Please provide documentation of all in-kind match contributions in the supporting documents section. For future in-kind match contributions, supporting documentation will be provided at a later date.

### Program Budget:

- Six (6) years of Program Budgets should be provided. The standard submission should include three years previous budgets (actual), and three years of projections including implementation of the proposed project. A second set of three years of projections (one set including implementation of this program, and one set where no shared services occurred) may be provided in lieu of three years previous if this does not apply to the proposed project.
- Please use the Program Budget Narrative section to explain any unusual activities or expenses, and to defend the budget projections. If the budget requires the combining of costs on the budget template, please explain this in the narrative.

### Return on Investment:

- A Return on Investment calculation is required, and should reference cost savings, cost avoidance and/or increased revenues indicated in the budget projection sections of the application. Use the space designated for narrative to justify this calculation, using references when appropriate.

### For Loan Applications only:

- Using the space provided, outline a loan repayment structure.
- Attach three years prior financial documents related to the financial health of the lead applicant (balance sheet, income statement, and a statement of cash flows).

|                       |  |                        |  |
|-----------------------|--|------------------------|--|
| <b>Lead Applicant</b> |  | <b>Round 4</b>         |  |
| <b>Project Name</b>   |  | <b>Type of Request</b> |  |

## Project Budget

### Sources of Funds

LGIF Request:

Cash Match (List Sources Below):

|         |   |
|---------|---|
| Source: | <input style="width: 100%;" type="text"/> |

In-Kind Match (List Sources Below):

|         |   |
|---------|---|
| Source: | <input style="width: 100%;" type="text"/> |
| Source: | <input style="width: 100%;" type="text"/> |
| Source: | <input style="width: 100%;" type="text"/> |

Total Match:   
Total Sources:

### Uses of Funds

|  | <u>Amount</u>                             | <u>Revenue Source</u>                     |
|--|---|---|
| Consultant Fees:                                 | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Legal Fees:                                      | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |

Total Uses:

Local Match Percentage:

\* Please note that this match percentage will be included in your grant/loan agreement and cannot be changed after awards are made.

Local Match Percentage = (Match Amount/Project Cost) \* 100 (10% match required)  
10-39.99% (1 point)      40-69.99% (3 points)      70% or greater (5 points)

Project Budget Narrative: Use this space to justify expenses (1200 character max).

Section 4  
Financial Information

|                |  |                 |  |
|----------------|--|-----------------|--|
| Lead Applicant |  | Round 4         |  |
| Project Name   |  | Type of Request |  |

## Program Budget

| Actual ___ Projected ___                         | FY _____ | FY _____ | FY _____ |
|--|----------|----------|----------|
| Expenses   | Amount   | Amount   | Amount   |
| Salary and Benefits                              |          |          |          |
| Contract Services                                |          |          |          |
| Occupancy (rent, utilities, maintenance)         |          |          |          |
| Training and Professional Development            |          |          |          |
| Insurance  |          |          |          |
| Travel   |          |          |          |
| Capital and Equipment Expenses                   |          |          |          |
| Supplies, Printing, Copying, and Postage         |          |          |          |
| Evaluation                                       |          |          |          |
| Marketing  |          |          |          |
| Conferences, meetings, etc.                      |          |          |          |
| Administration                                   |          |          |          |
| *Other - _____                                   |          |          |          |
| *Other - _____                                   |          |          |          |
| *Other - _____                                   |          |          |          |
| <b>TOTAL EXPENSES</b>                            |          |          |          |
| Revenues   | Revenues | Revenues | Revenues |
| Contributions, Gifts, Grants, and Earned Revenue |          |          |          |
| Local Government: _____                          |          |          |          |
| Local Government: _____                          |          |          |          |
| Local Government: _____                          |          |          |          |
| State Government                                 |          |          |          |
| Federal Government                               |          |          |          |
| *Other - _____                                   |          |          |          |
| *Other - _____                                   |          |          |          |
| *Other - _____                                   |          |          |          |
| Membership Income                                |          |          |          |
| Program Service Fees                             |          |          |          |
| Investment Income                                |          |          |          |
| <b>TOTAL REVENUES</b>                            |          |          |          |

|                       |  |                 |  |
|-----------------------|--|-----------------|--|
| <b>Lead Applicant</b> |  | <b>Round 4</b>  |  |
| <b>Project Name</b>   |  | Type of Request |  |

**Program Budget**

| Actual ___ Projected ___                                | FY _____        | FY _____        | FY _____        |
|---|-----------------|-----------------|-----------------|
| Expenses  | Amount          | Amount          | Amount          |
| Salary and Benefits                                     |                 |                 |                 |
| Contract Services                                       |                 |                 |                 |
| Occupancy (rent, utilities, maintenance)                |                 |                 |                 |
| Training and Professional Development                   |                 |                 |                 |
| Insurance   |                 |                 |                 |
| Travel  |                 |                 |                 |
| Capital and Equipment Expenses                          |                 |                 |                 |
| Supplies, Printing, Copying, and Postage                |                 |                 |                 |
| Evaluation  |                 |                 |                 |
| Marketing   |                 |                 |                 |
| Conferences, meetings, etc.                             |                 |                 |                 |
| Administration  |                 |                 |                 |
| *Other - _____  |                 |                 |                 |
| *Other - _____  |                 |                 |                 |
| *Other - _____  |                 |                 |                 |
| <b>TOTAL EXPENSES</b>                                   |                 |                 |                 |
|   | <b>Revenues</b> | <b>Revenues</b> | <b>Revenues</b> |
| <b>Contributions, Gifts, Grants, and Earned Revenue</b> |                 |                 |                 |
| Local Government: _____                                 |                 |                 |                 |
| Local Government: _____                                 |                 |                 |                 |
| Local Government: _____                                 |                 |                 |                 |
| State Government  |                 |                 |                 |
| Federal Government                                      |                 |                 |                 |
| *Other - _____  |                 |                 |                 |
| *Other - _____  |                 |                 |                 |
| *Other - _____  |                 |                 |                 |
| Membership Income                                       |                 |                 |                 |
| Program Service Fees                                    |                 |                 |                 |
| Investment Income                                       |                 |                 |                 |
| <b>TOTAL REVENUES</b>                                   |                 |                 |                 |

|                       |  |                 |
|-----------------------|--|-----------------|
| <b>Lead Applicant</b> |  | <b>Round 4</b>  |
| <b>Project Name</b>   |  | Type of Request |

**Program Budget**

Use this space to justify the program budget and/or explain any unusual revenues or expenses (6000 characters max).

**Section 4: Financial Information Scoring**

- (5 points) Applicant provided complete and accurate budget information and narrative justification for a total of six fiscal years.
- (3 points) Applicant provided complete and accurate budget information and for at least three fiscal years.
- (1 point) Applicant provided complete and accurate budget information for less than three fiscal years.

|                       |  |                 |  |
|-----------------------|--|-----------------|--|
| <b>Lead Applicant</b> |  | <b>Round 4</b>  |  |
| <b>Project Name</b>   |  | Type of Request |  |

## Return On Investment

Return on Investment is a performance measure used to evaluate the efficiency of an investment. To derive the expected return on investment, divide the net gains of the project by the net costs. For these calculations, please use the implementation gains and costs, NOT the project costs (the cost of the feasibility, planning, or management study)--unless the results of this study will lead to direct savings without additional implementation costs. The gains from this project should be derived from the prior and future program budgets provided, and should be justified in the return on investment narrative.

### Return on Investment Formulas:

Consider the following questions when determining the appropriate ROI formula for the project. Check the box of the formula used to determine the ROI for the project. These numbers should refer to savings/revenues illustrated in projected budgets.

Do you expect cost savings from efficiency from the project?

Use this formula: 
$$\frac{\text{Total \$ Saved}}{\text{Total Program Costs}} * 100 = \text{ROI}$$

Do you expect cost avoidance from the implementation of the project/program?

Use this formula: 
$$\frac{\text{Total Cost Avoided}}{\text{Total Program Costs}} * 100 = \text{ROI}$$

Do you expect increased revenues as a result of the project/program?

Use this formula: 
$$\frac{\text{Total New Revenue}}{\text{Total Program Costs}} * 100 = \text{ROI}$$

Expected Return on Investment = \_\_\_\_\_ \* 100 = \_\_\_\_\_

**Return on Investment Justification Narrative:** In the space below, briefly describe the nature of the expected return on investment, using references when appropriate. (1300 character limit)

Expected Return on Investment is:

Less than 25% (10 points)
25%-74.99% (20 points)
Greater than 75% (30 points)

Questions about how to calculate ROI? Please contact the Office of Redevelopment at 614-995-2292 or [lgif@development.ohio.gov](mailto:lgif@development.ohio.gov)

Section 4  
Financial Information

|                       |  |                 |  |
|-----------------------|--|-----------------|--|
| <b>Lead Applicant</b> |  | <b>Round 4</b>  |  |
| <b>Project Name</b>   |  | Type of Request |  |

## Loan Repayment Structure

Please outline the preferred loan repayment structure. At a minimum, please include the following: the entities responsible for repayment of the loan, all parties responsible for providing match amounts, and an alternative funding source (in lieu of collateral). Applicants will have two years to complete the project upon execution of the loan agreement, and the repayment period will begin upon the final disbursement of the loan funds. A description of expected savings over the term of the loan may be used as a repayment source.

Section 4  
Financial Information

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).

|  |   |
|--|---|
| Applicant clearly demonstrates a secondary repayment source (5 points) | Applicant does not have a secondary repayment source (0 points) |
|--|---|

|                       |  |                 |  |
|-----------------------|--|-----------------|--|
| <b>Lead Applicant</b> |  | <b>Round 4</b>  |  |
| <b>Project Name</b>   |  | Type of Request |  |

## Scoring Overview

### Section 1: Collaborative Measures

| Collaborative Measures        | Description   | Max Points |  | Applicant Self Score |
|-------------------------------|---|------------|--|----------------------|
| <b>Population</b>             | 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 <b>smallest</b> population listed in the application. Applications from (or collaborating with) small communities are preferred. | 5          |  |                      |
| <b>Participating Entities</b> | 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.  | 5          |  |                      |

### Section 2: Success Measures

|                                     |   |    |  |  |
|-------------------------------------|---|----|--|--|
| <b>Past Success</b>                 | 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. | 5  |  |  |
| <b>Scalable/Replicable Proposal</b> | Applicant's proposal can be replicated by other local governments or scaled for the inclusion of other local governments.   | 10 |  |  |
| <b>Probability of Success</b>       | Applicant provides a documented need for the project and clearly outlines the likelihood of the need being met.   | 5  |  |  |

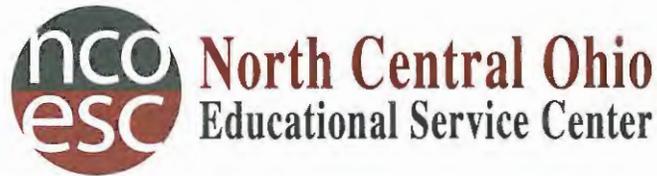
### Section 3: Significance Measures

|   |   |   |  |  |
|---|---|---|--|--|
| <b>Performance Audit Implementation/Cost Benchmarking</b> | 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.  | 5 |  |  |
| <b>Economic Impact</b>                                    | 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) | 5 |  |  |
| <b>Response to Economic Demand</b>                        | The project responds to current substantial changes in economic demand for local or regional government services.   | 5 |  |  |

### Section 4: Financial Measures

|  |   |    |  |  |
|--|---|----|--|--|
| <b>Financial Information</b>           | 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. | 5  |  |  |
| <b>Local Match</b>                     | Percentage of local matching funds being contributed to the project. This may include in-kind contributions.  | 5  |  |  |
| <b>Expected Return</b>                 | 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.   | 30 |  |  |
| <b>Repayment Structure (Loan Only)</b> | 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 fund, rainy day fund, contingency fund, etc.).   | 5  |  |  |

**Total Points**



---

**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENTS FOR IT CONSOLIDATION PROJECT LOAN**

- A. 1-10 RESOLUTIONS OF SUPPORT
- B. 1-5 PARTNERSHIP AGREEMENT
- C. 1-17 CENSUS DATA
- D. 1-54 "ROADMAP TO IT SOLUTIONS CONSOLIDATION STUDY [**THE STUDY**"]
- E. 1-21 PROJECT BUDGET
- F. 1-9 VIABLE REPAYMENT SOURCES
- G. 1-16 FISCAL/BUDGET INFORMATION – THREE YEAR HISTORICAL/THREE YEAR PROJECTED
- H. 1-2 CERTIFICATE OF LIABILITY INSURANCE



**North Central Ohio**  
Educational Service Center



*Attachment A-1*

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**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

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**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENT A**

## **RESOLUTIONS**

## **OF**

## **SUPPORT**

A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING THE NORTH CENTRAL OHIO EDUCATIONAL SERVICE CENTER TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO FOR INFORMATION TECHNOLOGY ("IT") CONSOLIDATION

WHEREAS, the Board of Governors of the North Central Ohio Educational Service Center ("NCOESC") has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the "LGIF Loan") through the State of Ohio, with the North Central Ohio Educational Service Center being the main applicant;

WHEREAS, the NCOESC believes that it is in its best interest to join the application for the LGIF Loan.

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors for the NCOESC of Tiffin, Ohio, that:

Section 1. It is in the best interests of the Board of Governors for it, to authorize and approve the NCOESC to join the application for the LGIF Loan.

Section 2. The Board of Governors hereby authorizes and approves the NCOESC to join the application for the LGIF Loan and hereby promises to provide the resources necessary for the Board of Governors of the NCOESC to join the LGIF Loan.

Section 3. The Board of Governors hereby authorizes and approves a certified officer (the SUPERINTENDENT) of the NCOESC to join the LGIF Loan as a collaborative partner and an applicant by executing that certain Partnership Agreement substantially in the form as attached to this Resolution.

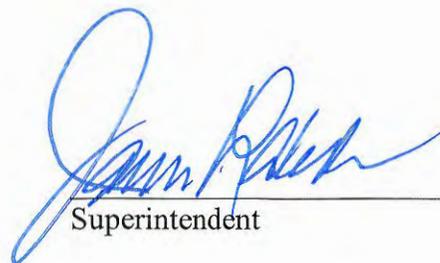
Section 4. The Board of Governors hereby authorizes and approves a certified officer (the SUPERINTENDENT) of the NCOESC to join the LGIF Loan as a collaborative partner and an applicant by executing and entering into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

Section 5. This Board of Governors finds and determines that all formal actions of this Board of Governors and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Board of Governors or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

PASSED ON: November 20, 2012

A purple ink signature of Rhonda Good, Treasurer.

Treasurer

A blue ink signature of the Superintendent.

Superintendent



INTRODUCED BY: 

DATE: 11/19/12

**A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING THE CITY OF TIFFIN TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO FOR INFORMATION TECHNOLOGY (“IT”) CONSOLIDATION, AND DECLARING AN EMERGENCY.**

**WHEREAS**, the City Council of the City of Tiffin, Ohio has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, school districts and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the “LGIF LOAN”) through the State of Ohio, with the North Central Ohio Educational Service Center (“NCOESC”) being the main applicant.

**WHEREAS**, the City of Tiffin believes that it is in its best interest to join the application for the LGIF Loan.

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of Tiffin, Ohio that:

**Section 1:** It is in the best interests of the City of Tiffin to authorize and approve that the City of Tiffin join the application for the LGIF Loan.

**Section 2:** The City Council hereby authorizes and approves the Council to join the application for the LGIF Loan and hereby agrees that NCOESC will provide the resources necessary for City Council to join the LGIF Loan.

**Section 3:** The City Council hereby authorizes and approves a certified officer (the MAYOR) of the City of Tiffin to execute and enter into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

**Section 4:** This Council finds and determines that all formal actions of this Council and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Council or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

**Section 5:** Council declares this to be an emergency because the public peace, welfare, and safety require this Resolution to be effective at the earliest time allowed by Section 4.07(A) of the Tiffin Charter, the reason being: Immediate approval is necessary to remain eligible for IT Innovation loan funds.



Authenticated:

Paul L. Debert Jr. and Ann E. Forrest  
President of Council Clerk of Council

Nov. 19 2012  
Date

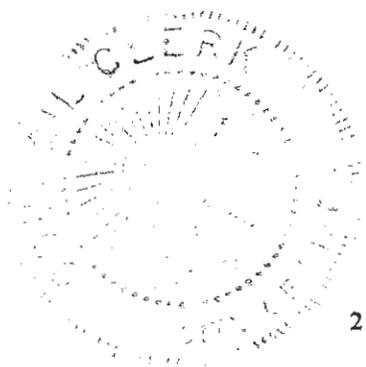
Nov. 19, 2012  
Date

Approved by:

[Signature] November, 20, 2012  
Mayor Date

Effective date: 11/20/2012

12-47.res



STATE OF OHIO  
City of Tiffin)  
Seneca County) ss  
I, Ann E. Forrest, Clerk of Tiffin City Council  
Certify that the following is a true & accurate copy  
of Resolution 12-47 adopted by Council on the 19th day of  
November, 2012. IN WITNESS WHEREOF, I have  
Subscribed my name & affixed my seal this 26th day of  
November, 2012. Ann E. Forrest  
Ann E. Forrest, Clerk of Tiffin City Council



A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING THE SENECA COUNTY COMMISSIONERS TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO FOR INFORMATION TECHNOLOGY ("IT") CONSOLIDATION

Mr. Wagner offered the following resolution and moved the adoption of the same, which was duly seconded by Mr. Sauber.

**WHEREAS**, The Seneca County Commissioners, Benjamin E. Nutter, Jeffrey D. Wagner and David G. Sauber met in open and regular session on this 15<sup>th</sup> day of November, 2012, and

WHEREAS, the Board of Commissioners of Seneca County, Ohio has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, school districts and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the "LGIF LOAN") through the State of Ohio, with the North Central Ohio Educational Service Center ("NCOESC") being the main applicant;

WHEREAS, the Seneca County Commissioners believe that it is in its best interest to join the application for the LGIF Loan.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of Seneca County, Ohio, that:

Section 1. It is in the best interests of the Board of Commissioners for it, to authorize and approve Seneca County to join the application for the LGIF Loan.

Section 2. The Board of Commissioners hereby authorizes and approves Seneca County to join the application for the LGIF Loan and hereby agrees that NCOESC will provide the resources necessary for the Seneca County Board of Commissioners to join the LGIF Loan.

Section 3. The Board of Commissioners hereby authorizes and approves a certified officer of the Seneca County Board of Commissioners (the PRESIDENT) to join the LGIF Loan as a collaborative partner and an applicant by executing that certain Partnership Agreement substantially in the form as attached to this Resolution.

Section 4. The Board of Commissioners hereby authorizes and approves a certified officer (the PRESIDENT) of the Seneca County Board of Commissioners to join the LGIF Loan as a collaborative partner and an applicant by executing and entering into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

Section 5. This Board of Commissioners finds and determines that all formal actions of this Board and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Board or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

Mr. Sauber - yes

Mr. Wagner - yes

Mr. Nutter - yes



Attachment A-6

James H. Lawrence  
BA

Attest: Nicole Smith  
Clerk to the Board

I, the undersigned, Clerk to the Board of County Commissioners, Seneca County, Ohio, do hereby certify that the foregoing is a true and correct copy from the official record of said Board of County Commissioners as recorded in Journal 88, Page 696

Nicole Smith  
Clerk to the Board



A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING THE NORTH CENTRAL ACADEMY, TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO FOR INFORMATION TECHNOLOGY (“IT”) CONSOLIDATION

WHEREAS, the North Central Academy (“NCA”) Board of Education has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the “LGIF Loan”) through the State of Ohio, with the North Central Ohio Educational Service Center (“NCOESC”) being the main applicant;

WHEREAS, the NCA believes that it is in its best interest to join the application for the LGIF Loan.

NOW, THEREFORE, BE IT RESOLVED by the Board of Education for the NCA of Tiffin, Ohio, that:

Section 1. It is in the best interests of the Board of Education for it, to authorize and approve the NCA to join the application for the LGIF Loan.

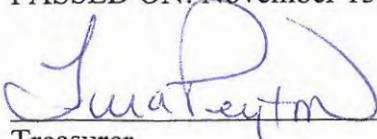
Section 2. The Board of Education hereby authorizes and approves the NCA to join the application for the LGIF Loan and hereby agrees that NCOESC will provide the resources necessary for the NCA Board of Education to join the LGIF Loan.

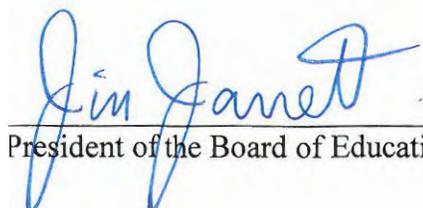
Section 3. The Board of Education hereby authorizes and approves a certified officer (the PRESIDENT) of the NCA Board to join the LGIF Loan as a collaborative partner and an applicant by executing that certain Partnership Agreement substantially in the form as attached to this Resolution.

Section 4. The Board of Education hereby authorizes and approves a certified officer (the PRESIDENT) of the NCA Board to join the LGIF Loan as a collaborative partner and an applicant by executing and entering into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

Section 5. This Board of Education finds and determines that all formal actions of this Board of Education and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Board of Education or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

PASSED ON: November 13, 2012

  
Treasurer

  
President of the Board of Education



A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING THE NORTH CENTRAL OHIO REGIONAL COUNCIL OF GOVERNMENTS TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO

WHEREAS, the Board of the North Central Ohio Regional Council of Governments (NCORcog) has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, school districts and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the "LGIF Loan") through the State of Ohio, with NCOESC being the main applicant for Information Technology ("IT") Consolidation;

WHEREAS, the NCORcog believes that it is in its best interest to join the application for the LGIF Loan.

NOW, THEREFORE, BE IT RESOLVED by the Board of the NCORcog of Tiffin, Ohio, that:

Section 1. It is in the best interests of the Board of the NCORcog for it, to authorize and approve NCORcog to join the application for the LGIF Loan.

Section 2. The Board of NCORcog hereby authorizes and approves NCORcog to join the application for the LGIF Loan and hereby promises to provide the resources necessary for NCORcog to join the LGIF Loan.

Section 3. The Board of NCORcog hereby authorizes and approves a certified officer (the DIRECTOR) of the NCORcog to join the LGIF Loan as a collaborative partner and an applicant by executing that certain Partnership Agreement substantially in the form as attached to this Resolution.

Section 4. The Board of NCORcog hereby authorizes and approves a certified officer (the DIRECTOR) of the NCORcog to join the LGIF Loan as a collaborative partner and an applicant by executing and entering into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

Section 5. This Board of NCORcog finds and determines that all formal actions of the NCORcog Board and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Board or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

Passed: November 28, 2012

  
Fiscal Officer

  
Chair



A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING THE VILLAGE OF NEW RIEGEL TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO FOR INFORMATION TECHNOLOGY ("IT") CONSOLIDATION

WHEREAS, the Village Council of the Village of New Riegel, Ohio has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, school districts and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the "LGIF LOAN") through the State of Ohio, with the North Central Ohio Educational Service Center ("NCOESC") being the main applicant;

WHEREAS, the Village Council believe that it is in its best interest to join the application for the LGIF Loan.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of New Riegel, Ohio, that:

Section 1. It is in the best interests of the Village Council for it, to authorize and approve Seneca County to join the application for the LGIF Loan.

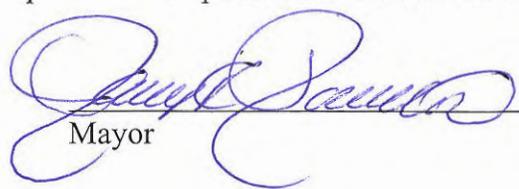
Section 2. The Village Council hereby authorizes and approves the Village of New Riegel to join the application for the LGIF Loan and hereby agrees that NCOESC will provide the resources necessary for the Village of New Riegel to join the LGIF Loan.

Section 3. The Village Council hereby authorizes and approves a certified officer of the Village of New Riegel (the MAYOR) to join the LGIF Loan as a collaborative partner and an applicant by executing that certain Partnership Agreement substantially in the form as attached to this Resolution.

Section 4. The Village Council hereby authorizes and approves a certified officer (the MAYOR) of the Village of New Riegel to join the LGIF Loan as a collaborative partner and an applicant by executing and entering into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

Section 5. This Village Council finds and determines that all formal actions of this Council and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Council or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

Passed: November 27th, 2012

  
\_\_\_\_\_  
Mayor



A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING CLINTON TOWNSHIP TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO FOR INFORMATION TECHNOLOGY ("IT") CONSOLIDATION

WHEREAS, the Board of Trustees of Clinton Township, Ohio has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, school districts and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the "LGIF LOAN") through the State of Ohio, with the North Central Ohio Educational Service Center ("NCOESC") being the main applicant;

WHEREAS, Clinton Township believe that it is in its best interest to join the application for the LGIF Loan.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Clinton Township, Ohio, that:

Section 1. It is in the best interests of the Board of Trustees for it, to authorize and approve Clinton Township to join the application for the LGIF Loan.

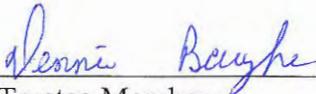
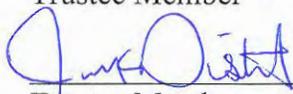
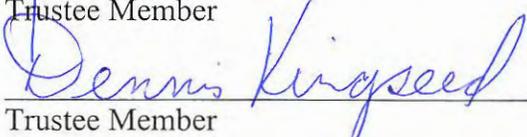
Section 2. The Board of Trustees hereby authorizes and approves Clinton Township to join the application for the LGIF Loan and hereby agrees that NCOESC will provide the resources necessary for the Clinton Township Board of Trustees to join the LGIF Loan.

Section 3. The Board of Trustees hereby authorizes and approves a certified officer of the Clinton Township Board of Trustees (the CHAIRMAN) to join the LGIF Loan as a collaborative partner and an applicant by executing that certain Partnership Agreement substantially in the form as attached to this Resolution.

Section 4. The Board of Trustees hereby authorizes and approves a certified officer (the CHAIRMAN) of the Clinton Township Board of Trustees to join the LGIF Loan as a collaborative partner and an applicant by executing and entering into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

Section 5. This Board of Trustees finds and determines that all formal actions of this Board and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Board or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

Passed: November 26, 2012

  
Trustee Member  
  
Trustee Member  
  
Trustee Member



**North Central Ohio**  
Educational Service Center



*Attachment B-1*

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**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENT B**

# **PARTNERSHIP AGREEMENT**



**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. – Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

**PARTNERSHIP AGREEMENT**

November 12, 2012

North Central Ohio Educational Service Center  
928 West Market Street, Suite A  
Tiffin, Ohio 44883

City of Tiffin  
51 E. Market St.  
Tiffin, Ohio 44883

Seneca County  
111 Madison St.  
Tiffin, Ohio 44883

Village of New Riegel  
13 Findlay St.  
New Riegel, Ohio 44853

North Central Academy  
928 West Market Street, Suite B  
Tiffin, Ohio 44883

Clinton Township  
837 N. SR 101  
Tiffin, Ohio 44883

North Central Ohio Regional Council of Governments  
928 West Market Street, Suite A  
Tiffin, Ohio 44883

**Subject: Local Government Innovation Fund – Loan Application: Round 4 for  
IT Consolidation**

Dear Fellow Applicants:

This partnership agreement (this “*Agreement*”) sets forth the terms and conditions of the proposed partnership and application relationship by and among North Central Ohio Educational Service Center, an Ohio educational service center (“*NCOESC*”), the City of Tiffin (“**CITY OF TIFFIN**”), a municipal corporation; County of Seneca (“**SENECA COUNTY**”), an Ohio county; North Central Academy (“*NCA*”), a community board of education; Village of New Riegel (“**NEW RIEGEL**”), a village; Clinton Township, (“**CLINTON TWP**”), a township and North Central Ohio Regional Council of Governments (“**NCORcog**”), a council of governments. In this Letter, the term “Party” is used to refer to each party individually and the term “Parties” is used to refer to them collectively.

Dr. Jim Lahoški, Superintendent • Mrs. Rhonda Feasel, Treasurer  
Mr. Terry Conley, Deputy Superintendent • Mrs. Brenda Luhning, Deputy Superintendent

This Letter confirms that it is the Parties' intention to enter into an application to receive loan money from the Local Government Innovation Fund (the "**LGIF Funding**") and, if applicable, other related agreements with respect to the relationship outlined in this Letter as soon as possible, but in no event later than thirty (30) days after the date hereof. For the purposes of the LGIF Funding, NCOESC will serve as the main applicant on the LGIF Funding application and this Letter will serve as an agreement of partnership between the Parties.

1. Overall Nature of the Partnership Agreement. The Parties agree to participate in a loan application to use Local Government Innovation Fund (LGIF) dollars to facilitate the IT Consolidation. It is agreed that the NCOESC shall bear the costs associated with the LGIF loan application, take responsibility for administering the loan award, and will facilitate the Memorandum of Understanding ("**MOU**") with participating partners.

2. Collaborative Effort between the Parties. The NCOESC, as lead applicant, shall coordinate and facilitate drafting of loan application, and submission to the Ohio Development Services Agency. The City of Tiffin, Seneca County, New Riegel, NCA, Clinton Twp, and NCORcog agree to commit staff resources necessary to implement project objectives. The NCOESC will guarantee responsibility for the loan repayment which is to be made quarterly. The NCOESC will facilitate the signing of a MOU for the repayment of the loan with participating partners with the amounts based on the percentage of services utilized. Partners payments shall be made quarterly for a period of 10 (ten) years and can be prepaid to the NCOESC. Payments shall begin immediately following a one year grace period after the date of the final disbursement of loan funds from the Ohio Development Services Agency which will be at the completion of the project and agreed upon by the partners.

3. Expenses. The main applicant, NCOESC, shall pay respective fees and expenses, including, but not limited to, all such application fees, legal fees and expenses, incurred in connection with the LGIF Funding.

4. Non-Compete Restrictions. Each Party agrees that it is only a party to the application for LGIF Funding as set forth in this Letter. Each Party may not be a party to any other application for LGIF Funding.

5. Public Announcements. No Party shall make any press release or other public statement concerning the matters covered by this Letter unless each Party has agreed upon the form and the contents of the release or statement prior to dissemination, subject to provisions of the "public meetings" requirements and "public record" laws.

6. Confidentiality. The Parties acknowledge that they shall not share any proprietary or trade secret information of any other Party, unless required by law or a court order.



7. Binding Provisions. Upon the execution of this Agreement, if the LGIF Funding application is denied, then this Letter and all of its provisions shall be non-binding upon the Parties. It is understood between the Parties that the provisions of this Letter are not intended to create or constitute any legally binding obligation of any Party should the LGIF Funding application be denied, and no Party shall have any liability to any other Party with respect to such provisions except for Section 6. Upon execution of this Letter, if the LGIF Funding application is accepted, then Sections 1-6 of this Letter (collectively, the “**Binding Provisions**”) shall constitute a legally binding and enforceable partnership agreement between the Parties. The Binding Provisions may be terminated by the mutual written consent of all of the Parties; provided, however, that the termination of the Binding Provisions shall not affect the liability of a Party for breach of any of the Binding Provisions prior to termination. Upon termination of the Binding Provisions, the Parties shall have no further obligations under the Binding Provisions, except for Section 6, which shall survive the termination of this Letter.

8. Miscellaneous. This Letter may be executed in one or more counterparts, each of which will be deemed to be an original copy of this Letter, and all of which, when taken together, shall be deemed to constitute one and the same. The exchange of copies of this Letter and of signature pages by facsimile transmission (or in PDF copies transmitted via e-mail) shall constitute effective execution and delivery of this Letter as to the Parties and may be used in lieu of the original Letter for all purposes. Signatures of the Parties transmitted by facsimile or in PDF copies transmitted via e-mail shall be deemed to be their original signatures for any purpose whatsoever. The Binding Provisions shall be interpreted and enforced in accordance with the laws of the State of Ohio, United States of America, without regard to conflict of laws principles. The Parties irrevocably submit to the exclusive jurisdiction of the state courts of Seneca County, Ohio, United States of America, to resolve any dispute arising out of or relating to the Binding Provisions and irrevocably waive, to the fullest extent permitted by applicable law, any objection that they may now or hereafter have to the laying of venue in such court or any defense of inconvenient forum. The Binding Provisions contain the entire agreement of the Parties and are the only agreements between the Parties with respect to the subject matter thereof and the Binding Provisions supersede all prior agreements and understandings between the Parties. This Letter shall not be amended or modified except by a writing signed by all of the Parties.

*[The remainder of this page has been intentionally left blank.]*



If the foregoing correctly sets forth our mutual understanding, please so indicate by signing in the spaces provided below and returning one fully executed copy to the undersigned.

Very truly yours,

**NORTH CENTRAL OHIO  
EDUCATIONAL SERVICE CENTER**

By:   
Name: Dr. James Lahoski  
Its: Superintendent  
Date: 11/28/12

Agreed and Acknowledged:

**CITY OF TIFFIN**

By:   
Name: Aaron Montz  
Its: Mayor  
Date: 11/28/2012

**VILLAGE OF NEW RIEGEL**

By:   
Name: Larry Bouillon  
Its: Mayor  
Date: 11/28/2012

**SENECA COUNTY**

By:   
Name: Benjamin E. Nutter  
Its: President of Commissioners  
Date: \_\_\_\_\_

**CLINTON TOWNSHIP**

By:   
Name: Dennis Baugher  
Its: Chairman of Trustees  
Date: 11-26-12

**NORTH CENTRAL ACADEMY**

By:   
Name: Brenda Luhring  
Its: Superintendent  
Date: 11/28/12

**NORTH CENTRAL OHIO REGIONAL  
COUNCIL OF GOVERNMENTS**

By:   
Name: John Davoli  
Its: Director  
Date: 11-28-12



**North Central Ohio**  
Educational Service Center



*Attachment C-1*

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**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENT C**

## **CENSUS DATA**



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: Tiffin city, Seneca County, Ohio

| Subject                | Number | Percent |
|------------------------|--------|---------|
| <b>SEX AND AGE</b>     |        |         |
| Total population       | 17,963 | 100.0   |
| Under 5 years          | 1,065  | 5.9     |
| 5 to 9 years           | 1,089  | 6.1     |
| 10 to 14 years         | 998    | 5.6     |
| 15 to 19 years         | 1,727  | 9.6     |
| 20 to 24 years         | 1,954  | 10.9    |
| 25 to 29 years         | 1,048  | 5.8     |
| 30 to 34 years         | 1,056  | 5.9     |
| 35 to 39 years         | 915    | 5.1     |
| 40 to 44 years         | 839    | 4.7     |
| 45 to 49 years         | 1,112  | 6.2     |
| 50 to 54 years         | 1,189  | 6.6     |
| 55 to 59 years         | 1,155  | 6.4     |
| 60 to 64 years         | 970    | 5.4     |
| 65 to 69 years         | 685    | 3.8     |
| 70 to 74 years         | 524    | 2.9     |
| 75 to 79 years         | 558    | 3.1     |
| 80 to 84 years         | 524    | 2.9     |
| 85 years and over      | 555    | 3.1     |
| Median age (years)     | 35.2   | ( X )   |
| 16 years and over      | 14,623 | 81.4    |
| 18 years and over      | 14,239 | 79.3    |
| 21 years and over      | 12,491 | 69.5    |
| 62 years and over      | 3,363  | 18.7    |
| 65 years and over      | 2,846  | 15.8    |
| <b>Male population</b> |        |         |
| Under 5 years          | 570    | 3.2     |
| 5 to 9 years           | 563    | 3.1     |
| 10 to 14 years         | 519    | 2.9     |
| 15 to 19 years         | 883    | 4.9     |
| 20 to 24 years         | 1,056  | 5.9     |
| 25 to 29 years         | 540    | 3.0     |
| 30 to 34 years         | 530    | 3.0     |
| 35 to 39 years         | 452    | 2.5     |
| 40 to 44 years         | 436    | 2.4     |
| 45 to 49 years         | 548    | 3.1     |
| 50 to 54 years         | 585    | 3.3     |
| 55 to 59 years         | 578    | 3.2     |
| 60 to 64 years         | 447    | 2.5     |
| 65 to 69 years         | 311    | 1.7     |
| 70 to 74 years         | 212    | 1.2     |
| 75 to 79 years         | 214    | 1.2     |
| 80 to 84 years         | 193    | 1.1     |
| 85 years and over      | 153    | 0.9     |



| Subject  | Number | Percent |
|--|--------|---------|
| Median age (years)   | 32.2   | ( X )   |
| 16 years and over  | 7,046  | 39.2    |
| 18 years and over  | 6,854  | 38.2    |
| 21 years and over  | 5,947  | 33.1    |
| 62 years and over  | 1,323  | 7.4     |
| 65 years and over  | 1,083  | 6.0     |
| Female population  | 9,173  | 51.1    |
| Under 5 years  | 495    | 2.8     |
| 5 to 9 years   | 526    | 2.9     |
| 10 to 14 years   | 479    | 2.7     |
| 15 to 19 years   | 844    | 4.7     |
| 20 to 24 years   | 898    | 5.0     |
| 25 to 29 years   | 508    | 2.8     |
| 30 to 34 years   | 526    | 2.9     |
| 35 to 39 years   | 463    | 2.6     |
| 40 to 44 years   | 403    | 2.2     |
| 45 to 49 years   | 564    | 3.1     |
| 50 to 54 years   | 604    | 3.4     |
| 55 to 59 years   | 577    | 3.2     |
| 60 to 64 years   | 523    | 2.9     |
| 65 to 69 years   | 374    | 2.1     |
| 70 to 74 years   | 312    | 1.7     |
| 75 to 79 years   | 344    | 1.9     |
| 80 to 84 years   | 331    | 1.8     |
| 85 years and over  | 402    | 2.2     |
| Median age (years)   | 38.4   | ( X )   |
| 16 years and over  | 7,577  | 42.2    |
| 18 years and over  | 7,385  | 41.1    |
| 21 years and over  | 6,544  | 36.4    |
| 62 years and over  | 2,040  | 11.4    |
| 65 years and over  | 1,763  | 9.8     |
| <b>RACE</b>  |        |         |
| Total population   | 17,963 | 100.0   |
| One Race   | 17,682 | 98.4    |
| White  | 16,871 | 93.9    |
| Black or African American                                      | 467    | 2.6     |
| American Indian and Alaska Native                              | 31     | 0.2     |
| Asian  | 175    | 1.0     |
| Asian Indian   | 20     | 0.1     |
| Chinese  | 98     | 0.5     |
| Filipino   | 22     | 0.1     |
| Japanese   | 24     | 0.1     |
| Korean   | 5      | 0.0     |
| Vietnamese   | 2      | 0.0     |
| Other Asian [1]  | 4      | 0.0     |
| Native Hawaiian and Other Pacific Islander                     | 7      | 0.0     |
| Native Hawaiian  | 2      | 0.0     |
| Guamanian or Chamorro  | 2      | 0.0     |
| Samoan   | 2      | 0.0     |
| Other Pacific Islander [2]                                     | 1      | 0.0     |
| Some Other Race  | 131    | 0.7     |
| Two or More Races  | 281    | 1.6     |
| White; American Indian and Alaska Native [3]                   | 44     | 0.2     |
| White; Asian [3]   | 17     | 0.1     |
| White; Black or African American [3]                           | 135    | 0.8     |
| White; Some Other Race [3]                                     | 52     | 0.3     |
| Race alone or in combination with one or more other races: [4] |        |         |
| White  | 17,138 | 95.4    |
| Black or African American                                      | 624    | 3.5     |
| American Indian and Alaska Native                              | 87     | 0.5     |



| Subject  | Number | Percent |
|--|--------|---------|
| Asian  | 206    | 1.1     |
| Native Hawaiian and Other Pacific Islander       | 17     | 0.1     |
| Some Other Race                                  | 188    | 1.0     |
| <b>HISPANIC OR LATINO</b>                        |        |         |
| Total population                                 | 17,963 | 100.0   |
| Hispanic or Latino (of any race)                 | 551    | 3.1     |
| Mexican  | 460    | 2.6     |
| Puerto Rican                                     | 31     | 0.2     |
| Cuban  | 2      | 0.0     |
| Other Hispanic or Latino [5]                     | 58     | 0.3     |
| Not Hispanic or Latino                           | 17,412 | 96.9    |
| <b>HISPANIC OR LATINO AND RACE</b>               |        |         |
| Total population                                 | 17,963 | 100.0   |
| Hispanic or Latino                               | 551    | 3.1     |
| White alone                                      | 349    | 1.9     |
| Black or African American alone                  | 14     | 0.1     |
| American Indian and Alaska Native alone          | 10     | 0.1     |
| Asian alone                                      | 0      | 0.0     |
| Native Hawaiian and Other Pacific Islander alone | 2      | 0.0     |
| Some Other Race alone                            | 110    | 0.6     |
| Two or More Races                                | 66     | 0.4     |
| Not Hispanic or Latino                           | 17,412 | 96.9    |
| White alone                                      | 16,522 | 92.0    |
| Black or African American alone                  | 453    | 2.5     |
| American Indian and Alaska Native alone          | 21     | 0.1     |
| Asian alone                                      | 175    | 1.0     |
| Native Hawaiian and Other Pacific Islander alone | 5      | 0.0     |
| Some Other Race alone                            | 21     | 0.1     |
| Two or More Races                                | 215    | 1.2     |
| <b>RELATIONSHIP</b>                              |        |         |
| Total population                                 | 17,963 | 100.0   |
| In households                                    | 16,243 | 90.4    |
| Householder                                      | 7,086  | 39.4    |
| Spouse [6]                                       | 2,903  | 16.2    |
| Child  | 4,361  | 24.3    |
| Own child under 18 years                         | 3,353  | 18.7    |
| Other relatives                                  | 591    | 3.3     |
| Under 18 years                                   | 247    | 1.4     |
| 65 years and over                                | 70     | 0.4     |
| Nonrelatives                                     | 1,302  | 7.2     |
| Under 18 years                                   | 117    | 0.7     |
| 65 years and over                                | 46     | 0.3     |
| Unmarried partner                                | 546    | 3.0     |
| In group quarters                                | 1,720  | 9.6     |
| Institutionalized population                     | 136    | 0.8     |
| Male   | 33     | 0.2     |
| Female   | 103    | 0.6     |
| Noninstitutionalized population                  | 1,584  | 8.8     |
| Male   | 878    | 4.9     |
| Female   | 706    | 3.9     |
| <b>HOUSEHOLDS BY TYPE</b>                        |        |         |
| Total households                                 | 7,086  | 100.0   |
| Family households (families) [7]                 | 4,115  | 58.1    |
| With own children under 18 years                 | 1,781  | 25.1    |
| Husband-wife family                              | 2,903  | 41.0    |
| With own children under 18 years                 | 1,024  | 14.5    |
| Male householder, no wife present                | 346    | 4.9     |
| With own children under 18 years                 | 212    | 3.0     |
| Female householder, no husband present           | 866    | 12.2    |
| With own children under 18 years                 | 545    | 7.7     |



| Subject   | Number | Percent |
|---|--------|---------|
| Nonfamily households [7]                        | 2,971  | 41.9    |
| Householder living alone                        | 2,429  | 34.3    |
| Male  | 1,009  | 14.2    |
| 65 years and over                               | 250    | 3.5     |
| Female  | 1,420  | 20.0    |
| 65 years and over                               | 844    | 11.9    |
| Households with individuals under 18 years      | 1,941  | 27.4    |
| Households with individuals 65 years and over   | 2,085  | 29.4    |
| Average household size                          | 2.29   | ( X )   |
| Average family size [7]                         | 2.91   | ( X )   |
| <b>HOUSING OCCUPANCY</b>                        |        |         |
| Total housing units                             | 8,007  | 100.0   |
| Occupied housing units                          | 7,086  | 88.5    |
| Vacant housing units                            | 921    | 11.5    |
| For rent  | 433    | 5.4     |
| Rented, not occupied                            | 28     | 0.3     |
| For sale only                                   | 178    | 2.2     |
| Sold, not occupied                              | 21     | 0.3     |
| For seasonal, recreational, or occasional use   | 38     | 0.5     |
| All other vacants                               | 223    | 2.8     |
| Homeowner vacancy rate (percent) [8]            | 3.8    | ( X )   |
| Rental vacancy rate (percent) [9]               | 13.9   | ( X )   |
| <b>HOUSING TENURE</b>                           |        |         |
| Occupied housing units                          | 7,086  | 100.0   |
| Owner-occupied housing units                    | 4,440  | 62.7    |
| Population in owner-occupied housing units      | 10,460 | ( X )   |
| Average household size of owner-occupied units  | 2.36   | ( X )   |
| Renter-occupied housing units                   | 2,646  | 37.3    |
| Population in renter-occupied housing units     | 5,783  | ( X )   |
| Average household size of renter-occupied units | 2.19   | ( 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: Seneca County, Ohio

| Subject            | Number | Percent |
|--------------------|--------|---------|
| <b>SEX AND AGE</b> |        |         |
| Total population   | 56,745 | 100.0   |
| Under 5 years      | 3,553  | 6.3     |
| 5 to 9 years       | 3,767  | 6.6     |
| 10 to 14 years     | 3,739  | 6.6     |
| 15 to 19 years     | 4,432  | 7.8     |
| 20 to 24 years     | 3,986  | 7.0     |
| 25 to 29 years     | 3,114  | 5.5     |
| 30 to 34 years     | 3,305  | 5.8     |
| 35 to 39 years     | 3,225  | 5.7     |
| 40 to 44 years     | 3,320  | 5.9     |
| 45 to 49 years     | 4,021  | 7.1     |
| 50 to 54 years     | 4,454  | 7.8     |
| 55 to 59 years     | 4,083  | 7.2     |
| 60 to 64 years     | 3,321  | 5.9     |
| 65 to 69 years     | 2,340  | 4.1     |
| 70 to 74 years     | 1,802  | 3.2     |
| 75 to 79 years     | 1,590  | 2.8     |
| 80 to 84 years     | 1,359  | 2.4     |
| 85 years and over  | 1,334  | 2.4     |
| Median age (years) | 38.8   | ( X )   |
| 16 years and over  | 44,918 | 79.2    |
| 18 years and over  | 43,377 | 76.4    |
| 21 years and over  | 40,267 | 71.0    |
| 62 years and over  | 10,258 | 18.1    |
| 65 years and over  | 8,425  | 14.8    |
| Male population    | 28,337 | 49.9    |
| Under 5 years      | 1,852  | 3.3     |
| 5 to 9 years       | 1,950  | 3.4     |
| 10 to 14 years     | 1,943  | 3.4     |
| 15 to 19 years     | 2,288  | 4.0     |
| 20 to 24 years     | 2,109  | 3.7     |
| 25 to 29 years     | 1,601  | 2.8     |
| 30 to 34 years     | 1,719  | 3.0     |
| 35 to 39 years     | 1,641  | 2.9     |
| 40 to 44 years     | 1,704  | 3.0     |
| 45 to 49 years     | 2,032  | 3.6     |
| 50 to 54 years     | 2,235  | 3.9     |
| 55 to 59 years     | 2,062  | 3.6     |
| 60 to 64 years     | 1,650  | 2.9     |
| 65 to 69 years     | 1,118  | 2.0     |
| 70 to 74 years     | 830    | 1.5     |
| 75 to 79 years     | 663    | 1.2     |
| 80 to 84 years     | 528    | 0.9     |
| 85 years and over  | 412    | 0.7     |



| Subject  | Number | Percent |
|--|--------|---------|
| Median age (years)   | 37.1   | ( X )   |
| 16 years and over  | 22,206 | 39.1    |
| 18 years and over  | 21,416 | 37.7    |
| 21 years and over  | 19,788 | 34.9    |
| 62 years and over  | 4,437  | 7.8     |
| 65 years and over  | 3,551  | 6.3     |
| Female population  | 28,408 | 50.1    |
| Under 5 years  | 1,701  | 3.0     |
| 5 to 9 years   | 1,817  | 3.2     |
| 10 to 14 years   | 1,796  | 3.2     |
| 15 to 19 years   | 2,144  | 3.8     |
| 20 to 24 years   | 1,877  | 3.3     |
| 25 to 29 years   | 1,513  | 2.7     |
| 30 to 34 years   | 1,586  | 2.8     |
| 35 to 39 years   | 1,584  | 2.8     |
| 40 to 44 years   | 1,616  | 2.8     |
| 45 to 49 years   | 1,989  | 3.5     |
| 50 to 54 years   | 2,219  | 3.9     |
| 55 to 59 years   | 2,021  | 3.6     |
| 60 to 64 years   | 1,671  | 2.9     |
| 65 to 69 years   | 1,222  | 2.2     |
| 70 to 74 years   | 972    | 1.7     |
| 75 to 79 years   | 927    | 1.6     |
| 80 to 84 years   | 831    | 1.5     |
| 85 years and over  | 922    | 1.6     |
| Median age (years)   | 40.6   | ( X )   |
| 16 years and over  | 22,712 | 40.0    |
| 18 years and over  | 21,961 | 38.7    |
| 21 years and over  | 20,479 | 36.1    |
| 62 years and over  | 5,821  | 10.3    |
| 65 years and over  | 4,874  | 8.6     |
| <b>RACE</b>  |        |         |
| Total population   | 56,745 | 100.0   |
| One Race   | 55,678 | 98.1    |
| White  | 53,183 | 93.7    |
| Black or African American                                      | 1,305  | 2.3     |
| American Indian and Alaska Native                              | 109    | 0.2     |
| Asian  | 324    | 0.6     |
| Asian Indian   | 52     | 0.1     |
| Chinese  | 142    | 0.3     |
| Filipino   | 43     | 0.1     |
| Japanese   | 40     | 0.1     |
| Korean   | 15     | 0.0     |
| Vietnamese   | 10     | 0.0     |
| Other Asian [1]  | 22     | 0.0     |
| Native Hawaiian and Other Pacific Islander                     | 10     | 0.0     |
| Native Hawaiian  | 4      | 0.0     |
| Guamanian or Chamorro  | 2      | 0.0     |
| Samoan   | 3      | 0.0     |
| Other Pacific Islander [2]                                     | 1      | 0.0     |
| Some Other Race  | 747    | 1.3     |
| Two or More Races  | 1,067  | 1.9     |
| White; American Indian and Alaska Native [3]                   | 180    | 0.3     |
| White; Asian [3]   | 64     | 0.1     |
| White; Black or African American [3]                           | 549    | 1.0     |
| White; Some Other Race [3]                                     | 155    | 0.3     |
| Race alone or in combination with one or more other races: [4] |        |         |
| White  | 54,187 | 95.5    |
| Black or African American                                      | 1,945  | 3.4     |
| American Indian and Alaska Native                              | 345    | 0.6     |



| Subject  | Number | Percent |
|--|--------|---------|
| Asian  | 410    | 0.7     |
| Native Hawaiian and Other Pacific Islander       | 28     | 0.0     |
| Some Other Race                                  | 951    | 1.7     |
| <b>HISPANIC OR LATINO</b>                        |        |         |
| Total population                                 | 56,745 | 100.0   |
| Hispanic or Latino (of any race)                 | 2,524  | 4.4     |
| Mexican  | 2,182  | 3.8     |
| Puerto Rican                                     | 82     | 0.1     |
| Cuban  | 7      | 0.0     |
| Other Hispanic or Latino [5]                     | 253    | 0.4     |
| Not Hispanic or Latino                           | 54,221 | 95.6    |
| <b>HISPANIC OR LATINO AND RACE</b>               |        |         |
| Total population                                 | 56,745 | 100.0   |
| Hispanic or Latino                               | 2,524  | 4.4     |
| White alone                                      | 1,444  | 2.5     |
| Black or African American alone                  | 78     | 0.1     |
| American Indian and Alaska Native alone          | 25     | 0.0     |
| Asian alone                                      | 3      | 0.0     |
| Native Hawaiian and Other Pacific Islander alone | 4      | 0.0     |
| Some Other Race alone                            | 696    | 1.2     |
| Two or More Races                                | 274    | 0.5     |
| Not Hispanic or Latino                           | 54,221 | 95.6    |
| White alone                                      | 51,739 | 91.2    |
| Black or African American alone                  | 1,227  | 2.2     |
| American Indian and Alaska Native alone          | 84     | 0.1     |
| Asian alone                                      | 321    | 0.6     |
| Native Hawaiian and Other Pacific Islander alone | 6      | 0.0     |
| Some Other Race alone                            | 51     | 0.1     |
| Two or More Races                                | 793    | 1.4     |
| <b>RELATIONSHIP</b>                              |        |         |
| Total population                                 | 56,745 | 100.0   |
| In households                                    | 54,211 | 95.5    |
| Householder                                      | 21,774 | 38.4    |
| Spouse [6]                                       | 11,235 | 19.8    |
| Child  | 15,865 | 28.0    |
| Own child under 18 years                         | 11,867 | 20.9    |
| Other relatives                                  | 2,156  | 3.8     |
| Under 18 years                                   | 1,077  | 1.9     |
| 65 years and over                                | 245    | 0.4     |
| Nonrelatives                                     | 3,181  | 5.6     |
| Under 18 years                                   | 377    | 0.7     |
| 65 years and over                                | 121    | 0.2     |
| Unmarried partner                                | 1,667  | 2.9     |
| In group quarters                                | 2,534  | 4.5     |
| Institutionalized population                     | 870    | 1.5     |
| Male   | 426    | 0.8     |
| Female   | 444    | 0.8     |
| Noninstitutionalized population                  | 1,664  | 2.9     |
| Male   | 916    | 1.6     |
| Female   | 748    | 1.3     |
| <b>HOUSEHOLDS BY TYPE</b>                        |        |         |
| Total households                                 | 21,774 | 100.0   |
| Family households (families) [7]                 | 14,870 | 68.3    |
| With own children under 18 years                 | 6,141  | 28.2    |
| Husband-wife family                              | 11,235 | 51.6    |
| With own children under 18 years                 | 3,939  | 18.1    |
| Male householder, no wife present                | 1,165  | 5.4     |
| With own children under 18 years                 | 664    | 3.0     |
| Female householder, no husband present           | 2,470  | 11.3    |
| With own children under 18 years                 | 1,538  | 7.1     |



| Subject   | Number | Percent |
|---|--------|---------|
| Nonfamily households [7]                        | 6,904  | 31.7    |
| Householder living alone                        | 5,720  | 26.3    |
| Male  | 2,697  | 12.4    |
| 65 years and over                               | 652    | 3.0     |
| Female  | 3,023  | 13.9    |
| 65 years and over                               | 1,793  | 8.2     |
| Households with individuals under 18 years      | 6,837  | 31.4    |
| Households with individuals 65 years and over   | 5,823  | 26.7    |
| Average household size                          | 2.49   | ( X )   |
| Average family size [7]                         | 2.97   | ( X )   |
| <b>HOUSING OCCUPANCY</b>                        |        |         |
| Total housing units                             | 24,122 | 100.0   |
| Occupied housing units                          | 21,774 | 90.3    |
| Vacant housing units                            | 2,348  | 9.7     |
| For rent  | 810    | 3.4     |
| Rented, not occupied                            | 82     | 0.3     |
| For sale only                                   | 429    | 1.8     |
| Sold, not occupied                              | 89     | 0.4     |
| For seasonal, recreational, or occasional use   | 121    | 0.5     |
| All other vacants                               | 817    | 3.4     |
| Homeowner vacancy rate (percent) [8]            | 2.6    | ( X )   |
| Rental vacancy rate (percent) [9]               | 12.3   | ( X )   |
| <b>HOUSING TENURE</b>                           |        |         |
| Occupied housing units                          | 21,774 | 100.0   |
| Owner-occupied housing units                    | 16,054 | 73.7    |
| Population in owner-occupied housing units      | 40,176 | ( X )   |
| Average household size of owner-occupied units  | 2.50   | ( X )   |
| Renter-occupied housing units                   | 5,720  | 26.3    |
| Population in renter-occupied housing units     | 14,035 | ( 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.



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: New Riegel village, Ohio

| Subject            | Number | Percent |
|--------------------|--------|---------|
| <b>SEX AND AGE</b> |        |         |
| Total population   | 249    | 100.0   |
| Under 5 years      | 16     | 6.4     |
| 5 to 9 years       | 17     | 6.8     |
| 10 to 14 years     | 14     | 5.6     |
| 15 to 19 years     | 12     | 4.8     |
| 20 to 24 years     | 17     | 6.8     |
| 25 to 29 years     | 14     | 5.6     |
| 30 to 34 years     | 14     | 5.6     |
| 35 to 39 years     | 11     | 4.4     |
| 40 to 44 years     | 21     | 8.4     |
| 45 to 49 years     | 21     | 8.4     |
| 50 to 54 years     | 13     | 5.2     |
| 55 to 59 years     | 15     | 6.0     |
| 60 to 64 years     | 15     | 6.0     |
| 65 to 69 years     | 9      | 3.6     |
| 70 to 74 years     | 14     | 5.6     |
| 75 to 79 years     | 10     | 4.0     |
| 80 to 84 years     | 12     | 4.8     |
| 85 years and over  | 4      | 1.6     |
| Median age (years) | 41.9   | ( X )   |
| 16 years and over  | 201    | 80.7    |
| 18 years and over  | 194    | 77.9    |
| 21 years and over  | 188    | 75.5    |
| 62 years and over  | 59     | 23.7    |
| 65 years and over  | 49     | 19.7    |
| Male population    | 123    | 49.4    |
| Under 5 years      | 9      | 3.6     |
| 5 to 9 years       | 10     | 4.0     |
| 10 to 14 years     | 7      | 2.8     |
| 15 to 19 years     | 8      | 3.2     |
| 20 to 24 years     | 11     | 4.4     |
| 25 to 29 years     | 8      | 3.2     |
| 30 to 34 years     | 7      | 2.8     |
| 35 to 39 years     | 6      | 2.4     |
| 40 to 44 years     | 8      | 3.2     |
| 45 to 49 years     | 10     | 4.0     |
| 50 to 54 years     | 7      | 2.8     |
| 55 to 59 years     | 7      | 2.8     |
| 60 to 64 years     | 6      | 2.4     |
| 65 to 69 years     | 3      | 1.2     |
| 70 to 74 years     | 6      | 2.4     |
| 75 to 79 years     | 4      | 1.6     |
| 80 to 84 years     | 6      | 2.4     |
| 85 years and over  | 0      | 0.0     |



| Subject  | Number | Percent |
|--|--------|---------|
| Median age (years)   | 35.8   | ( X )   |
| 16 years and over  | 97     | 39.0    |
| 18 years and over  | 92     | 36.9    |
| 21 years and over  | 88     | 35.3    |
| 62 years and over  | 22     | 8.8     |
| 65 years and over  | 19     | 7.6     |
| Female population  | 126    | 50.6    |
| Under 5 years  | 7      | 2.8     |
| 5 to 9 years   | 7      | 2.8     |
| 10 to 14 years   | 7      | 2.8     |
| 15 to 19 years   | 4      | 1.6     |
| 20 to 24 years   | 6      | 2.4     |
| 25 to 29 years   | 6      | 2.4     |
| 30 to 34 years   | 7      | 2.8     |
| 35 to 39 years   | 5      | 2.0     |
| 40 to 44 years   | 13     | 5.2     |
| 45 to 49 years   | 11     | 4.4     |
| 50 to 54 years   | 6      | 2.4     |
| 55 to 59 years   | 8      | 3.2     |
| 60 to 64 years   | 9      | 3.6     |
| 65 to 69 years   | 6      | 2.4     |
| 70 to 74 years   | 8      | 3.2     |
| 75 to 79 years   | 6      | 2.4     |
| 80 to 84 years   | 6      | 2.4     |
| 85 years and over  | 4      | 1.6     |
| Median age (years)   | 45.3   | ( X )   |
| 16 years and over  | 104    | 41.8    |
| 18 years and over  | 102    | 41.0    |
| 21 years and over  | 100    | 40.2    |
| 62 years and over  | 37     | 14.9    |
| 65 years and over  | 30     | 12.0    |
| <b>RACE</b>  |        |         |
| Total population   | 249    | 100.0   |
| One Race   | 249    | 100.0   |
| White  | 246    | 98.8    |
| Black or African American                                      | 2      | 0.8     |
| American Indian and Alaska Native                              | 0      | 0.0     |
| Asian  | 0      | 0.0     |
| Asian Indian   | 0      | 0.0     |
| Chinese  | 0      | 0.0     |
| Filipino   | 0      | 0.0     |
| Japanese   | 0      | 0.0     |
| Korean   | 0      | 0.0     |
| Vietnamese   | 0      | 0.0     |
| Other Asian [1]  | 0      | 0.0     |
| Native Hawaiian and Other Pacific Islander                     | 1      | 0.4     |
| Native Hawaiian  | 0      | 0.0     |
| Guamanian or Chamorro  | 0      | 0.0     |
| Samoan   | 1      | 0.4     |
| Other Pacific Islander [2]                                     | 0      | 0.0     |
| Some Other Race  | 0      | 0.0     |
| Two or More Races  | 0      | 0.0     |
| 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  | 246    | 98.8    |
| Black or African American                                      | 2      | 0.8     |
| American Indian and Alaska Native                              | 0      | 0.0     |



| Subject  | Number | Percent |
|--|--------|---------|
| Asian  | 0      | 0.0     |
| Native Hawaiian and Other Pacific Islander       | 1      | 0.4     |
| Some Other Race                                  | 0      | 0.0     |
| <b>HISPANIC OR LATINO</b>                        |        |         |
| Total population                                 | 249    | 100.0   |
| Hispanic or Latino (of any race)                 | 5      | 2.0     |
| Mexican  | 5      | 2.0     |
| Puerto Rican                                     | 0      | 0.0     |
| Cuban  | 0      | 0.0     |
| Other Hispanic or Latino [5]                     | 0      | 0.0     |
| Not Hispanic or Latino                           | 244    | 98.0    |
| <b>HISPANIC OR LATINO AND RACE</b>               |        |         |
| Total population                                 | 249    | 100.0   |
| Hispanic or Latino                               | 5      | 2.0     |
| White alone                                      | 5      | 2.0     |
| 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                           | 244    | 98.0    |
| White alone                                      | 241    | 96.8    |
| Black or African American alone                  | 2      | 0.8     |
| American Indian and Alaska Native alone          | 0      | 0.0     |
| Asian alone                                      | 0      | 0.0     |
| Native Hawaiian and Other Pacific Islander alone | 1      | 0.4     |
| Some Other Race alone                            | 0      | 0.0     |
| Two or More Races                                | 0      | 0.0     |
| <b>RELATIONSHIP</b>                              |        |         |
| Total population                                 | 249    | 100.0   |
| In households                                    | 248    | 99.6    |
| Householder                                      | 110    | 44.2    |
| Spouse [6]                                       | 52     | 20.9    |
| Child  | 74     | 29.7    |
| Own child under 18 years                         | 53     | 21.3    |
| Other relatives                                  | 3      | 1.2     |
| Under 18 years                                   | 1      | 0.4     |
| 65 years and over                                | 0      | 0.0     |
| Nonrelatives                                     | 9      | 3.6     |
| Under 18 years                                   | 1      | 0.4     |
| 65 years and over                                | 1      | 0.4     |
| Unmarried partner                                | 4      | 1.6     |
| In group quarters                                | 1      | 0.4     |
| Institutionalized population                     | 0      | 0.0     |
| Male   | 0      | 0.0     |
| Female   | 0      | 0.0     |
| Noninstitutionalized population                  | 1      | 0.4     |
| Male   | 1      | 0.4     |
| Female   | 0      | 0.0     |
| <b>HOUSEHOLDS BY TYPE</b>                        |        |         |
| Total households                                 | 110    | 100.0   |
| Family households (families) [7]                 | 68     | 61.8    |
| With own children under 18 years                 | 27     | 24.5    |
| Husband-wife family                              | 52     | 47.3    |
| With own children under 18 years                 | 15     | 13.6    |
| Male householder, no wife present                | 4      | 3.6     |
| With own children under 18 years                 | 3      | 2.7     |
| Female householder, no husband present           | 12     | 10.9    |
| With own children under 18 years                 | 9      | 8.2     |



| Subject   | Number | Percent |
|---|--------|---------|
| Nonfamily households [7]                        | 42     | 38.2    |
| Householder living alone                        | 40     | 36.4    |
| Male  | 13     | 11.8    |
| 65 years and over                               | 2      | 1.8     |
| Female  | 27     | 24.5    |
| 65 years and over                               | 16     | 14.5    |
| Households with individuals under 18 years      | 28     | 25.5    |
| Households with individuals 65 years and over   | 36     | 32.7    |
| Average household size                          | 2.25   | ( X )   |
| Average family size [7]                         | 2.90   | ( X )   |
| <b>HOUSING OCCUPANCY</b>                        |        |         |
| Total housing units                             | 116    | 100.0   |
| Occupied housing units                          | 110    | 94.8    |
| Vacant housing units                            | 6      | 5.2     |
| For rent  | 6      | 5.2     |
| Rented, not occupied                            | 0      | 0.0     |
| For sale only                                   | 0      | 0.0     |
| Sold, not occupied                              | 0      | 0.0     |
| For seasonal, recreational, or occasional use   | 0      | 0.0     |
| All other vacants                               | 0      | 0.0     |
| Homeowner vacancy rate (percent) [8]            | 0.0    | ( X )   |
| Rental vacancy rate (percent) [9]               | 15.4   | ( X )   |
| <b>HOUSING TENURE</b>                           |        |         |
| Occupied housing units                          | 110    | 100.0   |
| Owner-occupied housing units                    | 77     | 70.0    |
| Population in owner-occupied housing units      | 163    | ( X )   |
| Average household size of owner-occupied units  | 2.12   | ( X )   |
| Renter-occupied housing units                   | 33     | 30.0    |
| Population in renter-occupied housing units     | 85     | ( X )   |
| Average household size of renter-occupied units | 2.58   | ( 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: Clinton township, Seneca County, Ohio

| Subject            | Number | Percent |
|--------------------|--------|---------|
| <b>SEX AND AGE</b> |        |         |
| Total population   | 4,109  | 100.0   |
| Under 5 years      | 240    | 5.8     |
| 5 to 9 years       | 268    | 6.5     |
| 10 to 14 years     | 265    | 6.4     |
| 15 to 19 years     | 274    | 6.7     |
| 20 to 24 years     | 173    | 4.2     |
| 25 to 29 years     | 170    | 4.1     |
| 30 to 34 years     | 171    | 4.2     |
| 35 to 39 years     | 213    | 5.2     |
| 40 to 44 years     | 265    | 6.4     |
| 45 to 49 years     | 304    | 7.4     |
| 50 to 54 years     | 396    | 9.6     |
| 55 to 59 years     | 334    | 8.1     |
| 60 to 64 years     | 306    | 7.4     |
| 65 to 69 years     | 204    | 5.0     |
| 70 to 74 years     | 179    | 4.4     |
| 75 to 79 years     | 133    | 3.2     |
| 80 to 84 years     | 101    | 2.5     |
| 85 years and over  | 113    | 2.8     |
| Median age (years) | 45.3   | ( X )   |
| 16 years and over  | 3,272  | 79.6    |
| 18 years and over  | 3,151  | 76.7    |
| 21 years and over  | 3,027  | 73.7    |
| 62 years and over  | 884    | 21.5    |
| 65 years and over  | 730    | 17.8    |
| Male population    | 2,027  | 49.3    |
| Under 5 years      | 118    | 2.9     |
| 5 to 9 years       | 141    | 3.4     |
| 10 to 14 years     | 142    | 3.5     |
| 15 to 19 years     | 148    | 3.6     |
| 20 to 24 years     | 78     | 1.9     |
| 25 to 29 years     | 88     | 2.1     |
| 30 to 34 years     | 83     | 2.0     |
| 35 to 39 years     | 106    | 2.6     |
| 40 to 44 years     | 134    | 3.3     |
| 45 to 49 years     | 158    | 3.8     |
| 50 to 54 years     | 190    | 4.6     |
| 55 to 59 years     | 167    | 4.1     |
| 60 to 64 years     | 160    | 3.9     |
| 65 to 69 years     | 97     | 2.4     |
| 70 to 74 years     | 84     | 2.0     |
| 75 to 79 years     | 52     | 1.3     |
| 80 to 84 years     | 43     | 1.0     |
| 85 years and over  | 38     | 0.9     |



| Subject  | Number | Percent |
|--|--------|---------|
| Median age (years)   | 44.0   | ( X )   |
| 16 years and over  | 1,589  | 38.7    |
| 18 years and over  | 1,529  | 37.2    |
| 21 years and over  | 1,459  | 35.5    |
| 62 years and over  | 392    | 9.5     |
| 65 years and over  | 314    | 7.6     |
| Female population  | 2,082  | 50.7    |
| Under 5 years  | 122    | 3.0     |
| 5 to 9 years   | 127    | 3.1     |
| 10 to 14 years   | 123    | 3.0     |
| 15 to 19 years   | 126    | 3.1     |
| 20 to 24 years   | 95     | 2.3     |
| 25 to 29 years   | 82     | 2.0     |
| 30 to 34 years   | 88     | 2.1     |
| 35 to 39 years   | 107    | 2.6     |
| 40 to 44 years   | 131    | 3.2     |
| 45 to 49 years   | 146    | 3.6     |
| 50 to 54 years   | 206    | 5.0     |
| 55 to 59 years   | 167    | 4.1     |
| 60 to 64 years   | 146    | 3.6     |
| 65 to 69 years   | 107    | 2.6     |
| 70 to 74 years   | 95     | 2.3     |
| 75 to 79 years   | 81     | 2.0     |
| 80 to 84 years   | 58     | 1.4     |
| 85 years and over  | 75     | 1.8     |
| Median age (years)   | 46.4   | ( X )   |
| 16 years and over  | 1,683  | 41.0    |
| 18 years and over  | 1,622  | 39.5    |
| 21 years and over  | 1,568  | 38.2    |
| 62 years and over  | 492    | 12.0    |
| 65 years and over  | 416    | 10.1    |
| <b>RACE</b>  |        |         |
| Total population   | 4,109  | 100.0   |
| One Race   | 4,074  | 99.1    |
| White  | 4,007  | 97.5    |
| Black or African American                                      | 19     | 0.5     |
| American Indian and Alaska Native                              | 7      | 0.2     |
| Asian  | 33     | 0.8     |
| Asian Indian   | 16     | 0.4     |
| Chinese  | 4      | 0.1     |
| Filipino   | 2      | 0.0     |
| Japanese   | 9      | 0.2     |
| Korean   | 2      | 0.0     |
| 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  | 8      | 0.2     |
| Two or More Races  | 35     | 0.9     |
| White; American Indian and Alaska Native [3]                   | 6      | 0.1     |
| White; Asian [3]   | 4      | 0.1     |
| White; Black or African American [3]                           | 16     | 0.4     |
| White; Some Other Race [3]                                     | 8      | 0.2     |
| Race alone or in combination with one or more other races: [4] |        |         |
| White  | 4,042  | 98.4    |
| Black or African American                                      | 35     | 0.9     |
| American Indian and Alaska Native                              | 14     | 0.3     |



| Subject  | Number | Percent |
|--|--------|---------|
| Asian  | 37     | 0.9     |
| Native Hawaiian and Other Pacific Islander       | 0      | 0.0     |
| Some Other Race                                  | 17     | 0.4     |
| <b>HISPANIC OR LATINO</b>                        |        |         |
| Total population                                 | 4,109  | 100.0   |
| Hispanic or Latino (of any race)                 | 39     | 0.9     |
| Mexican  | 29     | 0.7     |
| Puerto Rican                                     | 3      | 0.1     |
| Cuban  | 1      | 0.0     |
| Other Hispanic or Latino [5]                     | 6      | 0.1     |
| Not Hispanic or Latino                           | 4,070  | 99.1    |
| <b>HISPANIC OR LATINO AND RACE</b>               |        |         |
| Total population                                 | 4,109  | 100.0   |
| Hispanic or Latino                               | 39     | 0.9     |
| White alone                                      | 25     | 0.6     |
| 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                            | 7      | 0.2     |
| Two or More Races                                | 7      | 0.2     |
| Not Hispanic or Latino                           | 4,070  | 99.1    |
| White alone                                      | 3,982  | 96.9    |
| Black or African American alone                  | 19     | 0.5     |
| American Indian and Alaska Native alone          | 7      | 0.2     |
| Asian alone                                      | 33     | 0.8     |
| Native Hawaiian and Other Pacific Islander alone | 0      | 0.0     |
| Some Other Race alone                            | 1      | 0.0     |
| Two or More Races                                | 28     | 0.7     |
| <b>RELATIONSHIP</b>                              |        |         |
| Total population                                 | 4,109  | 100.0   |
| In households                                    | 3,983  | 96.9    |
| Householder                                      | 1,591  | 38.7    |
| Spouse [6]                                       | 1,020  | 24.8    |
| Child  | 1,158  | 28.2    |
| Own child under 18 years                         | 896    | 21.8    |
| Other relatives                                  | 85     | 2.1     |
| Under 18 years                                   | 47     | 1.1     |
| 65 years and over                                | 16     | 0.4     |
| Nonrelatives                                     | 129    | 3.1     |
| Under 18 years                                   | 15     | 0.4     |
| 65 years and over                                | 11     | 0.3     |
| Unmarried partner                                | 80     | 1.9     |
| In group quarters                                | 126    | 3.1     |
| Institutionalized population                     | 111    | 2.7     |
| Male   | 39     | 0.9     |
| Female   | 72     | 1.8     |
| Noninstitutionalized population                  | 15     | 0.4     |
| Male   | 1      | 0.0     |
| Female   | 14     | 0.3     |
| <b>HOUSEHOLDS BY TYPE</b>                        |        |         |
| Total households                                 | 1,591  | 100.0   |
| Family households (families) [7]                 | 1,204  | 75.7    |
| With own children under 18 years                 | 465    | 29.2    |
| Husband-wife family                              | 1,020  | 64.1    |
| With own children under 18 years                 | 346    | 21.7    |
| Male householder, no wife present                | 52     | 3.3     |
| With own children under 18 years                 | 23     | 1.4     |
| Female householder, no husband present           | 132    | 8.3     |
| With own children under 18 years                 | 96     | 6.0     |



| Subject   | Number | Percent |
|---|--------|---------|
| Nonfamily households [7]                        | 387    | 24.3    |
| Householder living alone                        | 326    | 20.5    |
| Male  | 152    | 9.6     |
| 65 years and over                               | 38     | 2.4     |
| Female  | 174    | 10.9    |
| 65 years and over                               | 98     | 6.2     |
| Households with individuals under 18 years      | 497    | 31.2    |
| Households with individuals 65 years and over   | 422    | 26.5    |
| Average household size                          | 2.50   | ( X )   |
| Average family size [7]                         | 2.88   | ( X )   |
| <b>HOUSING OCCUPANCY</b>                        |        |         |
| Total housing units                             | 1,675  | 100.0   |
| Occupied housing units                          | 1,591  | 95.0    |
| Vacant housing units                            | 84     | 5.0     |
| For rent  | 20     | 1.2     |
| Rented, not occupied                            | 9      | 0.5     |
| For sale only                                   | 18     | 1.1     |
| Sold, not occupied                              | 5      | 0.3     |
| For seasonal, recreational, or occasional use   | 8      | 0.5     |
| All other vacants                               | 24     | 1.4     |
| Homeowner vacancy rate (percent) [8]            | 1.4    | ( X )   |
| Rental vacancy rate (percent) [9]               | 6.4    | ( X )   |
| <b>HOUSING TENURE</b>                           |        |         |
| Occupied housing units                          | 1,591  | 100.0   |
| Owner-occupied housing units                    | 1,308  | 82.2    |
| Population in owner-occupied housing units      | 3,289  | ( X )   |
| Average household size of owner-occupied units  | 2.51   | ( X )   |
| Renter-occupied housing units                   | 283    | 17.8    |
| Population in renter-occupied housing units     | 694    | ( 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.



Attachment D pgs 1-  
54 includes cover pg



**North Central Ohio**  
Educational Service Center

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**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

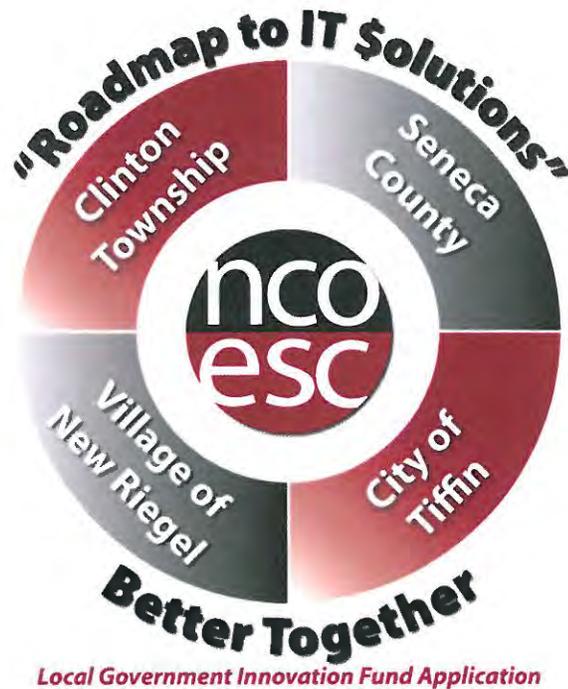
## **ATTACHMENT D**

# **“ROADMAP to IT SOLUTIONS” CONSOLIDATION STUDY [“THE STUDY”]**

# 2012

Ross Group Inc

John Lynch



## [ IT CONSOLIDATION STUDY ]

**COMPLETED: SEPTEMBER 4, 2012**

**PRESENTED: NOVEMBER 28, 2012**

*Building an IT operation that can perform the services provides an increase in levels and quality of services above that currently enjoyed by any of the entities today. It can do so at costs less than any of the five entities buying or building comparable services themselves.*



**Ross Group Inc**

*Solutions for a Data Intensive World*

## Executive Summary

This report is the deliverable of the North Central Ohio project to evaluate sharing of Information Technology (IT) services among five government entities: the NCOESC, City of Tiffin, Seneca County, Clinton Township and Village of New Riegel.

In this project surveys were performed of leadership, personnel, systems and finances of the five governments as they relate to IT.

The analysis of this data indicates that sharing of IT resources among these five governments is less a merger of current operations and more a building of an IT operation that can offer services – at varying levels – to the five entities, or to departments within the five entities.

Building an IT operation that can perform the services provides an increase in levels and quality of services above that currently enjoyed by any of the entities today. It can do so at costs less than any of the five entities buying or building comparable services themselves.

A critical mass of dedicated IT professionals is required to provide standards-based, high quality, maintainable processes and services. There are insufficient dedicated IT personnel to provide IT planning and strategy, technology planning, project management or process management in any single one of the entities today.

A phased implementation – each phase increasing the number and complexity of services offered – will be required based on availability of funds.

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## Introduction

Government organizations, specifically local governments, face the issue of tight budgets and increasing demand to communicate with and support the activities and needs of their citizens, organizations and private enterprises. Communicating with and supporting their constituents requires levels of information technology sufficient to provide, and gather, information to and from a populace increasingly demanding electronic access to information and transaction support. Further, the demand on government services requires an efficient a means as is practical to process and provide those services. Providing Information Technology (IT) solutions to address these needs is both sensible and in the long-term the only practical way to accomplish the servicing of demands on government, communicating, and providing transactional support.

Information Technology (IT) solutions range from simple to very complex (and expensive). At minimum, the challenge for local governments is to build those solutions adequate to the needs, expandable to anticipated near-term needs, and on a path that is sufficiently flexible, rigorous and avoiding dead-ends that require expensive wholesale replacement of failed or inadequate solutions. A higher goal is that IT based solutions drive efficiencies, cost savings, and higher levels of service through all of the departments that the solutions support.

The State of Ohio has encouraged local governments within the state to examine opportunities to pool resources, to consolidate IT expenditures and provide greater levels of service at lower costs than the costs to provide the same level of services if each local government secured or built those services themselves.

North Central Ohio regional governments engaged a study to evaluate IT resources within their government operations seeking improvements in costs and improvements in levels and types of service through sharing or consolidating the resources of the five entities. The North Central Ohio project to evaluate sharing of Information Technology (IT) services among five government entities: the NCOESC, City of Tiffin, Seneca County, Clinton Township and Village of New Riegel is the basis of this report. These five local government entities are each a part of North Central Ohio Regional (NCOR) – a coalition of regional governments.

Public Performance Partners and Ross Group Inc were engaged to perform the study. Hugh Quill of Public Performance Partners and John Lynch of Ross Group Inc were project managers for the project.

## The Study's Project Plan

The Project Plan is presented here in Gantt chart format. This summary presentation is of the three main phases of the project: information gathering, analysis, and reporting. The expanded project plan, with further detail of each of these phases is provided in the appendices. This report describes the information gathered, our analysis, and draws recommendations from that information and analysis.

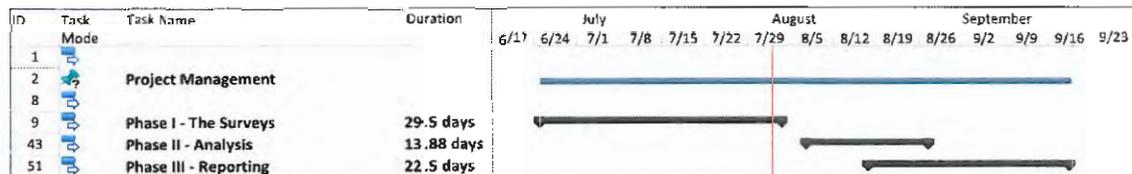


Figure 1 - Project Gantt chart - Summary

The project began with minimal resources (two people) in late June, 2012 with meetings of the Project Managers and key leadership of NCOR and NCOESC, and a brief introduction at a regularly scheduled NCOR meeting.

The resources assigned to the project increased through the surveys phase and continued during the analysis phase, declining slightly during the reporting phase. Status was reported early in August for the project through July, and key deliverables (key findings and the final report) were delivered on the targeted and committed dates (mid-August and early September respectively). The project was conducted with project management principles according to the Project Management Institute (PMI) and was completed on-time, and on-budget.

## The Ross Group Consultant Team

John Lynch, MBA, PMP - Project Manager and Lead Consultant  
 Joe Linahan - Senior Consultant  
 Steve Woody - Principle, Ross Group Inc  
 Bailey Glenn - Network Consultant  
 Joseph Cuesta - DBA Consultant  
 Scott Foulk - DBA and Infrastructure Consultant  
 Gary Codeluppi - Principle, Ross Group Inc

## Public Performance Partners

Hugh Quill, President and Principle

## The Surveys

Four information gathering processes were a part of the “Surveys” phase of the project. The intent of the four processes was to provide overlapping views of the IT resources currently committed in each of the five government entities. The four processes and methods of gathering information were:

1. Leadership interviews – helps gather expectations and unmet needs as well as leaderships’ views on existing IT operations;
2. IT Personnel interviews – helps measure existing activities of personnel, current systems and issues, and organization structure;
3. IT Assets review – location and use of key IT infrastructure (servers, network, software); and
4. Financial Review – budgets and expenditures.

Each of these views, or “lenses”, provides a different angle to help assess the whole of IT operations within each of the five entities. This methodology (four lenses) was selected to ensure that the information gathered and the insights gained do not suffer from the shortcomings of any one or two of the methods. By looking at finances we can pick up on an aspect of the IT resources, such as maintenance contracts, that might not have been visible in interviews or examining computer rooms. Similarly, meetings with leadership can bring out unmet needs not detected through looking at the finances or listing the systems. Each of the methods complements the others.

In our view, this methodology provides relatively comprehensive pictures of the IT resources, needs and uses in a relatively fast and inexpensive procedure. The methodology is somewhat time expensive on the part of those interviewed, but perhaps less so than other methodologies. Our thanks go to those who provided their time and efforts in responding to iterative requests, calls and meetings.

## Interviewing Leadership

The leadership involved in this study:

- Dr. James Lahoski, CEO and Superintendent, NCOESC
- Aaron Montz, Mayor, City of Tiffin
- Debra Reamer, City Administrator, City of Tiffin
- Stacy Wilson, County Administrator, Seneca County
- Jim Distel, Trustee, Clinton Township
- Larry Bouillon, Mayor, Village of New Riegel

It should be noted that this selection of leadership is not all the leadership within the five governments, nor are they Information Technology leadership. Addressing this concern, the Project Managers note:

- For NCOESC, Dr. Lahoski is the CEO and Superintendent and represents the requirements and issues of the organization well. Kathy Mohr, Director of the IT organization within NCOESC provided much of the information on the systems and personnel within NCOESC. Rhonda Feasel, Treasurer NCOESC provided financial information.
- For Seneca County, Stacy Wilson is the County Administrator. We did not meet with the County commissioners, either individually or as a group. The county is a complicated organization as the Courts, the Sheriff, the Engineering Department, and Job and Family Services each have their own IT resources and for a variety of reasons are not participating in consolidation or sharing arrangements. There is no centralized IT department or manager of IT resources. Ms. Wilson provided coordination to other departments through email and phone conferences.
- For the City of Tiffin, Aaron Montz, Mayor; and Debra Reamer, City Administrator provided leadership insights. The IT resources of the City are decentralized. A significant portion of the City's IT requirements have been assumed by NCOESC, and Kathy Mohr (of NCOESC) was able to provide some of the required IT insight. Interviews with City IT personnel provided additional information.
- For Clinton Township, Jim Distel, Trustee provided an overview of the township's needs and existing systems. Much of the township's processing is provided through remote access to state systems.
- For the Village of New Riegel, Larry Bouillon, Mayor provided an overview of village's needs and existing systems. Much of the village's processing is provided through remote access to state systems.

The leadership of the excluded departments of Seneca County and the City of Tiffin were not included in the leadership interviews. Given presumptive decisions about whether these departments may perceive some benefits short of full participation in

sharing IT resources it is regrettable that not all of the leadership could be included, however those interviewed provided the necessary information for the organizations actively considering IT consolidation.

The purpose of these interviews was to evaluate the need for IT from the perspective of leadership. The interviews took the form of unstructured, open-ended questions allowing the interviewer to solicit information based on the interviewees' reactions to the questions and discussion. This format allowed pursuit of information that the interviewer may not have previously thought to ask based on the interviewees' responses. Six open-ended questions were prepared and given to the interviewees at least a week prior to the scheduled interviews.

The questions:

1. What are your expectations for "Consolidated IT"?
2. What are expected benefits?
3. What are anticipated difficulties?
4. What systems are presently supporting the department?
5. What are unmet IT needs?
6. What foreseeable increases or decreases in IT requirements are visible on a short-term (three-year) horizon?

The leadership is from very differently sized entities. The views of the larger entities are very different from those of the smaller.

### ***Question 1: Expectations***

For the City of Tiffin and the NCOESC, Mr. Montz and Dr. Lahoski expressed mostly common expectations: to save money and increase basic levels in standards of equipment and systems.

Dr. Lahoski also spoke of providing a basis for the local governments to extend their sharing agreements in whatever form they may take to include other governments in the region, providing a basis large enough to provide critical services which the other governments might not be able to reach themselves.

Mr. Montz spoke of the need to meet current standards of hardware, software and processes across the departments of the City – speaking in terms of the minimum levels a corporation would expect of IT, and how the City should at least meet those standards in terms of currency of hardware, basic software and networking.

Seneca County's Stacy Wilson had lower expectations, concerned that any single sharing agreement would receive backing within the various departments and groups

within the County. It was not clear how such sharing agreements would work for the county given the variety of decentralized decision makers and diverse IT systems implemented. Arrangements within the various departments, many using outside contractors, contribute to the difficulty of common solutions being reached.

The Village of New Riegel's Mayor Bouillon focused on saving expenses and getting visibility and access to funding sources to assist in getting some basic services for the Village.

Clinton Township's Jim Distel didn't expect much from consolidating IT as they have little there to consolidate.

### ***Question 2: Benefits***

Common to all of the leadership was cost savings.

NCOESC and the City of Tiffin look for upgrades in hardware, software, and systems.

Seneca County thought there might be some savings in leveraged purchasing.

Clinton Township and the Village of New Riegel both look for basic IT Services (web presence, email) and access to services beyond their individual fiscal reach.

### ***Question 3: Possible Difficulties***

Getting buy-in among the governments and within the governments to departmental levels of users and decision-makers was the most commonly expressed difficulty. Whether this difficulty was expressed as "turf issues", individual identity and control, or reluctance to change the way it has been done in the past – the potential of sharing resources will meet resistance.

Dr. Lahoski of NCOESC also spoke of leadership challenges; the need to recruit and continually develop management and leadership within the organization to manage and lead as both this change and anticipated changes due to continued growth demand.

### ***Question 4: Systems***

From the perspective of leadership, there were significantly different views of the systems in place and those required.

NCOESC has systems providing services for schools – both public and charter.

The City of Tiffin and Seneca County have diverse systems supporting Courts, Police (or Sheriff), Engineers, and Finance.

The Village of New Riegel and Clinton Township's systems are just those to link to State provided payroll and tax services, and commercially available email and web services.

### ***Question 5: Unmet Needs***

Online forms processing is a common and unmet need.

For Clinton Township, this might be as simple as online forms available for the township residents to download (for local printing and submission in paper) or for the City to accept online payments of fees with applications.

Web presence, including online calendars of events, and links to County web sites was requested.

### ***Question 6: Short-Term Increases or Decreases in IT Requirements***

NCOESC forecast significant and continued growth – both in its currently obligated path of supporting schools, specifically in its program to support charter schools; and in its vision of growing any shared services agreements to include other government entities.

The City and County forecast growth within normal bands for their respective governments – neither expect growth nor decline beyond that demographically dictated.

Clinton Township and Village of New Riegel provide no forecast.

### ***Summarizing Leadership Interviews***

The leadership interviews are insightful both as one-on-one views of the requirements and challenges; but also as a first cut at the aggregate requirements and challenges.

The first view of aggregate requirements and challenges begins to emerge from these interviews and are:

- All of the entities expect to see cost savings, and such saving are expected to take the form of:
  - Shared and leveraged purchasing of equipment and software.
  - Use of commonly purchased systems such as email, web-services and basic infrastructure including back-up/restore, virus protection and disaster recovery.

- For the larger entities, shared personnel; where support and operations personnel can be afforded by each participating entity contributing a portion of personnel expenses sufficient to reach full time and dedicated personnel, who are then able to be recruited or developed into expertise of the given subject matter.
- All of the entities hope to see some standards and are willing to be guided in standards. The evaluation and selection of standards is generally not currently done as it is too expensive to be done at individual decision-maker levels and too involved at individual decision making points.
- The smaller entities' requirements are significantly different from the larger entities. Further, within Seneca County, and perhaps also the City of Tiffin, there are departmental level decisions as to whether or not to participate in IT resource sharing. This suggests agreements based upon service levels and requires the definition of service levels for differing services which can then be the basis of exchange – the thing a given entity “buys” when entering into agreement. The form of the sharing agreement(s) varies by entity, and perhaps by department within each government entity.

## Interviewing IT Personnel

The interviews with the IT personnel were scheduled, with the assistance of Kathy Mohr of NCOESC, as one-half hour in-person sessions. Each session was conducted by a Senior Consultant from Ross Group Inc, John Lynch or Joe Linahan. In the case of the interviewees who were key users of information technology, but whose primary responsibilities was functional, the questions were focused on what technologies they used, who supported them, how much time they spent in IT activities versus their functional jobs, their satisfaction with the current products and what they saw as opportunities for improvement.

Consistent findings from all functional areas are:

- All use some version of Microsoft Office. Versions varied within and across departments.
- PC Operating Systems were Microsoft, but versions varied within and across departments.
- Hardware was of varying age, but most was older than 3 years.
- Email packages varied by department.

For those at NCOESC whose jobs are IT the structure was: a brief explanation of the nature of the interview, a period where the interviewee filled out a structured questionnaire, discussion of the responses to the questionnaire, and an open-ended discussion about the nature of their position and the systems they worked on, used or supported.

### The IT Questionnaire

All of those interviewed had been informed of the purpose of the interview beforehand. The purpose of these interviews was to determine, approximately, the nature of the work currently being performed by the personnel as expressed in an “average of”

|   |
|---|
| Activity, Task or Role of employee                      |
| Support   |
| End-User PC Office type application support             |
| End-User PC operating system or network support         |
| End-User PC support other                               |
| End-User PC Maintenance                                 |
| Instruction or Training (on PC operation)               |
| Application support: configuration changes              |
| Application support: report changes                     |
| Application support: data cleaning/normalizing/entering |
| Application support: other                              |
| Application Maintenance                                 |
| Database Support  |
| Database Maintenance                                    |
| Network support: configuration/changes                  |
| Network Maintenance                                     |
| Network Other   |
| Operations  |
| Schedule/Run/Verify running of application(s)           |
| Distribute reports/mailing from application(s)          |
| Data Entry/Verification/Correction                      |
| Operations: Other                                       |
| Development   |
| Design Develop  |
| Test / QA   |
| Install   |
| Support   |
| Other   |
| Other IT Related  |
| Other Activities, not IT related                        |

hours per week spent on support, development, operations, or other IT or non-IT functions. Further, the interviews sought to develop an understanding of the systems used in each department.

Of the number of people interviewed (or represented), six were full-time IT staff, three were people who spent part time in IT related functions and the rest in functional areas, and three who were primarily responsible for other activities but who are key users of specific application systems. Those who are key users do provide support as needed to others for their specific functional applications, but this time is variable and is not included in the support counts below.

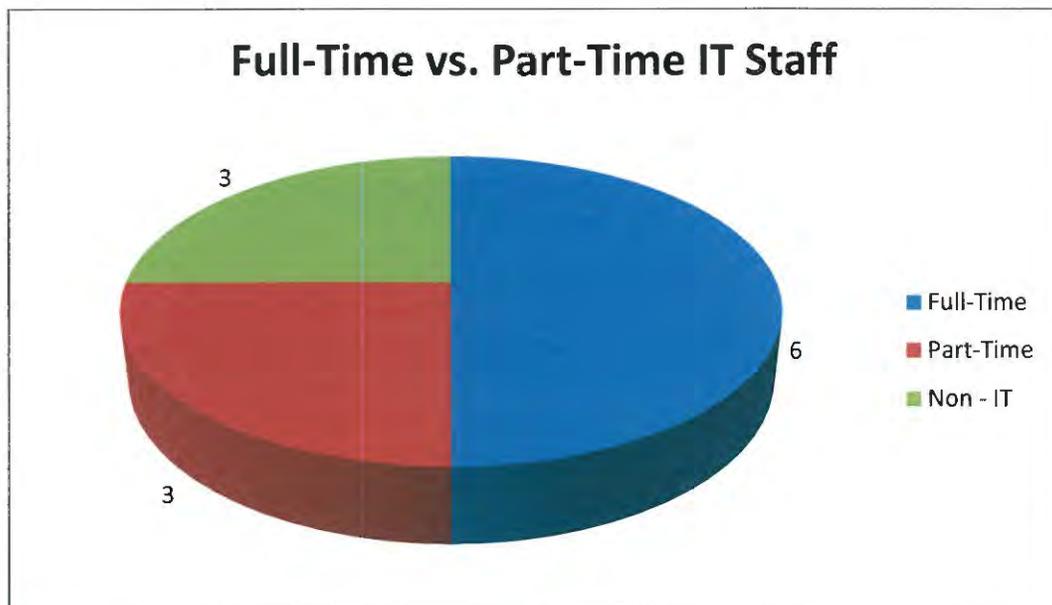


Figure 2

The hourly estimate data resulting from the interviews was normalized to a forty hour work week and tabulated. This includes those whose primary role is not IT, but who do spend at least 10 hours a week in an IT related function. See Figure 3.

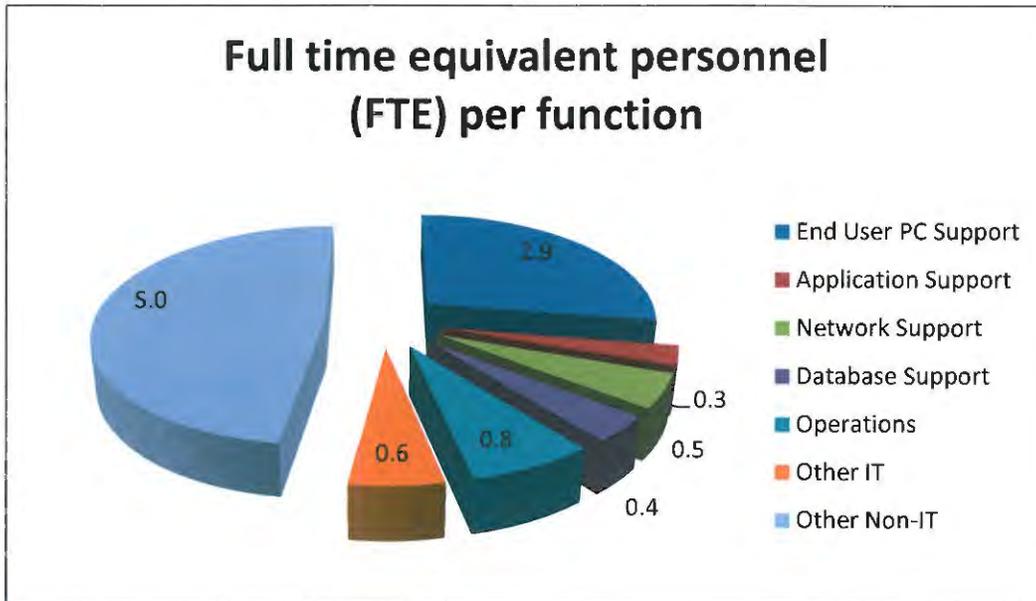


Figure 3

The twelve people represented described the time they spend in each of the major functions. During the interview portion, we gained further insight: Those who consider themselves in support of an application count some portion of their time participating with the source of their application(s) and term that time as primarily support time. While true, such probably overstates the amount of resource actually performing support.

This same insight also applies when we break out the largest segment: support - into constituent components: End User PC, Application, Network and Database (see figure 4). In the breakdown of type of support the largest single amount of time spent was "End-User PC Support". During the interviews, again we find personnel who are doing primarily application functions count some of their hours spent as supporting end-user PCs. At least some portion of this was due to the fact that the end-users access their application from their PCs. Thus, the "End-User PC Support" time category is not necessarily PC support in terms of "is it running? (the PC)" but some portion of "how do I do this?" - meaning "how do I run this application?".

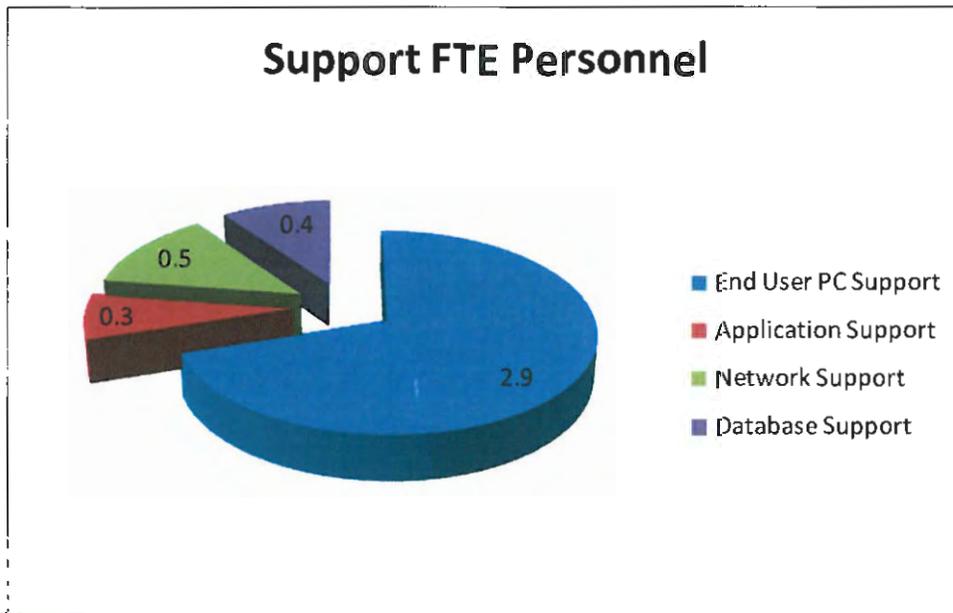


Figure 4

### Summarizing the IT Interviews

The interviews provided data on how the employees are currently spending their time. It is an approximation, as the method used (interview) did not involve actually observing how each individual's time is spent, but is self-reported and subject to some amount of guessing on the part of the interviewee, and on the interviewer to interpret it. For the purposes of estimating headcount and current IT involvement role of each employee, it should be sufficiently correct.

It should be noted about half of the individuals interviewed as "IT personnel" were really end users of IT who also performed some level of support for their primary applications.

To be discussed, but not covered here is the issue of how time should be spent. This analysis focused on how time is being spent and provides a low disruption path to transition to a new organization by assuming that most people will be doing mostly the same functions as before. Is that a good assumption? There will be additional discussion on that point in the findings and recommendations portion of this report.

These interviews were not intended as assessments of the individuals, their competencies, or their performance levels in their current or prospective positions.

A consistent theme among all interviewees was a need for consistent, up-to-date hardware and software which would provide for faster, more efficient operations and improved ability to perform their jobs.

Appendix I is a list of those interviewed.

## Surveying IT Infrastructure and Assets

The IT infrastructure of the five entities is concentrated in a central facility for NCOESC and the withheld organizations of Seneca County Courts, JFS and County Engineers. The remainder of the IT infrastructure is servers, network and PCs co-located within the various departments of the City of Tiffin, County departments, Clinton Township and Village of New Riegel. IT inventory numbers were accumulated by collecting spreadsheet information from each site updated by the IT manager or IT staff from each location. In addition, an on-site visit by Ross Group Inc (RGI) technical staff at the NCOESC and City of Tiffin occurred on August 3<sup>rd</sup>. Kathy Mohr, the Director of Technology/Professional Development NCO Educational Service Center provided in-depth information to Ross Group staff for the NCOESC as needed.

The NCOESC, having the largest ownership of IT assets, has a formal IT department and facilities for hosting. The State also provides a server and services for SIS and fiscal issues. The City of Tiffin has the second largest amount of IT assets and has IT staff embedded within the functional departments of the city such as the Finance department, Tax department and Fire department. Seneca County comes in third in size of IT assets and has department-level IT resources. Clinton Township and the Village of New Riegel are at the bottom relating to IT asset count. See TABLE 1 and CHART 1 below for visual summaries. Please note that the totals may be subject to change based on asset information that was not listed or possibly listed incorrectly in the IT asset spreadsheet provided for counts.

The physical facility at NCOESC appears to have sufficient space (in the room and within existing server racks) to hold most, if not all, of the systems that can be moved from current locations (The Clinton Township server, various departmental servers within Seneca County not withheld, and various City of Tiffin departmental servers not withheld) if such transfers utilize (new) virtual servers added to the existing racks. Physical security at NCOESC requires some level of upgrade to accommodate security requirements of the shared facility. Consideration for an appropriate sized generator would be beneficial in case of a prolonged power outage. In addition, the current firewall is a software based firewall that came with the phone system. It was converted to handle all internet traffic. The firewall was developed to handle phone traffic and not internet traffic. Moving forward with consolidation efforts, the need to invest in a hardware firewall appliance that is built to handle all traffic would be optimal. A few enterprise level firewall products include Cisco ASA and Fortinet FortiGate.

The network infrastructure among the entities primarily uses Time Warner Cable (TWC) services at various bandwidths. Cable networking does not provide dedicated bandwidth in that it is shared with other network users. The current network infrastructure is listed below:

- NCOESC: Time-Warner Cable (TWC) 25Mbps connection which has started to max out.
- Seneca County: 10Mbps P2P TWC connection back to the Tiffin Office which seems sufficient now, but they may need to increase the bandwidth plan in the future.
- City of Tiffin: 5Mbps TWC connection using it as their ISP. It's bottlenecked all the time and needs more bandwidth.
- Clinton Township: 5Mbps TWC connection.
- Village of New Riegel: No known permanent internet connection.

Moving forward with the recommended consolidation at the NCOESC hub, future network bandwidth capacity is most important as expansion of IT processing and Web services expands. The current NCOESC TWC 25Mbps is starting to hit capacity and as stated previously, cable networking does not provide dedicated bandwidth since it is shared with other network users.

There may be the potential to upgrade to TWC 50Mbps or even 100Mbps which could provide extra bandwidth. However the long term strategy and solution should be to tap into the fiber network. Currently AT&T does provide fiber services in the Tiffin area. An example of a 36 month term 10 Mbps usage fee would be \$997.55 per month. While more expensive than cable, fiber is totally dedicated and not shared. Fiber provides transmission at higher bandwidth and data rates than cable. Utilizing fiber will not limit future network growth or expansion and fiber will meet emerging technology network requirements more efficiently. In addition, the City of Tiffin could also integrate fiber to meet its current bottlenecks but could also take advantage of upgrading to TWC 10Mbps for immediate help.

The IT infrastructure for the future should focus on a continued path toward IT optimization, enterprise interoperability and reduction of infrastructure complexity which will result in economies of scale and cost reduction. This follows closely with the strategic path that the State of Ohio IT is moving towards. The State has developed an IT Optimization Strategy for its infrastructure future – *Reduce Infrastructure Complexity – simplifying the infrastructure reduces cost and provides a foundation for common, enterprise applications and solutions*<sup>1</sup>.

Please note that the Tables include all assets for the entities including those that are not part of the consolidation to provide a complete inventory list.

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<sup>1</sup> Ohio Dept. of Administrative Services Office of Information Technology (OIT) 2011 Accomplishments, page 1. <http://das.ohio.gov/LinkClick.aspx?fileticket=Ki7AWcd1qgl%3d&tabid=79>

**TABLE 1:**

| <b>Servers and Network Equipment</b> |           |           |           |            |          |                 |
|--------------------------------------|-----------|-----------|-----------|------------|----------|-----------------|
|                                      | NCOESC    | Seneca    | Tiffin    | New Riegel | Clinton  | Schools - Other |
| Physical                             | 15        | 8         | 12        | 0          | 0        | 2               |
| Virtual                              | 19        | 0         | 3         | 0          | 0        | 0               |
| Database                             | 4         | 1         | 0         | 0          | 0        | 0               |
| Email                                | 1         | 2         | 0         | 0          | 0        | 0               |
| Application                          | 7         | 3         | 2         | 0          | 0        | 0               |
| Web                                  | 2         | 0         | 0         | 0          | 0        | 0               |
| Test                                 | 2         | 0         | 0         | 0          | 0        | 0               |
| Backup                               | 3         | 0         | 0         | 0          | 0        | 0               |
| Domain Controllers                   | 9         | 1         | 3         | 0          | 0        | 0               |
| DNS                                  | 2         | 1         | 0         | 0          | 0        | 0               |
| Network Equipment                    | 2         | 9         | 30        | 0          | 0        | 6               |
| Phone                                | 4         | 0         | 0         | 0          | 0        | 0               |
| <b>Total</b>                         | <b>70</b> | <b>25</b> | <b>50</b> | <b>0</b>   | <b>0</b> | <b>8</b>        |

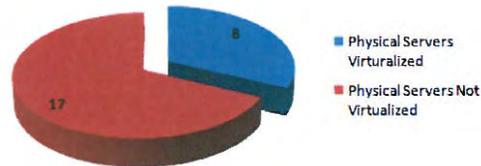
  

| <b>Workstations and Printers</b> |            |            |            |            |          |                 |
|----------------------------------|------------|------------|------------|------------|----------|-----------------|
|                                  | NCOESC     | Seneca     | Tiffin     | New Riegel | Clinton  | Schools - Other |
| Workstations/Laptops             | 308        | 102        | 105        | 2          | 1        | 532             |
| Printers                         | 34         | 32         | 23         | 3          | 0        | 93              |
| <b>Total</b>                     | <b>342</b> | <b>134</b> | <b>128</b> | <b>5</b>   | <b>1</b> | <b>625</b>      |

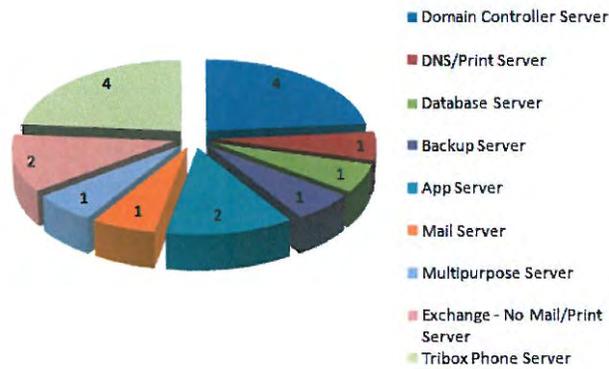
### CHART 1

Please note that the charts include only those assets that are already consolidated and those within the scope of entities to be consolidated.

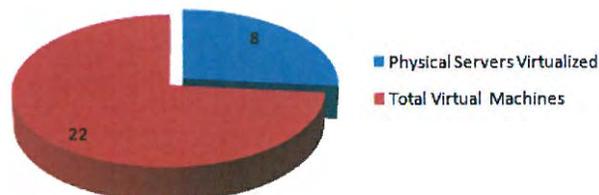
#### Physical Servers (Virtual & Non-Virtual)



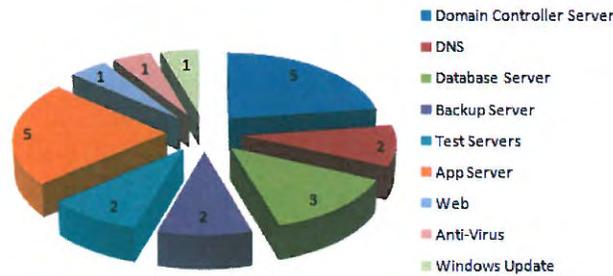
#### Total Non-Virtual Physical Servers & Type



#### Physical Servers Dedicated to Virtual & Virtual Machines



## Total Virtual Machines & Type



The next sections include topics on various IT infrastructure analyses. We reviewed what the IT baseline essentials existed for the combined entities. These essentials included the following:

- A. Virtualization
- B. Email Domains
- C. Anti-Virus
- D. Help Desk
- E. Backup/Recovery
- F. Disaster/Recovery
- G. Database Utilization
- H. Cloud Computing
- I. IT Infrastructure Service Management

In addition, the “Surveying IT Infrastructure and Assets” section discussed previously provided additional information on the NCOESC physical facility and several security related issues.

### *Virtualization*

There are 22 Virtual Machines/Servers established on eight physical servers at the NCOESC (includes embedded City of Tiffin) which meets today’s standards for the maximum usage of each physical server. The virtual servers are virtualized using VMware ESXI software which is the market leader for virtualized software. There are two physical servers where there is only one virtual machine/server and it is assumed that these virtual servers were created in anticipation of additional virtual servers being added later to physical servers. There are eight non-virtualized servers providing

less CPU processing power making it harder to virtualize multiple applications or software. The remaining entities (Seneca County, Village of New Riegel, and Clinton Township) in the study are not utilizing virtualization mainly due to the compartmentalization of different departments and lack of IT support to provide an integrated solution.

As future NCOESC server processing power and storage growth requirements expand, the ongoing implementation of Virtualization practices continue to be necessary. Implementing one or two high powered servers to replace the eight servers not virtualized may be an option for future ROI. Seneca County would not benefit from Virtualization since each server is located in a different department making it more cost prohibitive. The City of Tiffin, for those departments not supported by the NCOESC, could benefit and get ROI from Virtualization solutions if they were able to consolidate their legacy servers to a larger server. However, a consolidation project would be a significant undertaking.

### *Email Domains*

The current email infrastructure of the five entities consists of various flavors of mostly non-enterprise level systems. NCOESC uses OpenText FirstClass mail and has been running that product for a while. FirstClass does provide more interoperability than some mail solutions but does not provide the enterprise level features that Microsoft Exchange provides, for instance. The NCOESC recently tried to migrate to Gmail but abandoned that effort after four days due to various difficulties.

The various email systems for each entity in the study is listed below:

- NCOESC, Tiffin and all affiliated sites use OpenText FirstClass
- Clinton Township uses Gmail cloud email with no interoperability options.
- Seneca County uses a mixture of Internet Service Providers (ISPs) and MS Exchange for calendar only. This provides no interoperability options. Those areas not in the shared services scope use MS Exchange – Prosecutor’s office; Linux based email server – Juvenile/Probate court.
- Village of New Riegel uses no email

### *Anti-Virus*

Although anti-virus is only one of several security requirements within IT domains, it is an important one. Robust anti-virus software prevents most types of viruses, malware, RAM-scraping, trojans, worms, and other malicious software. Regular patch updates reduce vulnerability gaps. The NCO five government entities provide a loose coupling and mixture of security software, protections and data assurance. For example, installs of anti-virus are listed below for the entities in the study:

- ESC uses Sophos endpoint protection
- City of Tiffin uses AVG, Trend Micro or nothing on remaining hardware/workstations
- Clinton Township uses free open source antivirus
- Seneca County uses AVG, MS Security Essentials (freeware), Sophos, and VIPRE
- Village of New Riegel uses some free open source antivirus or nothing on remaining hardware/workstations

### ***Asset Management, License Management and Compliance***

Currently, NCOESC utilizes a custom built inventory tracking application that was created in a FileMaker database. This application and database provides a way to keep track of hardware assets and attributes that are physically located at various sites but all information needs to be manually updated into the tracking system. NCOESC does not have a robust asset management, license management or compliance tracking system.

### ***Help Desk***

Current helpdesk support at the NCOESC uses an internally developed FileMaker Pro application that tracks help desk tickets created by several of the IT support staff. None of the other entities use this system and restricted to only the staff that has access to the application.

### ***Backup/Recovery and Disaster/Recovery***

Common standard practices of backup, restore, records retention and disaster recovery are in place at NCOESC. The NCOESC is currently using Symantec Backup Exec Continuous Protection server version 12 to perform their backups. The Backup Exec Continuous Protection Server (CPS) uses continuous file-based replication combined with periodic snapshots of data to deliver continuous protection. It creates copies of source files from one or more source servers to a backup destination folder on a Continuous Protection Server. Seneca County is also using Symantec's Backup Exec and does a full backup to tape nightly. These tapes are then taken offsite for storage. Each department monitors their own backups and processes.

Based on interviews with Tiffin department heads, each department in Tiffin also appears to have their own process for backup and where they store the backups. We asked several staff, but no one had tested or tried a restore. Both Clinton Twp. and the Village of New Riegel do not perform backups based on our assessment. If they perform something behind the scenes, then the backups would be highly suspect.

For disaster recovery operations, NCOESC transfers real-time data to a group of locations throughout the county. The other agencies either take a tape offsite or ship their tape to the ESC to hold. The delay would be in getting the tapes back on site and hoping that the tapes function. There appears to be no disaster recovery procedure for New Riegel which has only one workstation.

### *Database Utilization*

NCOESC primarily relies on four FileMaker Server databases currently running on versions 6 Standard Server, V8.5 Advanced Server, and V10 Advanced Server. They are planning to be upgraded to version 11 soon with version 12 being the latest version.

The FileMaker suite comes with its own application development tool named FileMaker Pro that interacts with the FileMaker databases. The current FileMaker Pro application clients are running with versions 5.5, 10, and 11. The ability to utilize Rapid Application Development (RAD) provides some short term benefits using FileMaker Pro. There are approximately 250 client licenses that were purchased under the education discount through Filemaker and CDW-G.

Most of the NCOESC employees are users for various types of application functions. The public uses FileMaker Pro web access provisions to view and print government documents and forms which are stored in the FileMaker databases. There also is one SQL Server database used for specific projects (e.g. Moodle and A+ Curriculum).

Seneca County, Clinton County, City of Tiffin and New Riegel did not show any major databases in the inventory listings.

### *Cloud Computing*

The emergence of Cloud Computing within the last five years has come to the attention of businesses and government organizations everywhere. It has become a strategy to offload much of internal IT support to outside resources to provide IT agility through quick technology adaption, cost savings by paying for what you use and focused on end users without the need for specialized IT support. World Wide Web inventor Tim Berners-Lee clarifies, "For geeks," it continues, "cloud computing has been used to mean grid computing, utility computing, Software-as-a-Service (SaaS), Virtualization, Internet-based applications, autonomic computing, peer-to-peer computing and remote processing -- and various combinations of these terms. For non-geeks, cloud computing is simply a platform where individuals and companies use the Internet to access endless hardware, software and data resources for most of their

computing needs and people-to-people interactions, leaving the mess to third-party suppliers.<sup>2</sup>"

Government has been slow in adapting to the Cloud for various reasons but a significant one is due to the fact that there are many disparate and siloed systems and applications that have evolved over the years, many which are non-Web Service or SaaS based. The combined government entities in this study have not attempted any Hosting or Cloud service other than Google mail which did not turn out to be an effective solution.

## **IT Infrastructure Service Management and Operations**

NCOESC is doing the best that they can with utilizing IT staff resources for the IT infrastructure sustainment and services support. Implementing a shared service structure will help with consolidation efforts. However, there are challenges for meeting ongoing IT services as additional support requirements grow with expansion.

Going forward and a long term strategy should include key industry standards and best practice frameworks. Service frameworks such as ITIL help organizations adapt improved practices in order to provide efficient services and cost savings.

### ***Information Technology Infrastructure Library (ITIL)***

Current ITILv3 is the industry best practice standard for Information Technology Service Management (ITSM). ITIL is a process, not a project. Why incorporate and embrace ITIL? By implementing ITIL specific ROI comes from:

- Cost savings from expenditure reductions (examples: vendor management savings, bandwidth management savings, asset management savings)
- Cost avoidance from funds allocated for spending that can be saved (examples: hardware savings based on virtualization, new technologies that produce more than older technologies at a cheaper cost)
- Increased IT productivity and reduced costs (example: increased labor efficiencies)
- Increased business activity resulting from higher quality IT services (example: end-user productivity increases; downtime prevention)

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<sup>2</sup> Mulholland, Andy, Pyke, Jon, Fingar, Peter. "Why is Cloud Computing So Hard To Understand?" <http://searchcloudcomputing.techtarget.com/feature/Why-is-cloud-computing-so-hard-to-understand> (January, 2011).

## The Financials

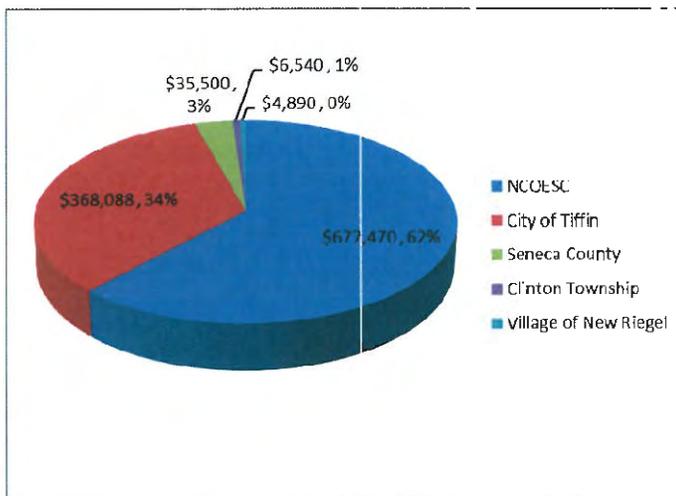
The financial resources assigned to IT of the five government entities are:

| <b>Information Technology Expenditure Projections FY 2012 (from "Roadmap" document)</b> |                   |                   |                  |                  |                       |                     |
|---|-------------------|-------------------|------------------|------------------|-----------------------|---------------------|
|   | NCOESC            | City of Tiffin    | Seneca County    | Clinton Township | Village of New Riegel | Total               |
| Personnel (incl Benefits)   | \$ 408,419        | \$ -              | \$ -             | \$ -             | \$ -                  | \$ 408,419          |
| Operations  | \$ 123,903        | \$ 223,088        | \$ 25,500        | \$ 4,540         | \$ 4,890              | \$ 381,921          |
| Capital Expenditures  | \$ 145,148        | \$ 145,000        | \$ 10,000        | \$ 2,000         | \$ -                  | \$ 302,148          |
| <b>Total</b>  | <b>\$ 677,470</b> | <b>\$ 368,088</b> | <b>\$ 35,500</b> | <b>\$ 6,540</b>  | <b>\$ 4,890</b>       | <b>\$ 1,092,488</b> |

Spreadsheet requests were sent to the larger governments to verify and further examine the financial resources. Not all of the data received was reconcilable with the data shown above. In particular, Seneca County has numerous departments each of which do their own IT spending. Most of them show expenditures greater than that shown in the table above. However, it is not yet clear what parts of Seneca County might choose to be involved in IT resource sharing, so it is not yet possible to determine the summary budget for the county.

Examining the financials further, within the operations line is approximately \$145K in contract expenses. It is unclear whether this is maintenance contracts for vendor support, or contract IT personnel.

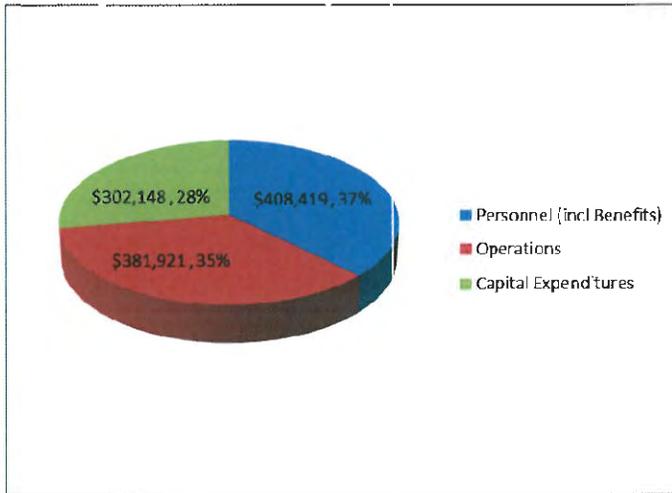
From the personnel section we are aware of numerous part-time IT personnel – none of the expenses for such personnel are reflected in the numbers above.



The largest single budget is NCOESC with 62% of the total. The City of Tiffin provides the second largest contribution at 34%.

The absence of the personnel costs related to part-time personnel, and the use of contractors (which show up in operations cost, not personnel) skews analysis of the percentage

of personnel costs to the total. While it is not necessary to hit any particular "target" in personnel costs, it is more usual to see personnel costs at 40 to 60% of typical IT organizations.



Capital expenditures are those expenditures required to replace, upgrade, or add new equipment. It is usual in a static (non-growing) environment to see capital expense budgets equal to around 15 to 20% of the installed base of IT equipment. Drawing from the data in the IT Asset section of the surveys:

|  | NCOESC |                | City of Tiffin |                | Seneca County |                | Clinton Township |              | Village of New Riegel |              | Total |                  |
|--|--------|----------------|----------------|----------------|---------------|----------------|------------------|--------------|-----------------------|--------------|-------|------------------|
|  | Count  | Value          | Count          | Value          | Count         | Value          | Count            | Value        | Count                 | Value        | Count | Value            |
| Physical Server  | 15     | 60,000         | 12             | 48,000         | 8             | 32,000         | -                | -            | -                     | -            | 35    | 140,000          |
| Desktop / Laptop   | 308    | 462,000        | 105            | 157,500        | 102           | 153,000        | 1                | 1,500        | 2                     | 3,000        | 518   | 777,000          |
| Printer  | 34     | 5,100          | 23             | 3,450          | 32            | 4,800          | -                | -            | 3                     | 450          | 92    | 13,800           |
| Switch   | 1      | 10,000         | 16             | 160,000        | 3             | 30,000         | -                | -            | -                     | -            | 20    | 200,000          |
| Firewall   | -      | -              | -              | -              | 6             | 48,000         | -                | -            | -                     | -            | 6     | 48,000           |
| Phone System   | 1      | 30,000         | -              | -              | -             | -              | -                | -            | -                     | -            | 1     | 30,000           |
| Router   | -      | -              | 2              | 7,000          | -             | -              | -                | -            | -                     | -            | 2     | 7,000            |
| <b>Total</b>   |        | <b>567,100</b> |                | <b>375,950</b> |               | <b>267,800</b> |                  | <b>1,500</b> |                       | <b>3,450</b> |       | <b>1,215,800</b> |
| Approximate Capital Expenditure Budget Requirement for Replacement |        |                |                |                |               |                |                  |              |                       |              |       |                  |
| Replace at 5 years   |        | 113,420        |                | 75,190         |               | 53,560         |                  | 300          |                       | 690          |       | 243,160          |
| Replace at 7 years   |        | 81,014         |                | 53,707         |               | 38,257         |                  | 214          |                       | 493          |       | 173,686          |

We can see that there is approximately 1.2M\$ of installed equipment identified. On a 5 year capital replacement program (not usual) the planned capital replacement budget should be approximately \$243K.

### Summarizing the Financials

We identified no significant savings in consolidating IT software licenses, as there were apparently no significant SW license expenses in the financial actual or planned expenses.

The capital expenses appear a bit high for the identified installed base of equipment.

Personnel cost appears a bit low, but may be attributed to use of contractors, and not including those personnel who are part-time IT.

## **Analysis**

Based on the information found, basic research into current standards, operational experience and readability – we choose to break our analysis into three sections:

1. Organizational Analysis
2. Infrastructure Analysis
3. Services Assessment

### **Organizational Analysis**

#### **The Impact of IT on Innovation**

In installing an Information Technology head as the leadership of the consolidated IT personnel, the organization immediately gains an advocate for IT issues, and a central manager of IT personnel. Additionally, the development of IT strategy and direction is one of the main roles of the position.

However, the chief impact of an information technology led organization lies in the pro-active engagement of the people within IT in the business improvements of the organizations they are serving. In order to accomplish this, there is a subtle, but real shift from “support” to “analyze and improve” on behalf of at least those people who interface with the departments – the application support personnel.

Without this shift, the leader (and the organization) is missing key visibility, input, and understanding of the issues facing the departments. This position becomes limited to a provider of services as requested with more requests than resources can satisfy.

The support of senior management and the successful transition from “support” to “improve” are key behavioral factors in determining the success of even the best candidate for the position.

### **Infrastructure Analysis**

This section includes the analysis and recommendations for the topics discussed in the Surveying Assets and Findings section above. These recommendations are based upon today’s industry standards and best practices which include several references to key articles. These recommendations are presented to provide a roadmap to implement enterprise level solutions which in turn provide service level efficiencies, economies of scale and produce cost savings in the long run.

## *Virtualization Recommendations*

In today's computing environment, the strategic direction to virtualize as many servers as possible is critical. Server power is evolving rapidly with increased processing power, more cores, and more memory and disk space available. IT asset and processing cost efficiencies for server and storage are tremendous. An Intel study on Virtualization showed that their virtualization configuration tests delivered increased performance while achieving a 5:1 consolidation ratio compared to the current physical production configuration, demonstrating the potential to reduce server total cost of ownership (TCO)<sup>3</sup>.

## *Anti-Virus Consolidation Recommendation*

Centralized anti-virus management with formal antivirus management practices meets optimal security requirements on workstations, laptops, and servers. The NCOESC would provide the centralized anti-virus management for all entities under the shared services support model. Sophos, currently implemented at the ESC, while maybe not the premier anti-virus solution, is certainly an enterprise level endpoint protection and security product. According to the TopTenREVIEWS website the Sophos virus scanning kernel is 100 percent Virus Bulletin certified, as well as West Coast Labs checkmark certified and ICSA labs certified. **Sophos** is a good corporate security solution, combining virus, spyware and adware protection. The management is simple and the virus kernel is effective<sup>4</sup>.

Centralizing the anti-virus management includes the following advantages:

1. Improved control of critical updates for the smaller entities
2. Reduced maintenance since one organization will provide services
3. Improved security for the smaller entities
4. Standardization of software and the reduction of multi-vendor, multi-agent platforms
5. Simplified purchasing and licensing advantages
6. Alignment with organizational objectives

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<sup>3</sup> "Virtualizing Mission-Critical Applications." IT Intel Whitepaper - IT Best Practices Cloud Computing. January 2011.

<sup>4</sup> TopTenREVIEWS, <http://anti-virus-software-review.toptenreviews.com/small-business-antivirus/sophos-anti-virus-small-business-edition-2.5-review.html>

### ***Asset Management, License Management and Compliance Recommendation***

A multi-purpose software tool that provides asset/license/compliance tracking would automate the asset auditing, license tracking and compliance of IT inventory for hardware and software. The value this solution brings is multifold as pointed out with the items listed below:

1. Software intrusion risk mitigation
2. Regulatory conformance
3. Streamlined asset management and the elimination of manual inventories
4. Governance for commercial license agreements
5. Penalty avoidance from unlicensed software and vendor audits
6. Identifying the location of little-used systems that could be eliminated or consolidated yielding future savings expenditures and unexpected dividends

In addition to the above, Asset Management reduces help desk calls. “Gartner Research estimates that up to 50% of time spent on a help desk call is associated with trying to determine the configuration of the user’s PC. This occurs when help desk staff don’t have immediate access to this information and are required to lead callers through a series of steps to obtain it.”<sup>5</sup>

An example of one option which happens to be a Cloud solution is Microsoft Windows Intune. Windows Intune enables the centralization of workstation management through a single web based console. The current release builds on the all-in-one solution that brings together cloud services and an upgrade subscription for the Windows 7 Enterprise operating system to help customers simplify asset management and security.

### ***Backup/Recovery and Disaster/Recovery Recommendations***

Under the shared service agreement, backups for all entities would reside under NCOESC shared facility support. This would reduce risk for the smaller entities that have little or inadequate backup services and provide common infrastructure components and practices.

Once combined, a backup audit should be performed to eliminate any gaps or holes that there might be due to integration, system, database, network or other

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<sup>5</sup> Express Metrix. “Quantifying ROI: Building the Business Case for IT and Software Asset Management”. [http://www.expressmetrix.com/pdf/ROI\\_6.pdf](http://www.expressmetrix.com/pdf/ROI_6.pdf)

environment modifications. Backups are currently not being tested most likely due to the fact that the IT staff does not have the bandwidth to perform backup/recovery testing. This enables a potential vulnerability when a production level restore is needed due to an outage, corruption, or other causes. The testing of backup and recovery scenarios helps to meet risk management initiatives and provides the IT staff with less anxiety should a need arise to perform a point-in-time recovery. Many recovery attempts have failed due to lack of adequate planning and testing.

Disaster recovery (DR) operations are somewhat suspect. A DR effort when needed for recovery is usually very complicated. Large sites provide sophisticated DR planning and testing. This may be difficult for the Shared Services due to staff bandwidth, funding, and other reasons.

More secure options might include utilizing vendors such as Iron Mountain, Barracuda Networks and others who provide offsite storage and secure protection which would alleviate any doubt on media reliability. In addition, there are new technology solutions that include Cloud based backup services where you can outsource your backups to cloud based service centers. Your backups are auto replicated to the cloud centers which offloads many of IT staff's on-premise backup responsibilities.

### ***Database Recommendations***

FileMaker databases are ranked somewhere between a lower end database such as Microsoft Access and the high end enterprise databases such as SQL Server and Oracle. The web applications along with other applications integrated into Filemaker appear to function well and it is fairly easy to create simple applications to access the FileMaker Server backend database. However, this is mainly true for the technical staff that has familiarity and past experience with Filemaker. FileMaker solutions like MS Access do not provide enterprise driven architectural design and efficiencies, open and integrated characteristics, fault tolerance capabilities, best-in-class reliability, high volume transaction speeds, mission-critical depth, scalability, and emerging technologies features.

The database landscape for future growth and expansion should consider the migration to SQL Server enterprise level. This would fall in line with the State of Ohio IT direction. The State has mandated a roadmap to enterprise solutions. *Increase use of enterprise applications/solutions – expanding the use of enterprise applications/solutions will facilitate integrating disparate data sources.*<sup>6</sup> SQL Server Integration Services (SSIS) and SQL Server Reporting Services (SSRS) would provide a holistic approach to meet ongoing data integration, reporting, and information management requirements. This SQL Server and Microsoft Application Platform path

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<sup>6</sup> Ohio Dept. of Administrative Services Office of Information Technology (OIT) 2011. Accomplishments, page 1. <http://das.ohio.gov/LinkClick.aspx?fileticket=Ki7AWcd1qgl%3d&tabid=79>

would also work well with integration into Microsoft SharePoint Server. There are conversion tools available such as FmPro Migrator from Dotcom Solutions that help significantly with migrations from FileMaker to SQL Server.

### ***Cloud Computing Recommendations***

Cloud solutions for the NCO Shared Service environment to be established from this study are not feasible at this time except for a few specific areas such as for backup/recovery, disaster/recovery and asset management. However, there may be certain new elements or applications in the future that the shared service environment may be able to migrate to. For instance, if a specific commercial off-the-shelf (COTS) application was installed at the NCOESC and a Cloud option became available, then a path to migrate to the Cloud version would be available. The key elements for a Cloud solution that any organization must look at are: (1) Must be Application driven (SaaS), (2) Employ a Web Services model, (3) Be willing to outsource hardware, storage and IT services. Cost savings from the Cloud model come from offloading the hardware requirements plus IT service support and operations cost from an on premise solution. "Enterprises can realize 20-40% op-ex savings when switching to a cloud computing strategy (largely from fewer IT staff) and it virtually eliminates capital spending<sup>7</sup>."

The NCO Shared Services organization would benefit with aligning a long term strategy and viability of moving some IT services and applications to Cloud offerings.

### **Services Analysis**

#### ***Email Domains Recommendation for Consolidation***

The smaller government entities are siloed and will gain immediate benefit of basic IT services and interoperability (email, calendar, files transfer, internet access, basic collaboration, and presence) when shared services are implemented. The consolidation of Mail to a central location, which is the North Central Ohio Education Service Center (NCOESC), along with the shared service support would provide cost reduction and support benefits. In addition, moving forward strategically would include the migration all mail to Exchange 2010 integrated with the proper Active Directory infrastructure. While not a trivial migration effort, the long term benefits outweigh the short term project requirements. Exchange provides an enterprise class solution, reliability, scalability, risk control, and integration to other Microsoft products such as SharePoint. The critical ability to archive email would also be greatly enhanced in Exchange 2010.

Cost savings would include the reduction of software licensing needs, ongoing software maintenance fees, bulk purchasing discounts, the reduction of hardware

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<sup>7</sup> Oppenheimer – Equity Research Industry Update. "Cloud Services White Paper: Adoption is Accelerating", page 10. (September 20, 2011)

requirements, reduction of ISP costs and the reduction of technical labor support needed for the entities absorbed within the shared services. Forrester Consulting created a report based on nine existing Exchange customers with key findings on ROI and Cost Avoidance. The ROI for the composite customers was a payback period of less than six months after deployment<sup>8</sup>. The State of Ohio has standardized on Exchange and in 2011 migrated from Exchange 2007 to Exchange 2010<sup>9</sup>.

Exchange would also provision for continued separation of email domains for each entity organizational requirements. This is achieved in Exchange 2010 by:

1. Creating a new authoritative domain. This will define the second SMTP namespace that the organization will accept email for.
2. Create a new email address policy with a recipient filter. This will stamp the recipients with the email address that will need to be configured and will apply the second namespace to a subset of recipients in the domain.

In 2007, the research firm, Hansa-GCR was engaged by Microsoft to perform quantitative research based on 162 organizations concerning specific core infrastructure best practices and IT operations. Cost savings compared IT labor costs per server and per year for organizations that had adopted best practices for various server infrastructure workloads. In this case the infrastructure comparison was for best practices that MS Exchange 2010 email server architecture provides inherently. Cost savings are listed below<sup>10</sup>:

- Email server virtualization: Approximately \$16000 per year.
- Automated deployment process: Approximately \$9000 per year.
- Email server automatic feedback and reporting: Approximately \$7000 per year.
- Email system maintenance: Approximately \$4000 per year.
- Threshold of Advanced Parameters: Approximately \$3000 per year.
- Load balancing within service/cluster: Approximately \$4000 per year.

OpenText FirstClass has some reliability and vulnerability issues. For example, NCOESC had a user email corruption issue within the last year. This occurred in the master file which kept track of the individual email files. Since the corruption in the master file occurred, the mirror copy was also corrupted. After calling OpenText support, there was no easy remedy due to the distributed architecture of the many email files created. All historical email for that user was lost. FirstClass backups are problematic in

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<sup>8</sup> Diddee, Amit. "The Total Economic Impact of Microsoft Exchange 2010." Forrester Consulting. November 2009.

<sup>9</sup> Ohio Dept. of Administrative Services Office of Information Technology (OIT) 2011 Accomplishments, page 5. <http://das.ohio.gov/LinkClick.aspx?fileticket=Ki7AWcD1qgI%3d&tabid=79>

<sup>10</sup> Hansa-GCR Research. Abstract: Server Infrastructure Optimization – Best Practices to Reduce IT Operational Costs. January 2009.

that there is no way to see into the information store to back up the mailboxes. Many of the high-end backup tools such as BackupExec, which is being utilized at the NCOESC, do not provide support for FirstClass mail. Also, email archiving is not viable since there is no built-in support for the archiving of email.

### *Help Desk Recommendations*

Implement a robust help desk product, with problem reporting tools, and procedures, trouble ticket tracking, incident management and resolution. Support the help desk with personnel who can utilize phone support, remote management of computers, and dispatch able resources to resolve problems. With the proper software tool support, the help desk ensures that the same processes are being used regardless of the location. Enterprise level help desk products include BMC Remedy Help Desk and AutoTask Help Desk products.

## Key Findings

The key findings are presented in three parts:

1. The five entities' organizational assessments as related to IT – the entities' current IT organization, structure, processes and methodologies, leadership, and planning.
2. IT infrastructure assessment – the physical facilities, capacity, and ability to handle current and predicted future workloads.
3. IT Services assessment – the services currently provided, service levels, and projected service level requirements in a shared services scenario.

Recommendations are drawn from the findings and current standards of practices and procedures for IT.

Key findings:

1. Organization
  - a. The five government entities' IT organizations are different in significant ways. NCOESC has a formal IT department, personnel, facilities, and budget. The City of Tiffin has IT personnel embedded within functional departments of the city such as the Finance Department, Tax Department and Fire Department. Some IT functions of the City are currently being supported by the IT department within the NCOESC. Seneca County similarly has department-level IT with some percentage of individual worker's time being spent on IT related functions while those personnel are also performing the functions of their departments. The County supports these people and departments with the help of outside contractors where necessary. Major departments within the County are not under consideration for IT resource sharing including the Seneca County Courts, the Sheriff's Department and Job and Family Services. Clinton Township and the Village of New Riegel uses State of Ohio provided payroll services and purchase other services such as computer provisioning, internet services and email from commercial providers. The formal IT Departments of the five government entities involved are thus only the IT department of the NCOESC.
  - b. Consolidating or sharing IT resources among the five parties involved is less a merging of existing IT personnel, budgets, facilities and services and more utilizing the resources that exist to begin building both common basic capabilities such as email, back-up and disaster recovery and security; and application specific capabilities required by the five

entities on a budget sustainable, service-oriented, and technology leveraging path.

- c. IT planning, IT processes, IT tools, and IT leadership to support these five entities are necessary, and are unlikely to be developed within any one of the entities – economies of scale make it prohibitively expensive for any one entity to dedicate the resource necessary for planning, developing and executing process-driven services, purchase and support enterprise level tools or attract and develop IT leadership.
- d. The costs to the individual entities if they do not implement planning, processes, tools and leadership is, in both the long run, and short term – unsustainable. The cost takes several forms – absence of basic services, absence of security, absence of records retention, absence of disaster recovery, lack of leverage of IT related purchases, inefficient business processes, higher failure rates and recovery times, lower levels of expertise on systems and applications, increased difficulties in hiring and retaining qualified expertise, and expensive forays into technology dead-ends. The services levels provided to end-users are lower and more expensive than would otherwise be possible through having access to standards, practices, tools and IT leadership.
- e. If the five entities choose to pool some resources, to share in expenses, to leverage larger purchasing powers and common infrastructure and systems they gain some immediate increase in levels of service, in lowering expenses, and common guidance in IT decision making, than if they were to each individually purchase and manage those services.
- f. The combined IT related resources of the five currently involved entities are insufficient to quickly implement an IT organization with high-level leadership, with common systems, with enterprise-level tools, with current standards in processes and with fully developed IT strategies, plans and budgets.
- g. If the five currently involved entities are successful in implementing shared IT resources, growth of the successful sharing to include other entities may provide an intelligent path to increase resources and increase the adoption rate of common systems, tools, processes, and leadership. Such growth would be longer term (three to five years) but should not be allowed to take longer as the requirement to lower costs and increase service will continue through the period of transition.

## 2. IT Infrastructure

- a. The IT infrastructure of the five entities is concentrated in a central facility for NCOESC and the withheld organizations of Seneca County Courts, JFS and County Engineers. The remainder of the IT infrastructure is servers, network and PCs co-located within the various departments of the City of Tiffin, County departments, Clinton Township and Village of New Riegel.
- b. The physical facility at NCOESC appears to have sufficient space (in the room and within existing server racks) to hold most, if not all, of the systems that can be moved from current locations (The Clinton Township server, various departmental servers within Seneca County not withheld, and various City of Tiffin departmental servers not withheld) if such transfers utilize (new) virtual servers added to the existing racks. Networking bandwidth to NCOESC currently installed and planned should be sufficient for such work that might be transferred to a shared resource located at NCOESC but upgrading TWC bandwidth should be a priority or if possible migrating to AT&T fiber. Physical security at NCOESC requires some level of upgrade to accommodate security requirements of the shared facility.
- c. Common basic practices of backup, restore, records retention and disaster recovery are in place at NCOESC, but would need to be repositioned and upgraded as common infrastructure components and practices for the shared facility.
- d. Those systems withheld from shared systems agreements would remain located and managed by their current owner / operators. Such systems may still benefit from common purchasing agreements for their replacement and upgrade cycles.
- e. Systems that need to remain located in the departments where they are currently located can still be a part of the resource sharing arrangement. Such systems would benefit from assistance through remote systems management, backup and restore capabilities, disaster recovery planning and tools, capital planning, help desk support and be a part of technology planning and acquisition activities.

### 3. IT Services

- a. Excepting purchased systems such as Internet Service agreements or purchased applications – most of the services provided by IT within the five entities are in the form of “running applications” not as defined services. Service agreements, standards and levels of availability (uptime) need to be defined and utilized as the basis of agreements

between each of the entities and the sharing organization. Service Level Agreements (SLAs) become the basis of exchange for the entities participating in the sharing arrangement.

- b. Common building blocks enable efficiencies of operation and acquisition. Enterprise level systems for email, internet services, file exchange, security software and practices; backup and restore capabilities and disaster recovery are required and are a part of the basic SLA for the participating members.
- c. Application services include provisioning and operating higher level applications perhaps specific to individual departments within the City, County or any of the entities. Such applications require both the hardware, software, and networking required; but also operations and support expertise to assist end-users in using the application(s). Personnel who are experts in the operations of the systems supporting a given business area are required to be able to effectively provide application level services.
- d. Procedures and tools for end users to communicate problems with the system (or their understanding and operation of the system) are required to: report and resolve problems; track recurring problem areas; develop pro-active resolution of recurring problems such as changes to the system or end-user training; provide metrics and measurements on the effectiveness of a given service.

## Key Recommendations

1. Implement shared service agreements among the five entities: NCOESC, City of Tiffin, Seneca County, Clinton Township and Village of New Riegel.
2. Name or create a governing body or Board to set and manage policy, solicit and enter service agreements among the current five entities and additional entities as determined by the Board.
3. NCOESC will name a Director of Shared IT who will be responsible for:
  - a. Development of IT Strategy
  - b. Development and adoption of IT Standards and Processes
  - c. Selection and Implementation of tools in support of IT Processes
  - d. Development and management of IT financial requirements and budget
  - e. Acquisition policies and practices leveraging purchasing power of all participating entities and setting standards for maintenance and support agreements with vendors that are compliant with service level agreements and help desk support
  - f. Management of personnel within the shared services organization and those IT personnel (part-time or full time) who are dotted-line also reporting to their department of entity organizations
4. The NCOESC will employ those personnel, provide the physical facility and manage operations of shared IT resources per the direction and policies set by the governing Board, compensated by funds gained through the shared service agreements entered into by the Board.
5. Organize IT personnel: those that are part-time IT with other functions remain where they are but are trained and made a part of the shared resource agreements; those that are full-time IT, but are to remain within their existing organizations, and those who are dedicated to building, operating and supporting the shared resources.
6. Create an organization structure with defined roles and responsibilities:
  - a. Contracts, Purchasing, Standardization of Maintenance and Support Contracts
  - b. Planning, Strategy, Selection and Development of Standards and Processes, Selection of Tools necessary to support the processes
  - c. Infrastructure Operations, Management, and Support
  - d. Applications Operations, Management, and Support
  - e. Project Management, Implementation, and Development Resources
7. Implement common, enterprise level email compliant with record retention, archival and legal standards. Microsoft Exchange is one such email server

package – Yahoo, Google, First-Class and others currently being used are insufficient.

8. Implement with tools and processes: backup and restore capabilities, security software distribution and management, disaster recovery, and firewall protection.
9. Implement a help desk function, with problem reporting tools and procedures, trouble ticket tracking and resolution. Support the help desk with personnel who can utilize phone support, remote management of computers, and dispatch able resources to resolve problems.
10. Develop personnel expertise in application areas to be supported by the shared resources agreements. These personnel to provide application level support for the help desk, and to proactively engage in the end-user groups utilizing the supported system(s) in their most effective use. These personnel may engage in end-user training on the application system, in participating in requirements planning for new or replacement systems, or in advising end-user decision makers in more effective use of the systems.
11. Develop or package service offerings including, but not limited to:
  - a. Standardized purchasing
  - b. Basic end-user PC/Workstation package including standardized hardware, software, virus protection, back-up/restore capabilities, and connection options
  - c. Basic email, web server and file server bundle. Includes domain name, email addresses, and secure storage and managed access for small government entities, departments within larger entities, or larger entities
  - d. Application level service offerings

## Discussion of Recommendations

The recommendation to engage in IT sharing agreements and the need for governance requires little expansion. However, the recommendations dealing with naming of a Director and organizing personnel can be expanded.

In order to develop deeper skill sets, to assign areas of responsibility, and to manage to expectations: personnel should be assigned specific roles. The proposed organization chart is representative of typical IT division of labor, and sets forth specific assigned roles and responsibilities.

The number of boxes in each department is not the count of personnel to be assigned to the shared IT resources group.

## Proposed Organization Structure

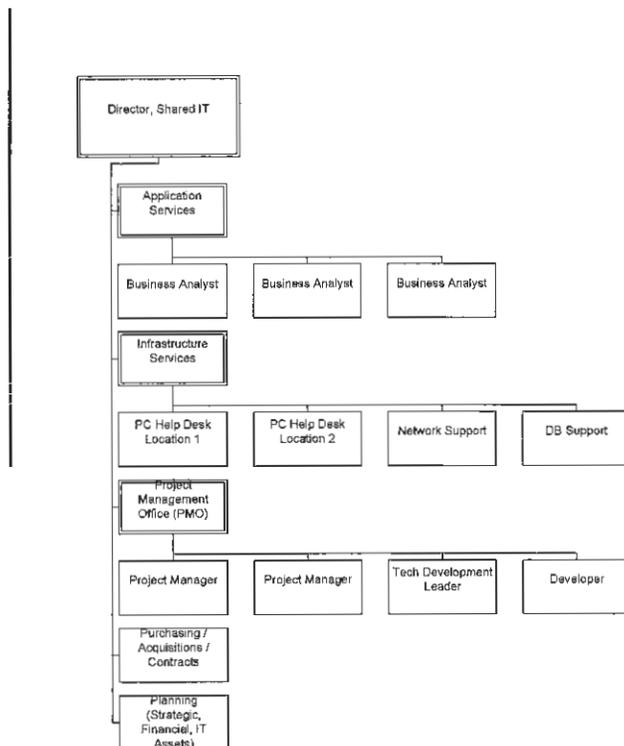


Figure 5 - Proposed Organization Chart

## Roles and Responsibilities

Functional responsibilities are in summary: leadership, planning, purchasing, keeping the infrastructure running, supporting users, and implementing new customers, systems and programs.

These functions are divided:

- Project Management office handles projects: tasks that have a defined beginning and ending, such as implementing a new system, bringing up a new customer, etc.
- Support is a major part of normal operations: users reporting a bug or needing explanation of how something works typically begins through a call to a help desk and is then handled immediately or routed to an appropriate specialist: networking, application, or other. Both infrastructure and application personnel are responsible for support.
- Day to day operations – monitoring the state of systems, verifying systems remain within capacity and nominal operating parameters, scheduling routine task – are all a part of infrastructure management.
- Application support personnel are experts in the business use of an application or applications. They understand the business function being done and the use of the application(s) that aid in that function. They frequently become advocates of more efficient processes through the use of the application(s).
- Planning includes asset management, IT strategy, technology forecasting, and financial budgeting.
- Purchasing is responsible for implementing standardized agreements, and directing purchases to the technologies as set forth by planning.

## Gap Analysis

Based on the interviews of the directors, IT personnel, examination of the finances and IT Assets, this study has identified and listed findings and made recommendations. From these, we can identify the gaps between current state and the recommended (desired) state. The GAP analysis helps assure that the original issues have each been addressed and that the recommendations each induce some part of the desired state. It is both a reason check, and a checklist.

| Gap Analysis   |  |   |
|--|--|---|
| Current Situation  | Desired  | Recommendations   |
| 1. The five government entities' IT organizations are different in significant ways resulting in inconsistent hardware, software and processes.  | Standardized systems and processes with improved speed and reliability.  | 1. Shared service agreements; 3. Director of Shared IT.   |
| 2. Because there are limited IT resources within the organizations except in NCOESC, consolidating existing resources into a common organization is not feasible.  | Building common basic capabilities as well as application specific capabilities across the five government entities.                               | 1. Shared service agreements; 4. NCOESC will employ the personnel, provide the physical facility and manage operations of shared IT resources; 3.b. Development and adoption of IT Standards and Processes.                             |
| 3. Economies of scale make it prohibitively expensive for any one entity to dedicate the resource necessary for planning, developing and executing the needed services.  | A common process for all five entities to achieve common IT processes and savings  | 3. Name a Director of Shared IT. 5. Organize IT personnel.  |
| 4. The costs to the individual entities if they do not implement planning, processes, tools and leadership is, in both the long run, and short term – unsustainable.   | IT focus sufficient to achieve highly proficient depth of knowledge and service  | 3.a. Development of IT Strategy; b. Development and adoption of IT Standards and Processes.   |
| 5. The main IT infrastructure of the five entities is concentrated in NCOESC and the withheld organizations. The physical facility at NCOESC appears to have sufficient space to hold most, if not all of the systems that can be moved from current locations.  | Consolidate infrastructure management and support where possible.  | 4. The NCOESC will provide the physical facility and manage operations of shared IT resources.  |
| 6. There is inconsistent application of processes and tools for processes such as trouble ticketing, problem resolution, end-to-end controls, prevention procedures and repeatable processes.  | Improved problem resolution, more issues resolved before occurring, performing efficiently   | 8. Implement a Help Desk function with supporting processes.  |
| 7. Some personnel and systems need to remain located in the departments where they are currently.  | Ability to benefit from common purchasing agreements and IT practices and procedures.  | 3. Those that are part-time IT with other functions remain where they are but are made part of the shared resource agreements; 5.e. Acquisition policies and practices leveraging purchasing power of all entities.                     |
| 8. There is an absence of coordinated IT Strategy and IT planning, resulting in continued use of older technologies, and insufficient and late adoption of newer, lower cost, best-of-breed and more effective technologies.   | Avoiding traps in older systems, applications, technologies while getting benefits of appropriate, perhaps newer technologies in a timely fashion. | 2. Governing Board to set and manage policy, solicit and enter into service agreements; 3.a. Development of IT Strategy.  |
| 9. Application services include provisioning and operating higher level applications perhaps specific to individual departments within the City, County or any of the entities. Such applications require both the hardware, software, and networking required; but also operations and support expertise to assist end-users in using the application(s). | Common hardware, software and practices to enable reliable and less costly operations.   | 11. Develop or package service offerings including, but not limited to: a. Standardized purchasing b. Basic end-user PC/Workstation package. c. Basic email, web server and file server bundle. d. Application level service offerings. |
| 10. Procedures and tools for end users to communicate problems with the system (or their understanding and operation of the system) are required.  | Common methods to report, track and resolve problems.  | 9. Implement a help desk function, with problem reporting tools and procedures, trouble ticket tracking and resolution.   |

Figure 6 - GAP Analysis

## Implementation

It is expected that this report informs decisions regarding if and how a shared IT resources plan could go forward.

It is expected that the recommendations included in this report will be examined in detail, and modified, enhanced, or even discarded in the building of a plan suitable for NCOR and its constituent members.

This section on implementation would be modified as well in such an examination, but it is set forth to provide a possible sequence that may prove a useful template.

The first issues are those of defining and understanding the nature of the multiple possible sharing agreements that would need to be offered. Given that the needs of the member sharing organizations are different, several service level offerings would need to be at least roughly defined such that each party of the resource sharing agreement understands what they are getting from the arrangement, and a ballpark figure of resources that would need to be committed to make those offerings available.

After such offerings are defined and accepted by the parties, agreements and governance issues need to be addressed.

From there, formal planning of budgets, personnel, systems and implementation of the services defined and accepted.

Implementing the services would follow and given that resources are limited, would be prioritized based on the maximum offering to members with the funds available.

This would likely take the form of phased implementation as funds are obtained or accrue from ongoing operations. If grants or other sources of funds are available to accelerate implementation the process would begin with repurposing existing equipment to implement the basic services: a shared acquisition program, basic workstation package, and basic email/web services packages provide the fastest benefits to the largest number of members. It can be expected that operating cost savings begin accruing when such services are available.

Additional service programs can be built as funds and capacity to develop and implement them allow. A suggested priority would be asset / inventory management; help desk support and problem tracking; then the application services in order of least expensive and most served proceeding to the more expensive / fewer served.

Each service offering will have demands on personnel, and while such demand are at least partially offset by some personnel ceasing work on the retired system in favor of the new system offerings – there will be a pace of change dictated by the amount of personnel that can be made available to the shared resource team.

Sequenced IT project priorities:

1. The physical facility – improve physical security; organize racks and networking equipment
2. Levels of hardware based firewall security (buy the firewalls, redo the cabling and networking within the facility)
  - a. Outside the firewall for web and email services
  - b. Inside first level of firewall for application systems
  - c. Inside a second level of firewall for databases, domain controllers, etc.
3. Add hardware servers (in the existing racks), and make them hosts for virtual servers ready to receive:
  - a. Move City of Tiffin systems to facility (those ready but not yet moved)
  - b. Build (virtual) email and web servers as foundational offering of email, web service offerings. (SW licenses, build services)
  - c. One (virtual) server for managing backup / restore services for all entities. (SW licenses, build services)
  - d. One (virtual) server for monitoring and managing software on connected PCs (version updates, antivirus, etc.) (SW licenses, build services)
  - e. Asset management / maintenance management system (80k software, installation, and getting initial inventory into system)
  - f. Help desk / trouble ticketing and tracking system
4. Improve network capacity with phased implementation of fiber between main service points and to main data center (NCOESC). Recommend dedicated fiber into NCOESC (either leased or purchased), expanding to main service points (City of Tiffin, Seneca County facilities) as traffic demands dictate.
5. Develop Service Level Agreements for multiple services
  - a. HW, SW leveraged acquisitions program
  - b. End-user PC standards and connectivity package
  - c. Enterprise level email, web, files sharing complete with unique domain name for each participant (i.e. village of New Riegel, etc.)
  - d. Charter school package
6. Program to get off of FileMaker pro
  - a. At least SQL based DB with a Visual Studio based development environment to halt new developments on inadequate technology
  - b. Conversion tools to convert at least some of the Filemaker applications to the new environment
  - c. Select and priorities existing applications, maybe a project to move one or two of them in each round of funds.

7. Develop organization structure and practices – forming governance, training on new tools, process and standards development, management recruiting.

## Summary

Sharing IT Resources provides a means for these five, and additional participants, to achieve quality levels of service that they cannot achieve at lower costs.

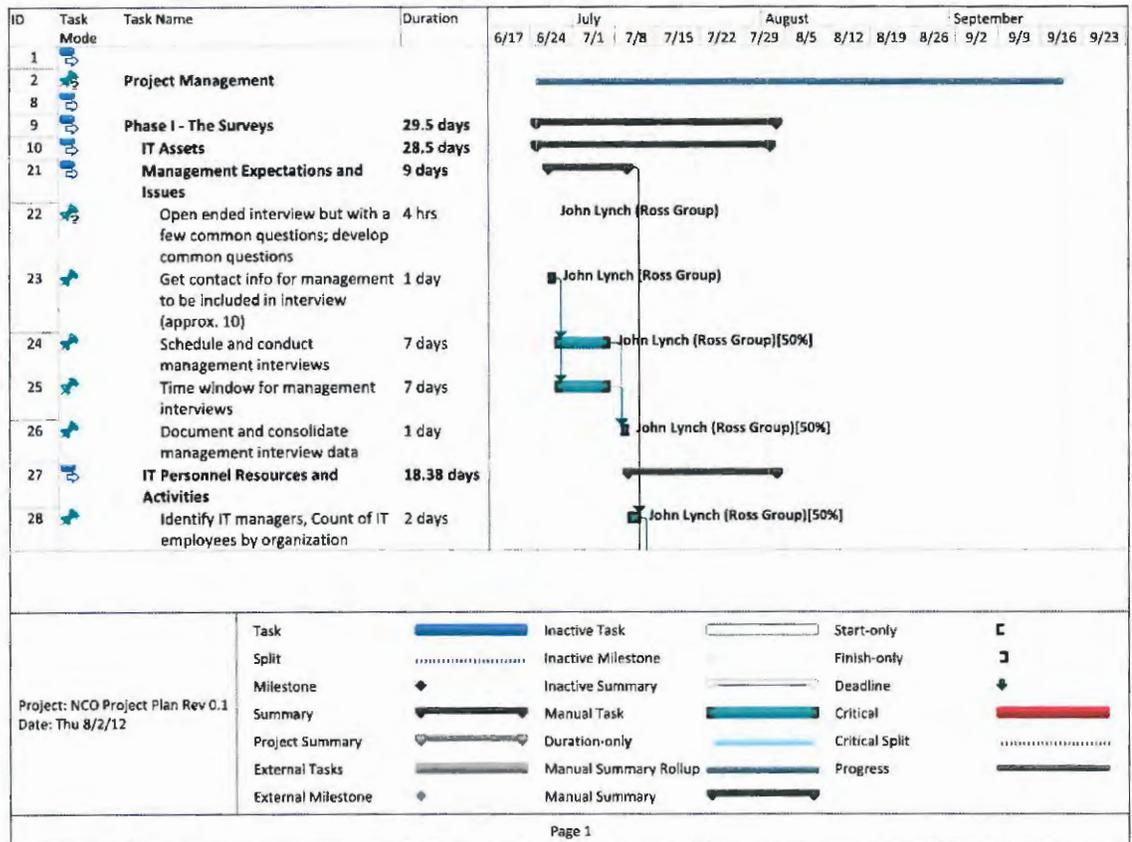
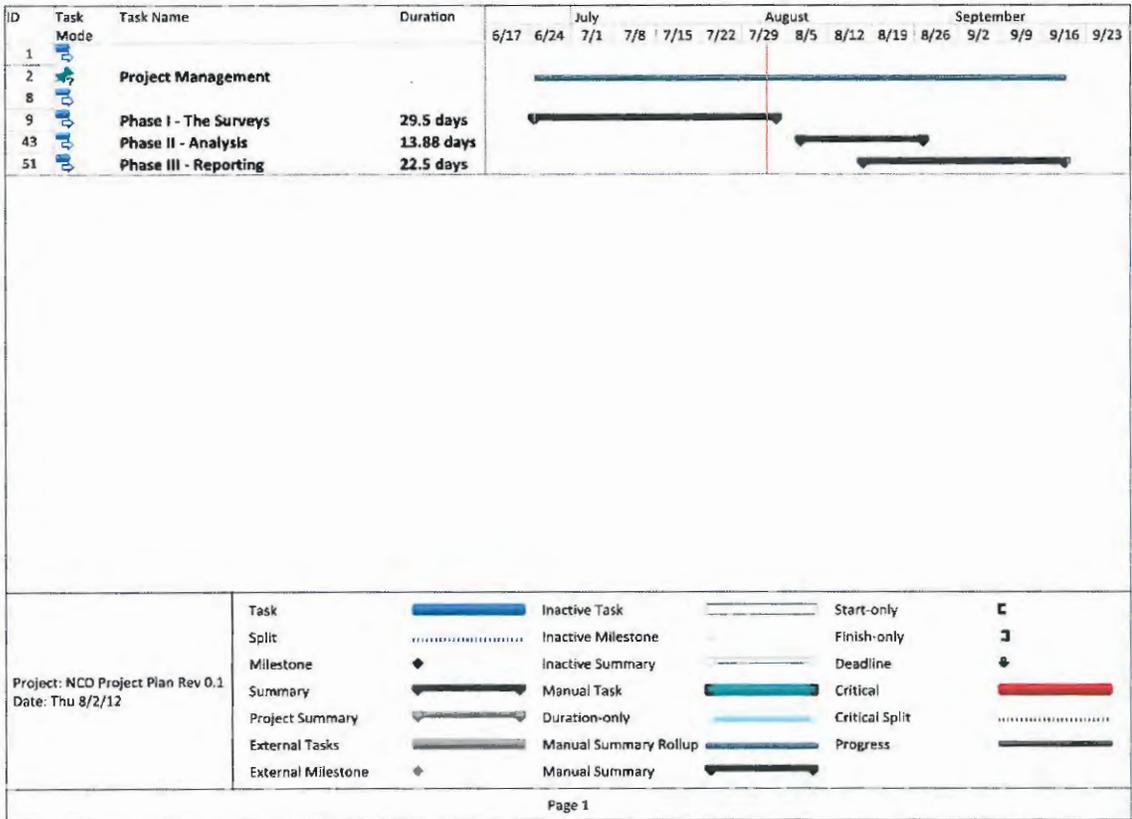
It is our belief that this report provides data and analysis that will help inform the decisions necessary to reach the necessary agreements, plan and provide the services, and organize staff and governance in a manner that will grow as the needs grow.

## **List of Appendices**

1. List of IT Employees
2. Project Plan

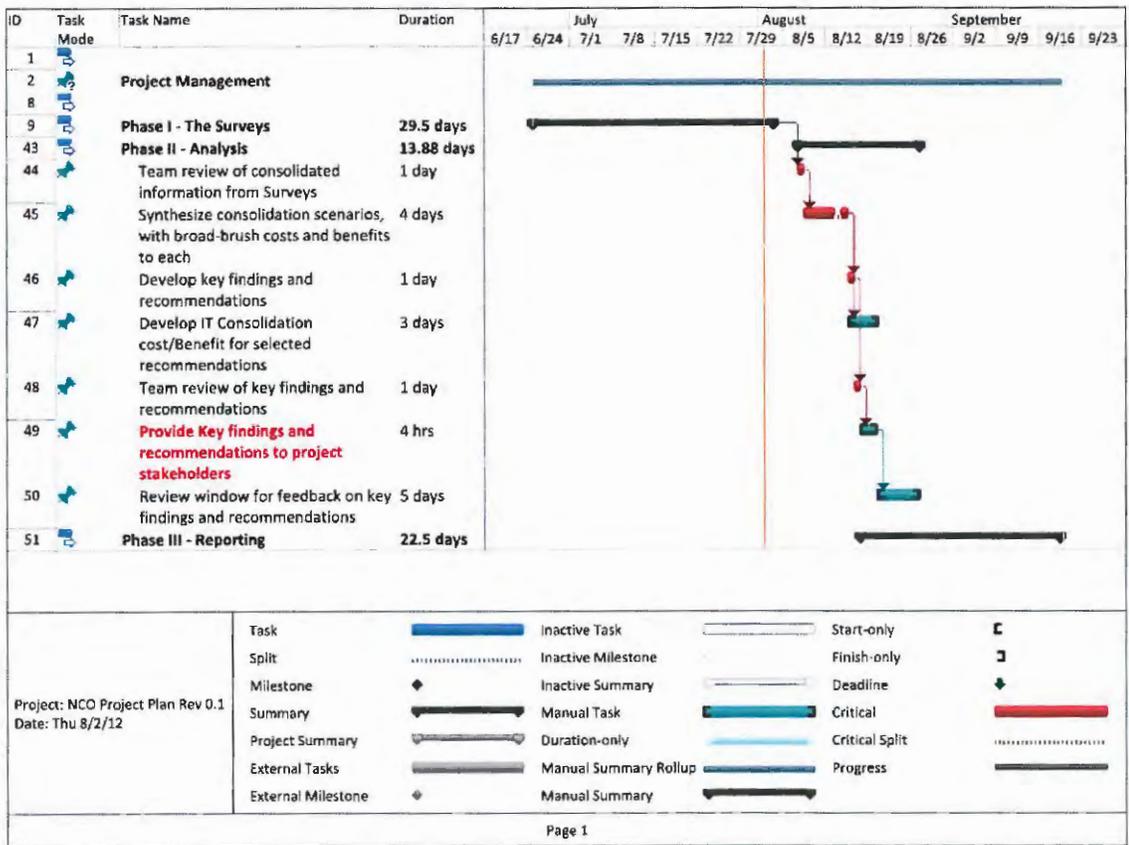
## "IT Interviewees"

- City of Tiffin
  - Director of Finance, Gwynn Reinhart
  - Tax Commissioner, Linda Neeley
  - Fire Department Secretary, Linda Hoerig
  - Police, Lt. Aaron Russell
  - Clerk of Municipal Court, Victoria Comer
- NCOESC
  - Director of Technology and Professional Development, Kathy Mohr
  - Network Specialist/Coordinator, Brian Rupp
  - Network Technologist, Aaron Morgan
  - Network Technologist, Jake Molyet (Note: did not interview)
  - Summer Intern (Note: did not interview)
- Seneca County
  - Tim Constantine
  - Cindy Sendelback (Note: did not interview)

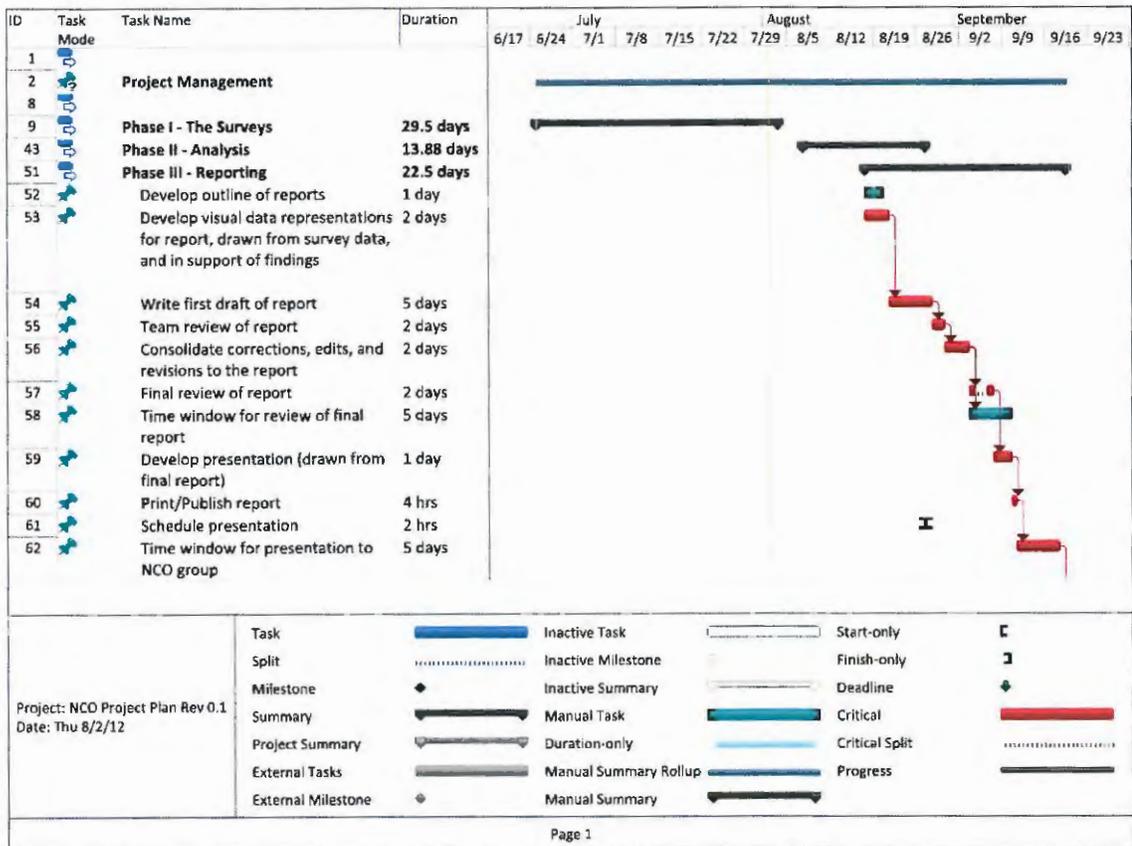








Project Plan, Reports Phase (1 of 2)



Project Plan, Reports Phase (2 of 2)

| ID  | Task Mode | Task Name   | Duration | July           |      |     | August |      |      | September |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
|---|-----------|---|----------|----------------|------|-----|--------|------|------|-----------|-----|------|------|------|-----|-----|------|------|---------------|--|------------|--|-------|--|--------------------|--|-------------|--|-----------|--|------------------|--|----------|--|---------|--|-------------|--|----------|--|-----------------|--|---------------|--|----------------|--|----------------|--|-----------------------|--|----------|--|--------------------|--|----------------|--|--|--|
|   |           |   |          | 6/17           | 6/24 | 7/1 | 7/8    | 7/15 | 7/22 | 7/29      | 8/5 | 8/12 | 8/19 | 8/26 | 9/2 | 9/9 | 9/16 | 9/23 |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| 63  |           | Provide support to customer in terms of follow-up questions, additional copies, etc. for report and/or presentation | 1 day    |                |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| <div style="display: flex; justify-content: space-between;"> <div style="width: 25%;"> <p>Project: NCO Project Plan Rev 0.1<br/>Date: Thu 8/2/12</p> </div> <div style="width: 50%; text-align: center;"> <table border="0"> <tr> <td>Task</td><td></td><td>Inactive Task</td><td></td><td>Start-only</td><td></td></tr> <tr> <td>Split</td><td></td><td>Inactive Milestone</td><td></td><td>Finish-only</td><td></td></tr> <tr> <td>Milestone</td><td></td><td>Inactive Summary</td><td></td><td>Deadline</td><td></td></tr> <tr> <td>Summary</td><td></td><td>Manual Task</td><td></td><td>Critical</td><td></td></tr> <tr> <td>Project Summary</td><td></td><td>Duration-only</td><td></td><td>Critical Split</td><td></td></tr> <tr> <td>External Tasks</td><td></td><td>Manual Summary Rollup</td><td></td><td>Progress</td><td></td></tr> <tr> <td>External Milestone</td><td></td><td>Manual Summary</td><td></td><td></td><td></td></tr> </table> </div> <div style="width: 20%;"></div> </div> |           |   |          |                |      |     |        |      |      |           |     |      |      |      |     |     | Task |      | Inactive Task |  | Start-only |  | Split |  | Inactive Milestone |  | Finish-only |  | Milestone |  | Inactive Summary |  | Deadline |  | Summary |  | Manual Task |  | Critical |  | Project Summary |  | Duration-only |  | Critical Split |  | External Tasks |  | Manual Summary Rollup |  | Progress |  | External Milestone |  | Manual Summary |  |  |  |
| Task  |           | Inactive Task   |          | Start-only     |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| Split   |           | Inactive Milestone  |          | Finish-only    |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| Milestone   |           | Inactive Summary  |          | Deadline       |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| Summary   |           | Manual Task   |          | Critical       |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| Project Summary   |           | Duration-only   |          | Critical Split |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| External Tasks  |           | Manual Summary Rollup   |          | Progress       |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| External Milestone  |           | Manual Summary  |          |                |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| Page 2  |           |   |          |                |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |



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**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## ATTACHMENT E

# PROJECT BUDGET

**\*PLEASE NOTE:**

The North Central Ohio Educational Service Center will convert a storage room into a server room with redundant air conditioners, two (2) eight foot server racks, UPS battery backup, generator backup, and physical network security. One-hundred forty-four (144) strands of single mode fiber will be run from our facility to downtown Tiffin, and six (6) strands of single mode fiber will be terminated in each of five (5) City of Tiffin and Seneca County buildings, collecting approximately 90% of the employees. The unused strands of fiber will be used to connect other City and/or County buildings, as well as many other public and private customers in the future. Switches at each end of the fiber will provide a 1Gbps connection from each building back to our facility. Two firewalls will provide High Availability (HA) in case of equipment failure. The firewalls will provide content filtering, spam filtering, antivirus at the edge, VPN connectivity, and virtual domain firewalls, keeping each entity's data separate, but allowing each entity connection to shared servers and the internet.

New servers and VMWare at our Tiffin facility will allow HA virtualization of each entity's servers as well as common servers for SQL databases, web hosting, email hosting, email archival, and application hosting. For disaster recovery, new servers and software at our Marion facility will provide encrypted off-site backups for all servers, utilizing our current connection between our Tiffin and Marion campuses.



**Tiffin Campus**  
928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**  
State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**  
333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

**IT Consolidation Project Budget Phase 1**

| Vendor            | Item                        | Qty | Price         | Shipping     | Total         |   |
|-------------------|-----------------------------|-----|---------------|--------------|---------------|---|
| South Shore Cable | Fiber                       | 1   | \$ 259,758.00 | \$ -         | \$ 259,758.00 | x |
| ITSavvy           | Fiber Patch Cables          | 12  | \$ 13.00      | \$ 5.00      | \$ 161.00     | x |
| NCOESC            | Computer/Printer            | 2   | \$ 920.00     | \$ -         | \$ 1,840.00   | x |
| Tanner            | Door Locks                  | 3   | \$ 1,033.00   | \$ -         | \$ 3,099.00   | x |
| Clouse            | Generators                  | 2   | \$ 40,614.00  | \$ -         | \$ 81,228.00  | x |
| Vology            | Network Equipment           | 1   | \$ 19,010.00  | \$ -         | \$ 19,010.00  | x |
| ITSavvy           | UPS                         | 2   | \$ 2,101.00   | \$ 200.00    | \$ 4,402.00   | x |
| ITSavvy/B2B       | Firewalls                   | 1   | \$ 30,380.00  | \$ 20.00     | \$ 30,400.00  | x |
| Insight           | MailMarshal/Backup Servers  | 3   | \$ 5,670.00   | \$ -         | \$ 17,010.00  | x |
| Druva             | Backup Software             | 1   | \$ 9,140.00   | \$ -         | \$ 9,140.00   | x |
| ITSavvy           | Core Server                 | 1   | \$ 53,453.00  | \$ -         | \$ 53,453.00  | x |
| CXTec             | Server Rack                 | 2   | \$ 1,177.49   | \$ 402.38    | \$ 2,757.36   | x |
| Trustwave         | MailMarshal Software        | 1   | \$ 4,080.00   | \$ -         | \$ 4,080.00   | x |
| ITSavvy           | Surge Protectors            | 4   | \$ 41.25      | \$ 8.00      | \$ 173.00     | x |
| CDWG              | Microsoft Software Licenses | 1   | \$ 15,965.52  |              | \$ 15,965.52  | x |
| ITSavvy           | Z End Battery Backups       | 5   | \$ 955.00     | \$ 100.00    | \$ 4,875.00   | x |
| Dundore           | Air Conditioning            | 1   | \$ 23,500.00  |              | \$ 23,500.00  | x |
|                   |                             |     |               |              | \$ -          |   |
|                   |                             |     |               |              | \$ -          |   |
|                   |                             |     |               |              | \$ -          |   |
|                   |                             |     |               |              | \$ -          |   |
|                   |                             |     |               | <b>Total</b> | \$ 530,851.88 |   |

# PROPOSAL



Attachment E-3

## SOUTH SHORE CABLE CONSTRUCTION, INC.

6400 Kolthoff Drive, Brook Park, Ohio 44142

(440) 816-0033 Fax (440) 234-9850

[dan@southshorecable.com](mailto:dan@southshorecable.com)

REVISED

| PROPOSAL SUBMITTED TO                         | PHONE   | FAX                                  | DATE       |
|---|---|--------------------------------------|------------|
| North Central Ohio Educational Service Center | (419) 447-2927  | (419) 447-2825                       | 11/28/2012 |
| STREET  | CITY, STATE, ZIP CODE                                   |                                      |            |
| 928 W. Market Street, Ste. A                  | Tiffin, Ohio 44883                                      |                                      |            |
| JOB NAME                                      | JOB LOCATION  |                                      |            |
| NCOESC Tiffin Ohio Fiber Interconnect         | (6) Buildings for City of Tiffin and Seneca County Ohio |                                      |            |
| ARCHITECT                                     | DATE OF PLANS   | JOB PHONE                            |            |
| Bob Grubbs / Brian Rupp *                     | 10/25/12  | * (419) 202-4746 Brian Rupp's Cell # |            |

WE HEREBY SUBMIT SPECIFICATIONS AND ESTIMATES FOR:

### South Shore Cable Construction, Inc. to Design and Construct the following:

SSC will provide the field engineering, route mapping, pole measurements and pole attachment applications for the pole owner or utility company that requires this agreement. There will be some recurring costs for the annual pole rental based on the contract required, and each utility is different ranging from \$2 to \$12.50/pole/year.

Labor, equipment and all materials to place (1) 6 ct Single Mode Fiber Optic Cable service to each of **(4) county and (1) city governmental buildings** as you identified. **There also will be a 144 ct SM F/O cable installed coming out of NCOESC bldg.** The facility locations and type of construction has been field surveyed to have an understanding of what will be required to reach the demarcation point in each of these facilities. The overall plant route to be constructed will involve as much as **five** miles of fiber cable plant, with an estimate of 90% aerial and 10% underground. The aerial will require a 6.6 mm galvanized EHS strand placed between existing utility poles, and the fiber cable will be double lashed to same. Slack loops will be strategically placed for future maintenance and strategic splicing purposes.

The underground will require the placement of a single 1 ¼" or 2" HDPE conduit at a three foot depth wherever poles do not exist or there is no room on the pole. The fiber cable will be pulled through this conduit to access the overall route. There will be 18" X 24" X 24" flush mount vault placed every 750 ft +/- for slack and maintenance loops, and can also be used for tap off points as a lateral service to a building.

South Shore Cable will supply the fusion splicing, panel terminations and OTDR testing per industry standards of all SM fibers to complete the route and provide a link between all (6) buildings listed below based on your needs for service and equipment.

The overall process will take a minimum of **five** months from the field work to the cable placement, building entries, splicing and testing to complete the entire project. This is subject to the approval of any City, County, ODOT, Railroad, Highway, or Federal Agency that may require a permit for the placement of the strand, fiber cable, and conduit(s) within the Public Right-of-way. Any permit costs will be passed along to the buyer with a processing fee for the SSC management and supervisory time including any engineering drawings that may be required.

**Service Request per your email dated 11/19/12.**

|   |   |
|---|---|
| <b>County Buildings with 6 ct F/O:</b>  | <b>City Building with 6 ct F/O:</b>     |
| <b>111 Madison Street, Tiffin</b>       | <b>51 E. Market Street, Tiffin</b>      |
| <b>117 E. Market Street, Tiffin</b>     |   |
| <b>109 S. Washington Street, Tiffin</b> | <b>NCOESC with 144 ct SM F/O cable:</b> |
| <b>3040 Ohio Ave., Tiffin</b>           | <b>928 W. Market Street, Tiffin</b>     |

**Payment terms are net 30 days from invoice on monthly progress invoicing.**

**Total project Cost estimate as described above: \$ 259,758.00**

ACCEPTANCE:

BY \_\_\_\_\_ DATE \_\_\_\_\_ P.O.# \_\_\_\_\_

PRINT NAME \_\_\_\_\_ TITLE \_\_\_\_\_



Attachment E-4



**ITsavvy LLC**  
 313 S. Rohlwing Road  
 Addison, Illinois 60101  
 United States  
<http://www.ITsavvy.com>



**Quotation**

|                         |   |
|-------------------------|---|
| <b>Date</b>             | Nov 29, 2012 12:58 PM EST                             |
| <b>Doc #</b>            | 864736 - rev 1 of 1                                   |
| <b>Description</b>      | 12- C2G 3M FIBER SMF LC-SC SIMPLEX                    |
| <b>SalesRep</b>         | Gibson, Scott<br>(P) 312-676-5237<br>(F) 312-676-5238 |
| <b>Customer Contact</b> | Rupp, Brian<br>(P) (419) 447-2927<br>brupp@ncoesc.org |

**Customer**  
 NCOESC (556873)  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Bill To**  
 NCOESC  
 Payable, Accounts  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Ship To**  
 NCOESC  
 Rupp, Brian  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

| Item Description  | Part # | Qty | Unit Price | Total    |
|---|--------|-----|------------|----------|
| C2G LC/SC Simplex 9/125 Single Mode Fiber Patch Cable   |        |     |            |          |
| 1 Patch cable - LC single mode (M) - SC single mode (M) - 10 ft - fiber optic - 9 / 125 micron - yellow | 37110  | 12  | \$13.00    | \$156.00 |

Subtotal: \$156.00  
 Tax (0.000%): \$0.00  
 Shipping: \$5.00  
**Total: \$161.00**

ITsavvy is always looking to deliver the lowest cost possible to our clients. This results in fluctuating prices that you will find are lower more often than not. However, prices are subject to increases without notice in the event of a manufacturer or distributor price increase. Available inventory is subject to change without notice. This document is a quotation only and is not an order or offer to sell. No contract for sale will exist unless and until a purchase order has been issued by you and accepted by ITsavvy.

We do accept credit cards for payment. However, if the credit card is provided after the order has been invoiced there will be a charge of 3% of the total purchase.

Unless specifically listed above, these prices do NOT include applicable taxes, insurance, shipping, delivery, setup fees, or any cables or cabling services or material.



Attachment E-5





**TANNER SUPPLY CO.**



Attachment E-7

|                         |                       |                          |
|-------------------------|-----------------------|--------------------------|
| Bedford Industrial Park | Mailing Address       | Ann Arbor Location       |
| 7385 Express Road       | P.O. Box 118097       | 2135 Blehop Circle, East |
| Temperance, MI 48182    | Toledo, OH 43611-8097 | Dexter, MI 48130         |
| PH: 734-847-5448        |                       | PH: 734-527-3070         |
| FAX: 734-847-5555       | www.tannersupply.com  | FAX: 734-527-2868        |

**QUOTATION**

**44848**

ARCHITECTURAL HARDWARE • HOLLOW METAL DOORS & FRAMES  
WOOD DOORS • TOILET COMPARTMENTS • TOILET ACCESSORIES

DATE Oct. 24, 2012

BUILDING \_\_\_\_\_

LOCATION \_\_\_\_\_

ARCHITECT \_\_\_\_\_

TO:

- North Central Ohio
- Educational Service Center
- Tiffin Campus
- Attention: Tim Chaney

We propose to furnish material as noted for the above mentioned building

1 - Alarm Lock PDL-3000 Trilogy Electronic Digital Proximity Lock

Material Only, No Tax Included, Delivered.....\$ 1,033.00

**ADDENDA INCLUDED:**

**GENERAL CONDITIONS:** Price does not include any State, City or Local Sales Tax, unless otherwise noted. All quotations are F.O.B. Toledo or Factory unless otherwise noted. This quotation is made for acceptance within 20 days, conditioned upon our receiving the order with all details and information necessary for the manufacture of the goods, within ten days from the date of acceptance. Terms subject to credit approval.

Any item on which information or details are lacking when the order is entered, or any item which is changed from the plans and specifications by subsequent details or instructions when the order is entered, shall be subject to new quotation. Any additional material required will be charged as an extra to the contract at prices in effect at the time additional material is ordered. We shall not be held responsible for any delays due to any cause beyond our control. This order is not subject to cancellation. No retainage accepted on material only contracts and invoices.

Quotation acceptance. Please sign and return copy.

**TANNER SUPPLY CO.**

Firm Name \_\_\_\_\_

John J. Wenzel

By \_\_\_\_\_

By \_\_\_\_\_



**PROPOSAL NO. 12103101**

|               |                                   |             |                                   |
|---------------|-----------------------------------|-------------|-----------------------------------|
| SUBMITTED TO: | <u>N.C.O Educational Services</u> | DATE        | <u>10/31/12</u>                   |
| ADDRESS       | <u>928 West Market Street</u>     | PROJECT     | <u>New Roof-Mounted Generator</u> |
| CITY, STATE   | <u>Tiffin, OH 44883</u>           | CITY, STATE | <u>Tiffin, Ohio</u>               |
| PHONE NO.     | <u>419-447-2927</u>               | FAX NO.     | <u>419-447-2825</u>               |

**SCOPE OF WORK**

1. Provide/install (1) new 50REZGD natural gas generator from Buckey Power Sales.
2. Provide/install (1) new 200-Amp NEMA-1 transfer switch located on the mezzanine.
3. Provide/install (1) new 1" conduit from the nearest panelboard to the generator for the block heater and battery charger.
4. Provide/install (1) new 1" conduit with control cable to the maintenance shop interior wall for the remote annunciator.
5. Provide/install all related conductors from the transfer switch to the main distribution panel (MDP), and from the transfer switch to the generator.
6. Provide/install all copper conductors for the new 200-Amp service/generator feeds.
7. Provide a service crane to lift the generator to the location of the roof curb. Cost for this is included in this price.
8. Relocate circuits from the MDP to panel PP-3 for the rooftop unit that controls the A/C unit for the I.T. room.
9. Provide/install new Square-D breaker in the PP-3 panel for rooftop unit. Turn over any breakers that would have been removed to the owner.
10. Dundor P&H to install and provide all material for new gas line to the lower roof to the new generator.

Total Proposal..... \$ 40,614.00

**DOES NOT INCLUDE**

1. Permit Fees
2. Any engineering fees, structure or electrical.
3. New roof curb and any associated cost for installing

\*Note: Owner shall be responsible for making sure that the area in which the generator is to be installed will support the weight of the new generator. Any additional support shall be the responsibility of the owner and all associated cost for this work. Clouse Electric recommends that an engineer review the area. Clouse Electric shall not be responsible for any damage or repair cost of the build or roof structure.

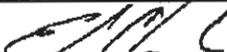
All material is guaranteed to be as specified, and the above work to be performed in accordance with the drawings and specifications submitted for above work and completed in a substantial workmanlike manner for the sum of:

Forty Thousand Six Hundred Fourteen 00/100 Dollars \$ 40,614.00

With payments to be as follows: Net 30 Days

A service charge of 2% per month, which is an annual rate of 24%, will be added to all amounts 30 days or more old. Any alterations or deviation from above specifications involving extra costs will be executed only upon written order, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents, or delays beyond our control.

Respectfully submitted

  
Ed Clark Estimator

10/31/12

Date

Per Clouse Electric, Ltd.

**ACCEPTANCE OF PROPOSAL**

The above prices, specifications, and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payments will be made as outlined above.

Signature \_\_\_\_\_ Date \_\_\_\_\_ Purchase Order No. \_\_\_\_\_

Printed Name \_\_\_\_\_



Vology  
 4027 Tampa Road, Suite 3900  
 Oldsmar, FL 34677  
 (813)-852-6400 office (813)-490-7090 fax  
 Sales@vology.com



Attachment E-9



|                    |
|--------------------|
| <b>SALES QUOTE</b> |
| SQ-355560          |
| 11/27/2012         |

| Customer  |   | Contact     |                                     | Ship To  |               |              |                 |
|---|---|-------------|-------------------------------------|--|---------------|--------------|-----------------|
| NCOESC<br>928 W. Market St.<br>Tiffin, OH 44883<br>US<br>740-361-8082                 |   | Rupp, Brian |                                     | NCOESC<br>928 W. Market St.<br>Tiffin, OH 44883<br>US<br>740-361-8082                                    |               |              |                 |
| Account   | Terms   | Due Date    | Account Manager                     |  | Schedule Date | Ship VIA     | P.O. #          |
| 38846 /   | CC  | 11/20/2012  | Bill Billings<br>Ph# (813) 490-7086 | bbillings@vology.com<br>(813) 464-8175   | 11/20/2012    | UPS Ground   |                 |
| Line #  | Manufacturer/ Model / Description   |             |                                     | Product Condition  | Qty           | Unit Price   | Extended Amount |
| 1   | Cisco / WS-C3560G-24TS-S / Cisco Catalyst 3560 24 10/100/1000T + 4 SFP Standard Image                             |             |                                     | Certified Refurbished  | 10            | 1,655.00     | 16,550.00       |
| 2   | GenCom Networks / GLC-BX-D / Cisco Compatible 1000BASE-BX SFP, 1490NM   |             |                                     | Certified Refurbished  | 6             | 205.00       | 1,230.00        |
| 3   | GenCom Networks / GLC-BX-U / Cisco Compatible 1000BASE-BX SFP, 1310NM   |             |                                     | Certified Refurbished  | 6             | 205.00       | 1,230.00        |
| 4   | / / Certified Pre-owned ships with 5 Year Warranty  |             |                                     |  | 0             | 0.00         | 0.00            |
| 5   | / /<br>Thanks for the Business!<br><br>Bill Billings<br>DID 813-490-7086<br>Fax 813-464-8175<br>bbillings@vds.com |             |                                     |  | 0             | 0.00         | 0.00            |
| Estimated Monthly Lease Payment Option Only \$617.83 / month + tax for a 36 months ** |   |             |                                     |  |               | SubTotal:    | \$19,010.00     |
|   |   |             |                                     | DON'T FORGET We stock a full line of<br>CABLES, GBICs and ACCESSORIES<br>INCLUDE with this ORDER & SAVE! | Est. Freight  |              | \$0.00          |
| Memo :  |   |             |                                     |  |               | Total Amount | \$19,010.00     |

\*\*Leasing information. For US based sales only. Not for international shipments. The monthly payment provided is an estimate only, excludes all applicable taxes and is non-binding on both parties herein. The actual rate and payment is based upon the credit quality of the customer as determined solely by Summit Funding Group, Inc. For more information and additional financing options including payment deferrals, please contact your account manager.

Generally, all hardware above is refurbished, has passed our 5 Star Certification process and is backed by our five year warranty (End-User Customers Only). For detailed information regarding our five year warranty, 5 Star Certified process and returns policy, please visit our website at [www.vology.com/company/warranty-solutions.aspx](http://www.vology.com/company/warranty-solutions.aspx). This is a hardware sale only and the purchaser is responsible for any software licensing agreements with the original manufacturer. This agreement will expire 7 days from the quote date above. Prices are subject to change without notice. Unless noted, this quote does not include shipping charges or taxes.

Check out how the products you order are processed - Video Tour  
[www.vology.com/company/vology-virtual-tour.aspx](http://www.vology.com/company/vology-virtual-tour.aspx)

Accept this quote - Signature: \_\_\_\_\_

Purchase Order # \_\_\_\_\_

Cisco ° Juniper Networks ° Extreme ° Avaya/Nortel ° HP ProCurve ° Brocade/Foundry ° Gencom



**ITsavvy LLC**  
 313 S. Rohlwing Road  
 Addison, Illinois 60101  
 United States  
<http://www.ITsavvy.com>



### Quotation

**Date**  
Nov 30, 2012 10:40 AM EST

**Doc #**  
865113 - rev 1 of 1

**Description**  
5- Apc SMT1500R2X180 Ups

**SalesRep**  
Gibson, Scott  
(P) 312-676-5237  
(F) 312-676-5238

**Customer Contact**  
Rupp, Brian  
(P) (419) 447-2927  
brupp@ncoesc.org

**Customer**  
 NCOESC (556873)  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Bill To**  
 NCOESC  
 Payable, Accounts  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Ship To**  
 NCOESC  
 Rupp, Brian  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

| Item Description  | Part #        | Qty | Unit Price | Total      |
|---|---------------|-----|------------|------------|
| APC Smart-UPS 1500 LCD<br>1 UPS ( rack-mountable ) - AC 120 V - 1 kW - 1500 VA - RS-232, USB - 6 output connector(s) - 2U - with APC UPS Network Management Card AP9630 | SMT1500R2X180 | 5   | \$955.00   | \$4,775.00 |

Subtotal: \$4,775.00  
 Tax (0.000%): \$0.00  
 Shipping: \$100.00  
**Total: \$4,875.00**

| Lease Options     |  |
|-------------------|--|
| FAIR MARKET VALUE | \$223.71 / mo. for 24 mos.<br>\$160.68 / mo. for 36 mos.<br>\$129.53 / mo. for 48 mos.<br>\$111.00 / mo. for 60 mos. |
| \$1 BUYOUT        | \$242.14 / mo. for 24 mos.<br>\$172.14 / mo. for 36 mos.<br>\$137.47 / mo. for 48 mos.<br>\$116.90 / mo. for 60 mos. |

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We do accept credit cards for payment. However, if the credit card is provided after the order has been invoiced there will be a charge of 3% of the total purchase.

Unless specifically listed above, these prices do NOT include applicable taxes, insurance, shipping, delivery, setup fees, or any cables or cabling services or material.



Attachment E-10



**ITsavvy LLC**  
 313 S. Rohlwing Road  
 Addison, Illinois 60101  
 United States  
<http://www.ITsavvy.com>



**Quotation**

**Date**  
 May 7, 2012 9:18 AM EDT

**Doc #**  
 794921 - rev 1 of 1

**Description**  
 3- Fortinet FortiGate 800 \*\*\*

**SalesRep**  
 Gibson, Scott  
 (P) 312-676-5237  
 (F) 312-676-5238

**Customer Contact**  
 Rupp, Brian  
 (P) (419) 447-2927  
[brupp@ncoesc.org](mailto:brupp@ncoesc.org)

**Customer**  
 NCOESC (556873)  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Bill To**  
 NCOESC  
 Payable, Accounts  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Ship To**  
 NCOESC  
 Rupp, Brian  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

| Item Description   | Part #            | Qty | Unit Price  | Total       |
|--|-------------------|-----|-------------|-------------|
| Fortinet FortiGate 800   |                   |     |             |             |
| 1 Security appliance - Ethernet, Fast Ethernet, Gigabit Ethernet - 1U with 1 year FortiCare 24X7 Comprehensive Support + 1 year FortiGuard | FG-800-BDL-950-12 | 3   | \$10,120.00 | \$30,360.00 |

Subtotal: \$30,360.00  
 Tax (0.000%): \$0.00  
 Shipping: \$20.00  
**Total: \$30,380.00**

| Lease Options     |  |
|-------------------|--|
| FAIR MARKET VALUE | \$1,363.15 / mo. for 24 mos.<br>\$968.51 / mo. for 36 mos.<br>\$772.56 / mo. for 48 mos.<br>\$655.90 / mo. for 60 mos.   |
| \$1 BUYOUT        | \$1,481.03 / mo. for 24 mos.<br>\$1,042.34 / mo. for 36 mos.<br>\$824.82 / mo. for 48 mos.<br>\$695.09 / mo. for 60 mos. |

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Attachment E-11

November 16, 2012

### North Central Ohio ESC

**Brian Rupp**

928 W. Market St, Suite A  
Tiffin, OH 44883

Sent via email to

Proposal # PRP-17211-X8H0 Rev. 1

Dear Brian Rupp,

Insight Investments LLC, through its Insight Systems Exchange division ("Insight"), is pleased to submit to North Central Ohio ESC ("Customer") the following proposal for the purchase of the following Equipment:

| Qty | Mfr | Description   | Warranty                               | Unit Price | Extended Price |
|-----|-----|---|--|------------|----------------|
| 1   | HP  | HP DL380 G5 2U<br>2 x Xeon Quad Core E5430 2.66GHz 12MB<br>Cache 1333 FSB 16GB PC2-5300F (8x2GB)<br>Fully Buffered DIMMs @ 667MHz<br>8 x 1TB 5.4K SATA 2.5" in Hot Swap Sled<br>P400i Raid Adapter DVD-ROM Dual Power<br>Supplies HP DL380 G5 4 Post Rail Kit<br>(Square Holes) | 3-Year Advance<br>Replacement Warranty | \$5,670.00 | \$5,670.00     |

Freight ID: server

Subtotal: \$5,670.00

Shipping: \$0.00

Estimated Tax: \$0.00

**Total Purchase Price: \$5,670.00**

**Additional Comments:**

**Limited Warranty:** The attached Limited Warranty will govern during the Warranty Period(s) designated above  
**Delivery Date:** 2 weeks after acceptance of order by ISE  
**Freight Terms:** FOB Origin  
**Proposal Expiration Date:** While quantities last  
**Payment Terms:** Net 30  
**Remit To:** Insight Investments LLC, Accounts Receivable, 611 Anton Blvd, Ste 700, Costa Mesa, CA 92626

This Purchase Price does not include taxes, delivery and/or installation charges which shall be payable by Customer, unless specifically listed above. This proposal is subject to Insight's Sales Agreement Terms and Conditions, which are attached hereto and made a part hereof, and equipment availability.

To accept our offer, please sign and fax the Sales Proposal and the attached Sales Terms and Conditions back to us at (714) 751-3613. If you desire to have your purchase order number referenced on packing slips and invoices, please also fax a signed copy of your purchased order.



Druva Inc.  
150 Mathilda Place, Suite 300  
Sunnyvale, CA 94086  
USA



Customer Details:

NCOESC

Quote #: Quote-12-11-19-4987  
Quote Expires On: Dec 31, 2012  
Amount: USD 9,140.00

| Product   | Quantity | List Price | Sale Price | Total Price |
|---|----------|------------|------------|-------------|
| 1. Druva Phoenix Agent for Windows/Linux Servers- Perpetual License | 5.0      | 900.00     | 900.00     | 4,500.00    |
| 2. Druva Phoenix Server - Perpetual License                         | 1.0      | 2,000.00   | 2,000.00   | 2,000.00    |
| 3. inSync Enterprise 1-Year SafePoint License                       | 30.0     | 24.00      | 24.00      | 720.00      |
| 4. inSync Enterprise 1-Year Client License                          | 30.0     | 54.00      | 54.00      | 1,620.00    |
| 5. Druva Phoenix Support for Windows/Linux Servers- Gold Support    | 1.0      | 300.00     | 300.00     | 300.00      |

**Total** 9,140.00  
**Net Amount** 9,140.00  
**All Price In USD**

**Comments / Special Mention:** Phoenix is a perpetual license, the only renewal is the support. Insync is a subscription. I included the DLP for the mobile backup. Let me know if you want to add share or remove DLP.

Please feel free to contact me with any questions. Thanks for your business!

Regards,

Dani Derrick  
Account Executive  
Direct (650) 458-4291  
Cell  
<http://www.druva.com>

**Terms and Conditions**

Payment Method:  
Payment Terms: Net-15  
Billing Frequency: Annual

**Payment Options**



ITSavvy LLC
313 S. Rohlwing Road
Addison, Illinois 60101
United States
http://www.ITSavvy.com



Quotation

Date: Nov 9, 2012 6:00 PM EST
Doc #: 859134 - rev 1 of 1
Description: Hp Essential Rack HA Smart Bundle
SalesRep: Gibson, Scott
Customer Contact: Rupp, Brian

Customer
NCOESC (556873)
928 W Market St
Tiffin, Ohio 44883

Bill To
NCOESC
Payable, Accounts
928 W Market St
Tiffin, Ohio 44883

Ship To
NCOESC
Rupp, Brian
928 W Market St
Tiffin, Ohio 44883

Table with columns: Item Description, Part #, Qty, Unit Price, Total. Contains 15 line items for server hardware, storage, and support services.

|   |  |            |   |            |            |
|---|--|------------|---|------------|------------|
| 16  | 6600-24, E2810-24, E2910-24, E3500-24, E6200-24, E6600-24; HP ProCurve Switch 2900-24  | U2L00E     | 2 | \$1,280.00 | \$2,560.00 |
| Microsoft Windows Server 2008 R2 Datacenter Edition |  |            |   |            |            |
| 17  | License and media - 2 CPU - OEM - ROK - DVD - BIOS lock - English - for ProLiant DL120 G7, DL165 G7, DL360 G7, DL360p Gen8, DL380p Gen8, ML110 G7, ML350p Gen8 | 589258-B21 | 1 | \$3,845.00 | \$3,845.00 |

Subtotal: \$53,453.00  
Tax (0.000%): \$0.00  
Shipping: \$0.00  
**Total: \$53,453.00**

| Lease Options     |                              |
|-------------------|------------------------------|
| FAIR MARKET VALUE | \$2,392.02 / mo. for 24 mos. |
|                   | \$1,697.67 / mo. for 36 mos. |
|                   | \$1,352.36 / mo. for 48 mos. |
|                   | \$1,147.10 / mo. for 60 mos. |
| \$1 BUYOUT        | \$2,599.95 / mo. for 24 mos. |
|                   | \$1,828.09 / mo. for 36 mos. |
|                   | \$1,444.30 / mo. for 48 mos. |
|                   | \$1,271.11 / mo. for 60 mos. |

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Attachment E-15



ISO 9001:2008 Certified

CXtec is a DBA of Cablexpress Corporation

CXtec
5404 South Bay Road
P.O. Box 4799
Syracuse NY 13221-4799
www.cxtec.com

North American Offices: 315-476-3000
North American Fax: 315-455-1800
International Offices: 011-315-476-3100
International Fax: 011-315-455-1800



Attachment E-16

Donald Scalise phone extension 3768, email dscalise@cxtec.com

Notes:

Brian,

BASE UNIT IS THE FRAME AND RAILS ONLY.

BASE UNIT INCLUDES TWO (2) PAIR OF POWDER COATED 19 UNIVERSAL (M6) RAILS AND M6 HARDWARE.

2 to 3 days to ship

thanks,

Don

North Central Ohio ESC
Quote 10709113, 11/29/2012 01:15 PM
Expires 29-Dec-2012
Payment Terms: 30 Days

Table with 3 columns: Requested By, Ship To, Bill To. Includes contact information for Brian Rupp, Kathleen Mohr, and Accounts Payable.

Table with 5 columns: QTY, Mfr Part No., Description, Unit Price, Ext Price. Row 1: 2, 8401E-2432, 202144:8401E-2432 BASE UNIT ONLY, \$1,177.49, \$2,354.98. Row 2: Subtotal, \$2,354.98.

Summary table with 2 columns: Description, Price. Rows: Combined Subtotals (\$2,354.98), Freight (\$337.68), Tax (\$0.00), TOTAL PURCHASE PRICE (\$2,692.66).

MAKE YOUR VOICE HEARD! Save money on a wide variety of equal2new® phones and voice hardware.

RAPIDCARE™ GET IT NEXT DAY UP TO 50% LESS THAN OEM PROGRAMS NEXT BUSINESS DAY ADVANCE REPLACEMENT

UP TO 90% OFF LIST equal2new® Certified Pre-owned Networking & Voice Hardware





**ITsavvy LLC**  
 313 S. Rohlwing Road  
 Addison, Illinois 60101  
 United States  
<http://www.ITsavvy.com>

Formerly



**Quotation**

**Date**  
 Nov 29, 2012 4:42 PM EST

**Doc #**  
 864935 - rev 1 of 1

**Description**  
 4- CyberPower CPS-1215RMS

**SalesRep**  
 Gibson, Scott  
 (P) 312-676-5237  
 (F) 312-676-5238

**Customer Contact**  
 Rupp, Brian  
 (P) (419) 447-2927  
[brupp@ncoesc.org](mailto:brupp@ncoesc.org)

**Customer**  
 NCOESC (556873)  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Bill To**  
 NCOESC  
 Payable, Accounts  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Ship To**  
 NCOESC  
 Rupp, Brian  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

| Item Description   | Part #      | Qty | Unit Price | Total    |
|--|-------------|-----|------------|----------|
| CyberPower CPS-1215RMS   |             |     |            |          |
| 1 Surge suppressor ( rack-mountable ) - AC 110/120 V - 1800 VA - 12 output connector(s) - 1U - 19" | CPS-1215RMS | 4   | \$41.25    | \$165.00 |
| <b>Note:</b> price good till 12-31-12  |             |     |            |          |

Subtotal: \$165.00  
 Tax (0.000%): \$0.00  
 Shipping: \$8.00  
**Total: \$173.00**

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Attachment E-18



CDWG.com | 800.594.4239

OE400SPS

# SALES QUOTATION

| QUOTE NO. | ACCOUNT NO. | DATE       |
|-----------|-------------|------------|
| DCSG605   | 2219574     | 11/30/2012 |

**BILL TO:**  
 NORTH CENTRAL OH EDUC  
 SERVICE CNTR  
 928 W MARKET ST

**SHIP TO:**  
 NORTH CENTRAL OH EDUC SERVICE  
 CNTR  
 928 W MARKET ST



Attachment E-19

Accounts Payable  
 TIFFIN , OH 44883-2529

TIFFIN , OH 44883-2529  
 Contact: BRIAN RUPP 419.447.2927

Customer Phone #419.447.2927

Customer P.O. # WINDOWS SERVER LIC

| ACCOUNT MANAGER            |          | SHIPPING METHOD   | TERMS               | EXEMPTION CERTIFICATE |
|----------------------------|----------|---|---------------------|-----------------------|
| SCOTT GERRITS 866.465.9894 |          | ELECTRONIC DISTRIBUTION   | NET 30 Days-Govt/Ed | GOVT-EXEMPT           |
| QTY                        | ITEM NO. | DESCRIPTION   | UNIT PRICE          | EXTENDED PRICE        |
| 10                         | 2803076  | ACAD MS SEL+ WIN SRV DC 2012 2PROC<br>Mfg#: P71-07283<br>Contract: Management Council Ohio Education<br>Computer Network<br>20105   | 969.81              | 9,698.10              |
| 1                          | 2669603  | Electronic distribution - NO MEDIA<br>ACAD MS SEL+ SQL SRV STD CORE 2012<br>Mfg#: 7NQ-00293<br>Contract: Management Council Ohio Education<br>Computer Network<br>20105                                       | 722.94              | 722.94                |
| 2                          | 2669600  | Electronic distribution - NO MEDIA<br>ACAD MS SEL+ SQL SRV ENT CORE 2012<br>Mfg#: 7JQ-00344<br>Contract: Management Council Ohio Education<br>Computer Network<br>20105<br>Electronic distribution - NO MEDIA | 2,772.24            | 5,544.48              |
| SUBTOTAL                   |          |   |                     | 15,965.52             |
| FREIGHT                    |          |   |                     | 0.00                  |
| TAX                        |          |   |                     | 0.00                  |

US Currency

**TOTAL** 15,965.52

CDW Government  
 230 North Milwaukee Ave.  
 Vernon Hills, IL 60061

Fax: 312.705.6419

**Please remit payment to:**  
 CDW Government  
 75 Remittance Drive  
 Suite 1515  
 Chicago, IL 60675-1515



**ITsavvy LLC**  
 313 S. Rohlwing Road  
 Addison, Illinois 60101  
 United States  
<http://www.ITsavvy.com>



**Quotation**

**Date**  
Nov 29, 2012 1:00 PM EST

**Doc #**  
861910 - rev 1 of 1

**Description**  
APC SmartUPS 3000VA & Batt Pack

**SalesRep**  
Gibson, Scott  
(P) 312-676-5237  
(F) 312-676-5238

**Customer Contact**  
Rupp, Brian  
(P) (419) 447-2927  
[brupp@ncoesc.org](mailto:brupp@ncoesc.org)

**Customer**  
 NCOESC (556873)  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Bill To**  
 NCOESC  
 Payable, Accounts  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Ship To**  
 NCOESC  
 Rupp, Brian  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

| Item Description  | Part #           | Qty | Unit Price | Total      |
|---|------------------|-----|------------|------------|
| 1 APC Smart-UPS 3000VA XL<br>UPS - AC 120 V - 2.7 kW - 3000 VA - Ethernet 10/100, RS-232 - 11 output connector(s) | SUA3000XL-NETPKG | 2   | \$1,521.00 | \$3,042.00 |
| 2 APC Smart-UPS XL 48V Battery Pack<br>Battery enclosure - 48 V - 2 x lead acid - 5U - for P/N: SUA2200RMXL13U    | SUA48XLBP        | 2   | \$580.00   | \$1,160.00 |

Subtotal: \$4,202.00  
 Tax (0.000%): \$0.00  
 Shipping: \$200.00  
**Total: \$4,402.00**

| Lease Options     |  |
|-------------------|--|
| FAIR MARKET VALUE | \$202.01 / mo. for 24 mos.<br>\$145.09 / mo. for 36 mos.<br>\$116.96 / mo. for 48 mos.<br>\$100.23 / mo. for 60 mos. |
| \$1 BUYOUT        | \$218.65 / mo. for 24 mos.<br>\$155.43 / mo. for 36 mos.<br>\$124.14 / mo. for 48 mos.<br>\$105.56 / mo. for 60 mos. |

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*Proposal*

From Dundore Plumbing, Heating, Cooling, LTD  
P.O. Box 6  
36 Leitner Avenue  
Tiffin, OH 44883  
(419) 447-7961

Proposal No 3988  
Sheet No. 1  
Date 11/29/12

Proposal Submitted To

Work To Be Performed At

|               |                      |               |                        |
|---------------|----------------------|---------------|------------------------|
| Name          | <b>NCO ESC</b>       | Street        | <b>Server Room A/C</b> |
| Street        | <b>W. Market St.</b> | City          | <b>Tiffin</b>          |
| City          | <b>Tiffin</b>        | State         | <b>Ohio</b>            |
| State         | <b>Ohio</b>          | Date Of Plans |                        |
| Telephone No. | <b>419-443-7941</b>  | Designed By   | <b>Tim Gassner</b>     |

We hereby propose to furnish all the materials and perform all the labor necessary for the completion of

**Total cost to provide a two ton Mitsubishi mini-split system is \$11,750.00.**

**Included is outdoor unit with rails and flashing of rails, indoor unit, refrigerant lines, drain assembly and Clouse Electric providing electric.**

**If redundant cooling is needed, the total cost to install two 2 ton Mitsubishi systems is \$23,500.00.**

All materials are guaranteed to be as specified, and our work will be performed in a workmanlike manner in accordance with the drawings and specifications given to us by the owner, architect or general contractors. The cost for this project will be the sum of

\$  
With payments to be made as follows: **Monthly Draws**

Any and all alterations or deviations from the drawings and specifications requested by the owner, architect or general contractor would only be furnished after a supplemental proposal is prepared and accepted. The owner, architect or general contractor shall carry fire, tornado and other necessary insurance for the work project. The materials supplied for this project may have manufacturers' warranties that will be given to the owner of the property upon completion of the project.

Respectfully submitted Tim Gassner  
Per Dundore Plumbing, Heating, Cooling, LTD.

Note---This proposal may be withdrawn by us if not accepted within 30 days

**ACCEPTANCE OF PROPOSAL**

The above prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payment will be made as outlined above.

Date \_\_\_\_\_ Signature \_\_\_\_\_

\_\_\_\_\_



**North Central Ohio**  
Educational Service Center



*Attachment F-1*

---

**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENT F**

# **VIABLE REPAYMENT SOURCES**



**Tiffin Campus**

928 W. Market St., Suite A  
Tiffin, Ohio 44883  
419-447-2927

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625

North Central Ohio ESC demonstrates the following physical assets on balance as of June 30, 2012:

|   | Balance<br><u>June 30, 2011</u> | Additions        | Disposals      | Balance<br><u>June 30, 2012</u> |
|---|---------------------------------|------------------|----------------|---------------------------------|
| Governmental activities:                    |                                 |                  |                |                                 |
| Capital assets, not being depreciated       |                                 |                  |                |                                 |
| Land  | \$148,850                       | \$0              | \$0            | \$148,850                       |
| Total capital assets, not depreciated       | <u>148,850</u>                  | <u>0</u>         | <u>0</u>       | <u>148,850</u>                  |
| Capital assets, depreciated                 |                                 |                  |                |                                 |
| Buildings and improvements                  | 3,730,058                       | 29,777           | 0              | 3,759,835                       |
| Furniture and equipment                     | 790,010                         | 124,257          | (1,013)        | 913,254                         |
| Software                                    | 54,631                          | 0                | 0              | 54,631                          |
| Total capital assets, depreciated           | <u>4,574,699</u>                | <u>154,034</u>   | <u>(1,013)</u> | <u>4,727,720</u>                |
| Less: accumulated depreciation              |                                 |                  |                |                                 |
| Buildings and improvements                  | (6,214)                         | (76,308)         | 0              | (82,522)                        |
| Furniture and equipment                     | (480,691)                       | (123,645)        | 1,013          | (603,323)                       |
| Software                                    | (16,389)                        | (10,926)         | 0              | (27,315)                        |
| Total accumulated depreciation              | <u>(503,294)</u>                | <u>(210,879)</u> | <u>1,013</u>   | <u>(713,160)</u>                |
| Governmental activities capital assets, net | <u>\$4,220,255</u>              | <u>\$56,845</u>  | <u>\$0</u>     | <u>\$4,163,410</u>              |

Possible secondary sources to support loan award for North Central Ohio ESC consist of "loan insurance" backed by an insurance company. This option has not been secured, but is a possibility through an insurance vendor.

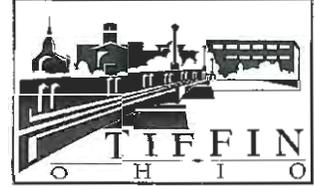


Attachment F-3

# City of Tiffin

Office of the Finance Director, Gwynn Reinhart

City Hall Annex • 53 E. Market Street • P.O. Box 455 • Tiffin, Ohio 44883  
419/448-5403 Fax 419/448-5406 [financedirector@tiffinohio.gov](mailto:financedirector@tiffinohio.gov)



November 29, 2012

LGIF Council

Dear Council Members:

The City of Tiffin transfers 10% of the income tax revenues to capital funds by electoral vote. Please see Ordinance No. 12-19 for our most recent income tax allocation ordinance.

The sum of all funds in our capital accounts is \$728,269.31 as shown on the Year-to-date Fund Report dated November 29, 2012.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gwynn A. Reinhart'.

Finance Director



ORDINANCE NO. 12-19

INTRODUCED BY:

DATE:

2/21/12

**ORDINANCE AMENDING SECTION 191.14 OF THE TIFFIN CODIFIED ORDINANCES ESTABLISHING A NEW ALLOCATION FOR THE USE OF EARNED INCOME TAX REVENUES, AND DECLARING AN EMERGENCY.**

The Council of the City of Tiffin, Ohio finds: Section 191.14 of the Tiffin Codified Ordinances prescribes the allocation of funds collected by the City earned income tax. It is now advisable and recommended by the Finance Committee that based on a thorough review of the 2012 budget, this Ordinance should be approved to adequately fund the various services and functions the City should provide to its citizens. Since 1991, City Council has changed the allocation seven times after examining the balances of the City's various funds and determining the expected costs of providing the required and necessary services to the public for the upcoming fiscal year. In the past, changes have included reducing an allocation to zero if warranted by the availability of funds and expected expenses for the year.

**THE COUNCIL OF THE CITY OF TIFFIN, OHIO THEREFORE ORDAINS:**

Section 1: Section 191.14 of the Tiffin Codified Ordinance is hereby amended to read as follows:

**191.14 ALLOCATION OF FUNDS.**

The funds collected under the provisions of this chapter shall be allocated and used as follows: 86% for the general municipal operations, maintenance, new equipment, extension and enlargement of municipal services and capital improvements, including the payment of debt service charges on bonds and notes issued for that purpose, all as determined and directed by Council; 10% for Capital Improvement Fund; and 4% for Park and Recreation Fund.



**Section 2:** Council declares this to be an emergency because the public peace health, welfare, and safety require this Ordinance take effect March 1, 2012, the reason being: It is necessary that the allocation of collected income tax funds be authorized as soon as possible to provide adequate funding for the General Fund.

Authenticated:

Paul L. Elbert Jr. and Acting Clerk Judy Rydley  
President of Council Clerk of Council

Feb 21 2012  
Date

2/21/12  
Date

Approved by:

A. J. M.  
Mayor

February 22nd 2012  
Date

Effective date: 2/22/2012

| Fund Description.....              | Beg Yr Bal.... | Ytd Receipts.. | Ytd Expenses.. | Unexp bal..... | Encumbrances.. | Unenc bal..... |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 101 GENERAL FUND                   | 611,031.16     | 9,300,894.21   | 8,580,328.62   | 1,331,596.75   | 187,977.64     | 1,143,619.11   |
| 211 STREET MAINTENANCE             | 194,231.92     | 709,615.45     | 667,121.04     | 236,726.33     | 87,702.32      | 149,024.01     |
| 213 STATE HIGHWAY IMPROVEMENT      | 171,988.77     | 48,116.08      | 40,225.00      | 179,879.85     | 0.00           | 179,879.85     |
| 214 RAILROAD CROSSING IMPROVEMENT  | 100.00         | 0.00           | 0.00           | 100.00         | 0.00           | 100.00         |
| 231 BLOCK GRANT                    | 34,763.36      | 74,006.42      | 7,304.22       | 101,465.56     | 0.00           | 101,465.56     |
| 232 CHIP (CDBG) PROGRAM            | 59,880.06      | 42,341.00      | 94,455.20      | 7,765.86       | 723.00         | 7,042.86       |
| 233 CHIP (HOME) PROGRAM            | 51,370.00      | 110,307.00     | 333,825.00     | -172,148.00    | 7,228.00       | -179,376.00    |
| 234 CHIP (OHTF) PROGRAM            | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           |
| 236 CHIP REVOLVING LOAN            | 58,338.30      | 450.00         | 20,947.35      | 37,840.95      | 0.00           | 37,840.95      |
| 237 CDBG DISCRETIONARY FUND        | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           |
| 242 PARK & RECREATION              | 66,935.38      | 324,728.52     | 352,477.37     | 39,186.53      | 13,789.51      | 25,397.02      |
| 249 INDIG DRVS ALCOHOL MONIT.-IDAM | 13,962.33      | 6,957.49       | 14,151.00      | 6,768.82       | 2,882.00       | 3,886.82       |
| 250 WOMEN VICTIM ASSISTANCE FUND   | 186,574.40     | 18,099.17      | 18,332.60      | 186,340.97     | 1,667.40       | 184,673.57     |
| 251 DUI INDIGENT DVRS ALCOHOL TRMT | 79,602.75      | 11,549.45      | 0.00           | 91,152.20      | 0.00           | 91,152.20      |
| 252 DUI LAW ENFORCEMENT EDUCATION  | 15,952.53      | 2,041.00       | 14,160.00      | 3,833.53       | 0.00           | 3,833.53       |
| 253 DUI HOUSING & INCARCERATION    | 365.00         | 0.00           | 0.00           | 365.00         | 0.00           | 365.00         |
| 254 N SANDUSKY ST/OPWC GRANT FUND  | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           |
| 255 TRAFFIC ENHANCEMENT GRANT      | 0.00           | 211,835.29     | 211,835.29     | 0.00           | 359,026.96     | -359,026.96    |
| 257 US EPA BROWNFIELD GRANT        | 0.00           | 56,736.53      | 73,002.06      | -16,265.53     | 8,627.69       | -24,893.22     |
| 260 D.A.R.E. FUND                  | 16,405.48      | 0.00           | 0.00           | 16,405.48      | 0.00           | 16,405.48      |
| 266 MUNICIPAL COURT GEN. PROJECTS  | 274,150.82     | 68,693.05      | 55,920.05      | 286,923.82     | 4,017.91       | 282,905.91     |
| 267 MUNI-COURT PROBATION SERVICES  | 418,031.85     | 95,795.90      | 101,307.52     | 412,520.23     | 11,717.49      | 400,802.74     |
| 273 LAW ENFORCEMENT TRUST FUND     | 5,433.82       | 671.50         | 0.00           | 6,105.32       | 0.00           | 6,105.32       |
| 280 TIFFIN VENTURE CAPITAL         | 174,519.28     | 16,169.75      | 0.00           | 190,689.03     | 0.00           | 190,689.03     |
| 281 REVOLVING LOAN FUND            | 48,606.68      | 125.84         | 0.00           | 48,732.52      | 0.00           | 48,732.52      |
| 282 DRUG LAW ENFORCEMENT FUND      | 19,766.02      | 3,496.00       | 18,824.64      | 4,437.38       | 0.00           | 4,437.38       |
| 290 POLICE PENSION & DISABILITY FD | 36,150.80      | 78,488.94      | 75,687.44      | 38,952.30      | 0.00           | 38,952.30      |
| 291 FIRE PENSION & DISABILITY FUND | 35,299.18      | 78,412.64      | 75,687.52      | 38,024.30      | 0.00           | 38,024.30      |
| 292 FIRE SAFER GRANT               | 6,702.00       | 155,435.00     | 97,313.75      | 64,823.25      | 4,245.14       | 60,578.11      |
| 331 GENERAL CAPITAL IMPROVEMENTS   | 249,475.29     | 828,294.47     | 730,868.96     | 346,900.80     | 44,397.80      | 302,503.00     |
| 333 2002-2011 FIRE VEHICLE FUND    | 156,652.74     | 126.19         | 156,778.93     | 0.00           | 0.00           | 0.00           |
| 335 NORTHSTAR IND EST              | 55,156.12      | 23,900.83      | 17,339.31      | 61,717.64      | 177.93         | 61,539.71      |
| 337 SIDEWALK IMPROVEMENT FUND      | 146,145.16     | 35,117.66      | 27,148.55      | 154,114.27     | 0.00           | 154,114.27     |
| 338 2012-2021 FIRE VEHICLE FUND    | 0.00           | 207,112.33     | 0.00           | 207,112.33     | 0.00           | 207,112.33     |
| 339 SOUTH SIDE SEWER FUND          | 7,753.91       | 0.00           | 7,753.91       | 0.00           | 0.00           | 0.00           |
| 443 MIAMI ST DRAINAGE ASSESSMENT   | 21,230.91      | 54,899.97      | 9,043.13       | 67,087.75      | 0.00           | 67,087.75      |
| 444 2010 S SHAFFER PK DR BOND      | 0.00           | 69,247.66      | 37,234.37      | 32,013.29      | 0.00           | 32,013.29      |
| 445 2010 RIVERFRONT IMPROV BOND    | 0.00           | 13,877.34      | 14,430.34      | -553.00        | 0.00           | -553.00        |
| 552 SEWER / WPC                    | 1,938,345.37   | 4,208,814.69   | 2,973,806.03   | 3,173,354.03   | 113,810.17     | 3,059,543.86   |
| 553 2007 SEWER BOND FUND           | 0.00           | 108,495.00     | 108,495.00     | 0.00           | 0.00           | 0.00           |
| 554 '98'SANITARY SEWER IMP BONDS   | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           |
| 556 SEWER REPLACEMENT/IMPROVEMENT  | 241,128.47     | 120,120.00     | 44,260.75      | 316,987.72     | 13,222.15      | 303,765.57     |
| 557 COMBINED SEWER SEPARATION FUND | 1,190,933.69   | 750,000.00     | 10,988.10      | 1,929,945.59   | 39,250.00      | 1,890,695.59   |
| 558 2010 SEWER BOND FUND           | 0.00           | 89,897.50      | 89,117.50      | 780.00         | 0.00           | 780.00         |
| 559 WPCLF LOAN ROCK CREEK          | 0.00           | 1,182,369.06   | 1,182,369.06   | 0.00           | 73,735.42      | -73,735.42     |
| 650 FLEXIBLE SPENDING FUND         | 31,425.32      | 113,135.29     | 113,964.27     | 30,596.34      | 0.00           | 30,596.34      |
| 775 OAKLEY PARK TRUST FUND         | 31,271.21      | 101.56         | 0.00           | 31,372.77      | 0.00           | 31,372.77      |
| 777 UNCLAIMED MONEY                | 2,842.15       | 0.00           | 0.00           | 2,842.15       | 0.00           | 2,842.15       |
| 780 FIRE CLAIMS ESCROW FUND        | 17,643.84      | 40,013.35      | 57,657.19      | 0.00           | 0.00           | 0.00           |
| 785 STATE PATROL TRANSFER          | 0.00           | 13,336.30      | 13,336.30      | 0.00           | 0.00           | 0.00           |
| 786 PAYROLL FUND                   | 0.00           | 131,282.24     | 155,194.76     | -23,912.52     | 0.00           | -23,912.52     |
| 790 MUNICIPAL COURT FUND           | 147,070.40     | 1,452,375.41   | 1,445,119.40   | 154,326.41     | 0.00           | 154,326.41     |
| ***                                | 6,817,236.47   | 20,857,483.08  | 18,047,811.53  | 9,626,908.02   | 974,198.53     | 8,652,709.49   |

# 728,269.31



# SENECA COUNTY COMMISSIONERS

Benjamin E. Nutter ◊

Jeffrey D. Wagner ◊

David G. Sauber

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November 29, 2012

LGIF Council

RE: Capital Improvement Fund

Dear Council members,

This County has a Capital Improvement Fund in place with a current balance of \$490,561.71. The Commissioners have dedicated revenue from our leases and rental income deposited annually.

Please feel free to contact, Stacy Wilson, County Administrator at 419-447-4550 ext. 103 for any questions.

Sincerely,

Seneca County Government

Stacy Wilson  
County Administrator



*Attachment F-7*

\*\*\*\*\*

COMMISSIONERS' OFFICE



Attachment F-8

May 10, 2012

**IN THE MATTER OF: RESOLUTION ALL LEASES AND RENTALS PAID INTO ACCOUNT LINES 010-0002-4004.00 AND 010-0002-4013.00 PAID INTO GENERAL FUND (010) AND AUTHORIZING THE AUDITORS OFFICE TO IMMEDIATELY TRANSFER INTO (215-0002-4004.00) CAPITAL PROJECTS FUND**

Mr. Wagner \_\_\_\_\_ offered the following resolution and moved the adoption of the same, which was duly seconded by Mr. Sauber \_\_\_\_\_.

**WHEREAS**, This Board of Commissioners, Benjamin E. Nutter, Jeffrey D. Wagner, and David G. Sauber met this 10<sup>th</sup> day of May, 2012 in open session, and

**WHEREAS**, It is the desire of this Board to have all Leases and Rentals paid into account line 010-0002-4004.00 and 010-0002-4013.00 to be paid into (010) General Fund and immediately transferred into (215-0002-4004.00) Capital Projects by the Auditor with a receipt sent to the Commissioners once the transfer is complete, now therefore be it

**RESOLVED**, That this Board of Commissioners, Seneca County, Ohio, be and it does hereby approve Board to have all Leases and Rentals paid into account line 010-0002-4004.00 and 010-0002-4013.00 to be paid into (010) General Fund and immediately transferred into (215-0002-4004.00) Capital Projects by the Auditor with a receipt sent to the Commissioners once the transfer is complete, and be it further

**RESOLVED**, That the Clerk to the Board and is hereby authorized and instructed to certify a copy of this resolution to the Seneca County Auditor and Treasurer in line with this action, and be it further

**RESOLVED**, That it is found and determined that all formal actions of this Board concerning and related to the adoption of this resolution were taken in an open meeting of the Board and that all deliberations of this Board may and any if its committees that resulted in such formal actions, were in meetings open to the public, in compliance with the law.

Mr. Sauber- yes

Mr. Wagner- yes

Mr. Nutter - yes

Benjamin E. Nutter

Jeffrey D. Wagner

David G. Sauber

Attest: Nicole Smith  
Clerk to the Board

I, the undersigned, Clerk to the Board County Commissioners, Seneca County, Ohio, do hereby certify that the foregoing is a true and correct copy from the official record of said Board of County Commissioners as recorded in Journal 88, Page 215.

Nicole Smith  
Clerk to the Board

\*\*\*\*\*  
COMMISSIONERS' OFFICE



January 31, 2012

**IN THE MATTER OF: RESOLUTION REDIRECTING THE RENTAL AND LEASES  
PORTION OF THE REVENUE LINE FROM GENERAL FUND (010) TO CAPITAL  
PROJECTS (215)**

Mr. Wagner offered the following resolution and moved the adoption of the same, which was duly seconded by Mr. Sauber.

**WHEREAS**, This Board of Commissioners, Benjamin E. Nutter, Jeffrey D. Wagner, and David G. Sauber met this 31<sup>st</sup> day of January, 2012 in open session, and

**WHEREAS**, This Board has been requested by Olivia Lang from the State Auditor's Office to redirect the Rental and Leases Portion of the Revenue Line from General Fund (010) to Capital Projects (215), and

**WHEREAS**, It is the desire of this Board to redirect the Rental and Leases Portion of the Revenue Line from General Fund (010) to Capital Projects (215), now therefore be it

**RESOLVED**, That this Board of Commissioners, Seneca County, Ohio, be and it does hereby approve redirecting the Rental and Leases Portion of the Revenue Line from General Fund (010) to Capital Projects (215), and be it further

**RESOLVED**, That the Clerk to the Board and is hereby authorized and instructed to certify a copy of this resolution to the Seneca County Auditor and Treasurer in line with this action, and be it further

**RESOLVED**, That it is found and determined that all formal actions of this Board concerning and related to the adoption of this resolution were taken in an open meeting of the Board and that all deliberations of this Board may and any if its committees that resulted in such formal actions, were in meetings open to the public, in compliance with the law.

Mr. Sauber- yes

Mr. Wagner- yes

Mr. Nutter - yes

Benjamin E. Nutter

Jeffrey D. Wagner

David G. Sauber

Attest: Nicole Smith  
Clerk to the Board

I, the undersigned, Clerk to the Board County Commissioners, Seneca County, Ohio, do hereby certify that the foregoing is a true and correct copy from the official record of said Board of County Commissioners as recorded in Journal 88, Page 462.

Nicole Smith  
Clerk to the Board



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**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENT G**

# **FISCAL/BUDGET INFORMATION**

## **THREE YEAR HISTORICAL/ THREE YEAR PROJECTED**

**\*PLEASE NOTE:**

The following pages for our PROGRAM BUDGET are taken directly from our "Roadmap to IT Solutions" grant application. The two exceptions are the information pages for "North Central Academy" (NCA) and "North Central Ohio Regional Council of Governments" (NCORcog) because they are two additional new partners in the LGIF Loan Application.

## 4.0 Financial Documentation

### 4.1 Detained Financial Information:

The financial history for the past three years (2009, 2010 and 2011) for NCOESC, Seneca County, the City of Tiffin, the Village of New Riegel and Clinton Township are in Attachment A-1. For added reference, the IT financial history of all five collaborative partners is listed below.

| Local Government Innovation Fund<br>Technology Costs 3 Years Historical FY2011 |                           |                         |                           |                           |                           |
|--|---------------------------|-------------------------|---------------------------|---------------------------|---------------------------|
| <-----NCOESC----->   |                           | <----Seneca County----> |                           | <----City of Tiffin-----> |                           |
| Description  | FY 11<br>Actual<br>Amount | Description             | FY 11<br>Actual<br>Amount | Description               | FY 11<br>Actual<br>Amount |
| Salary   | 329,847.06                | Salary                  | 0.00                      | Salary                    | 0.00                      |
| Benefits   | 94,183.63                 | Benefits                | 0.00                      | Benefits                  | 0.00                      |
| Purchased Services   |                           | Purchased Services      |                           | Purchased Services        |                           |
| Contracts  | 12,740.35                 | Contracts               | 38,440.00                 | Contracts                 | 74,627.00                 |
| Copies   | 888.64                    | Copies                  | 0.00                      | Copies                    | 33,000.00                 |
| Mileage  | 9,093.78                  | Mileage                 | 0.00                      | Mileage                   | 0.00                      |
| Meetings   | 2,359.58                  | Meetings                | 0.00                      | Meetings                  | 0.00                      |
| Phone  | 3,742.77                  | Phone                   | 0.00                      | Phone                     | 55,673.00                 |
| Postage  | 1,584.72                  | Postage                 | 0.00                      | Postage                   | 2,920.00                  |
| Supplies   | 56,611.83                 | Supplies                | 2,188.00                  | Supplies                  | 38,383.00                 |
| Equipment  | 35,099.57                 | Equipment               | 62,878.00                 | Equipment                 | 55,350.00                 |
| <b>Total</b>   | <b>546,151.93</b>         | <b>Total</b>            | <b>103,506.00</b>         | <b>Total</b>              | <b>259,953.00</b>         |
|  |                           |                         |                           |                           |                           |
| <Village of New Riegel>  |                           | <---Clinton Township--> |                           | <--Total All Partners-->  |                           |
| Description  | FY 11<br>Actual<br>Amount | Description             | FY 11<br>Actual<br>Amount | Description               | FY 11<br>Actual<br>Amount |
| Salary   | 0.00                      | Salary                  | 0.00                      | Salary                    | 329,847.06                |
| Benefits   | 0.00                      | Benefits                | 0.00                      | Benefits                  | 94,183.63                 |
| Purchased Services   |                           | Purchased Services      |                           | Purchased Services        |                           |
| Contracts  | 7,045.00                  | Contracts               | 2,800.00                  | Contracts                 | 135,652.35                |
| Copies   | 0.00                      | Copies                  | 30.00                     | Copies                    | 33,918.64                 |
| Mileage  | 0.00                      | Mileage                 | 0.00                      | Mileage                   | 9,093.78                  |
| Meetings   | 0.00                      | Meetings                | 0.00                      | Meetings                  | 2,359.58                  |
| Phone  | 0.00                      | Phone                   | 50.00                     | Phone                     | 59,465.77                 |
| Postage  | 0.00                      | Postage                 | 0.00                      | Postage                   | 4,504.72                  |
| Supplies   | 300.00                    | Supplies                | 50.00                     | Supplies                  | 97,532.83                 |
| Equipment  | 650.00                    | Equipment               | 100.00                    | Equipment                 | 154,077.57                |
| <b>Total</b>   | <b>7,995.00</b>           | <b>Total</b>            | <b>3,030.00</b>           | <b>Total</b>              | <b>920,635.93</b>         |



| Local Government Innovation Fund<br>Technology Costs 3 Years Historical FY2010 |                   |                            |                  |                               |                   |
|--|-------------------|----------------------------|------------------|-------------------------------|-------------------|
| <-----NCOESC----->   |                   | <-----Seneca County----->  |                  | <-----City of Tiffin----->    |                   |
|  | FY 10<br>Actual   |                            | FY 10<br>Actual  |                               | FY 10<br>Actual   |
| Description  | Amount            | Description                | Amount           | Description                   | Amount            |
| Salary   | 279,893.76        | Salary                     | 0.00             | Salary                        | 0.00              |
| Benefits   | 68,948.73         | Benefits                   | 0.00             | Benefits                      | 0.00              |
| Purchased Services   |                   | Purchased Services         |                  | Purchased Services            |                   |
| Contracts  | 1,974.85          | Contracts                  | 38,838.00        | Contracts                     | 77,836.00         |
| Copies   | 737.76            | Copies                     | 0.00             | Copies                        | 33,000.00         |
| Mileage  | 5,542.40          | Mileage                    | 0.00             | Mileage                       | 0.00              |
| Meetings   | 2,829.36          | Meetings                   | 0.00             | Meetings                      | 0.00              |
| Phone  | 3,385.24          | Phone                      | 0.00             | Phone                         | 60,285.00         |
| Postage  | 1,735.49          | Postage                    | 0.00             | Postage                       | 1,905.00          |
| Supplies   | 41,151.27         | Supplies                   | 369.00           | Supplies                      | 40,187.00         |
| Equipment  | 42,054.74         | Equipment                  | 38,875.00        | Equipment                     | 47,019.00         |
| <b>Total</b>   | <b>448,253.60</b> | <b>Total</b>               | <b>78,082.00</b> | <b>Total</b>                  | <b>260,232.00</b> |
|  |                   |                            |                  |                               |                   |
| <--Village of New Riegel-->  |                   | <----Clinton Township----> |                  | <----Total All Partners-----> |                   |
|  | FY 10<br>Actual   |                            | FY 10<br>Actual  |                               | FY 10<br>Actual   |
| Description  | Amount            | Description                | Amount           | Description                   | Amount            |
| Salary   | 0.00              | Salary                     | 0.00             | Salary                        | 279,893.76        |
| Benefits   | 0.00              | Benefits                   | 0.00             | Benefits                      | 68,948.73         |
| Purchased Services   |                   | Purchased Services         |                  | Purchased Services            |                   |
| Contracts  | 4,055.00          | Contracts                  | 1,300.00         | Contracts                     | 124,003.85        |
| Copies   | 0.00              | Copies                     | 30.00            | Copies                        | 33,767.76         |
| Mileage  | 0.00              | Mileage                    | 0.00             | Mileage                       | 5,542.40          |
| Meetings   | 0.00              | Meetings                   | 0.00             | Meetings                      | 2,829.36          |
| Phone  | 0.00              | Phone                      | 50.00            | Phone                         | 63,720.24         |
| Postage  | 0.00              | Postage                    | 0.00             | Postage                       | 3,640.49          |
| Supplies   | 300.00            | Supplies                   | 50.00            | Supplies                      | 82,057.27         |
| Equipment  | 0.00              | Equipment                  | 150.00           | Equipment                     | 128,098.74        |
| <b>Total</b>   | <b>4,355.00</b>   | <b>Total</b>               | <b>1,580.00</b>  | <b>Total</b>                  | <b>792,502.60</b> |



| Local Government Innovation Fund<br>Technology Costs 3 Years Historical FY2009 |                           |                              |                           |                                |                           |
|--|---------------------------|------------------------------|---------------------------|--------------------------------|---------------------------|
| <-----COESC----->  |                           | <---Seneca County----->      |                           | <-----City of Tiffin----->     |                           |
| Description  | FY 09<br>Actual<br>Amount | Description                  | FY 09<br>Actual<br>Amount | Description                    | FY 09<br>Actual<br>Amount |
| Salary   | 225,734.42                | Salary                       | 0.00                      | Salary                         | 0.00                      |
| Benefits   | 54,003.37                 | Benefits                     | 0.00                      | Benefits                       | 0.00                      |
| Purchased Services   |                           | Purchased Services           |                           | Purchased Services             |                           |
| Contracts  | 6,997.00                  | Contracts                    | 26,426.00                 | Contracts                      | 59,376.00                 |
| Copies   | 1,185.10                  | Copies                       | 0.00                      | Copies                         | 33,000.00                 |
| Mileage  | 3,337.23                  | Mileage                      | 0.00                      | Mileage                        | 0.00                      |
| Meetings   | 1,284.60                  | Meetings                     | 0.00                      | Meetings                       | 0.00                      |
| Phone  | 2,695.74                  | Phone                        | 0.00                      | Phone                          | 67,716.00                 |
| Postage  | 1,149.95                  | Postage                      | 0.00                      | Postage                        | 1,784.00                  |
| Supplies   | 16,441.89                 | Supplies                     | 1,911.00                  | Supplies                       | 36,219.00                 |
| Equipment  | 49,389.67                 | Equipment                    | 11,233.00                 | Equipment                      | 10,600.00                 |
| <b>Total</b>   | <b>362,218.97</b>         | <b>Total</b>                 | <b>39,570.00</b>          | <b>Total</b>                   | <b>208,695.00</b>         |
|  |                           |                              |                           |                                |                           |
| <--Village of New Riegel----->   |                           | <-----Clinton Township-----> |                           | <-----Total All Partners-----> |                           |
| Description  | FY 09<br>Actual<br>Amount | Description                  | FY 09<br>Actual<br>Amount | Description                    | FY 09<br>Actual<br>Amount |
| Salary   | 0.00                      | Salary                       | 0.00                      | Salary                         | 225,734.42                |
| Benefits   | 0.00                      | Benefits                     | 0.00                      | Benefits                       | 54,003.37                 |
| Purchased Services   |                           | Purchased Services           |                           | Purchased Services             |                           |
| Contracts  | 6,055.00                  | Contracts                    | 3,100.00                  | Contracts                      | 101,954.00                |
| Copies   | 0.00                      | Copies                       | 30.00                     | Copies                         | 34,215.10                 |
| Mileage  | 0.00                      | Mileage                      | 0.00                      | Mileage                        | 3,337.23                  |
| Meetings   | 0.00                      | Meetings                     | 0.00                      | Meetings                       | 1,284.60                  |
| Phone  | 0.00                      | Phone                        | 50.00                     | Phone                          | 70,461.74                 |
| Postage  | 0.00                      | Postage                      | 0.00                      | Postage                        | 2,933.95                  |
| Supplies   | 300.00                    | Supplies                     | 50.00                     | Supplies                       | 54,921.89                 |
| Equipment  | 1,566.00                  | Equipment                    | 0.00                      | Equipment                      | 72,788.67                 |
| <b>Total</b>   | <b>7,921.00</b>           | <b>Total</b>                 | <b>3,230.00</b>           | <b>Total</b>                   | <b>621,634.97</b>         |

Anticipated Project Cost and Funds Requested:

We are requesting a \$100,000 GRANT for our "Roadmap to IT Solutions" feasibility study. The anticipated project cost is described in the following document.



Three Years IT Projections with Anticipated Savings:

The three year (2012, 2013 and 2014) IT financial projections for NCOESC, Seneca County, the City of Tiffin, the Village of New Riegel and Clinton Township are as follows:

| Local Government Innovation Fund<br>Technology 3 Year Projections FY2012 |                               |                              |                               |                                |                               |
|--|-------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| <-----NCOESC----->   |                               | <-----Seneca County----->    |                               | <-----City of Tiffin----->     |                               |
| Description  | FY 12<br>Forecasted<br>Amount | Description                  | FY 12<br>Forecasted<br>Amount | Description                    | FY 12<br>Forecasted<br>Amount |
| Salary   | 296,186.00                    | Salary                       | 0.00                          | Salary                         | 0.00                          |
| Benefits   | 112,233.11                    | Benefits                     | 0.00                          | Benefits                       | 0.00                          |
| Purchased Services   |                               | Purchased Services           |                               | Purchased Services             |                               |
| Contracts  | 32,019.24                     | Contracts                    | 25,000.00                     | Contracts                      | 75,000.00                     |
| Copies   | 1,350.00                      | Copies                       | 0.00                          | Copies                         | 33,000.00                     |
| Mileage  | 7,250.00                      | Mileage                      | 0.00                          | Mileage                        | 0.00                          |
| Meetings   | 4,400.00                      | Meetings                     | 0.00                          | Meetings                       | 0.00                          |
| Phone  | 3,025.00                      | Phone                        | 0.00                          | Phone                          | 56,000.00                     |
| Postage  | 2,734.06                      | Postage                      | 0.00                          | Postage                        | 3,186.00                      |
| Supplies   | 73,125.34                     | Supplies                     | 500.00                        | Supplies                       | 55,902.00                     |
| Equipment  | 145,148.04                    | Equipment                    | 10,000.00                     | Equipment                      | 145,000.00                    |
| <b>Total</b>   | <b>677,470.79</b>             | <b>Total</b>                 | <b>35,500.00</b>              | <b>Total</b>                   | <b>368,088.00</b>             |
|  |                               |                              |                               |                                |                               |
| <---Village of New Riegel-->   |                               | <-----Clinton Township-----> |                               | <-----Total All Partners-----> |                               |
| Description  | FY 12<br>Forecasted<br>Amount | Description                  | FY 12<br>Forecasted<br>Amount | Description                    | FY 12<br>Forecasted<br>Amount |
| Salary   | 0.00                          | Salary                       | 0.00                          | Salary                         | 296,186.00                    |
| Benefits   | 0.00                          | Benefits                     | 0.00                          | Benefits                       | 112,233.11                    |
| Purchased Services   |                               | Purchased Services           |                               | Purchased Services             |                               |
| Contracts  | 4,640.00                      | Contracts                    | 4,100.00                      | Contracts                      | 140,759.24                    |
| Copies   | 0.00                          | Copies                       | 30.00                         | Copies                         | 34,380.00                     |
| Mileage  | 0.00                          | Mileage                      | 110.00                        | Mileage                        | 7,360.00                      |
| Meetings   | 0.00                          | Meetings                     | 200.00                        | Meetings                       | 4,600.00                      |
| Phone  | 0.00                          | Phone                        | 50.00                         | Phone                          | 59,075.00                     |
| Postage  | 0.00                          | Postage                      | 0.00                          | Postage                        | 5,920.06                      |
| Supplies   | 250.00                        | Supplies                     | 50.00                         | Supplies                       | 129,827.34                    |
| Equipment  | 0.00                          | Equipment                    | 2,000.00                      | Equipment                      | 302,148.04                    |
| <b>Total</b>   | <b>4,890.00</b>               | <b>Total</b>                 | <b>6,540.00</b>               | <b>Total</b>                   | <b>1,092,488.79</b>           |



Local Government Innovation Fund  
Technology 3 Year Projections FY2013

| <-----NCOESC-----><br>FY 13<br>Forecasted         |                   | <-----Seneca County-----><br>FY 13<br>Forecasted  |                  | <-----City of Tiffin-----><br>FY 13<br>Forecasted     |                   |
|---|-------------------|---|------------------|---|-------------------|
| Description                                       | Amount            | Description                                       | Amount           | Description   | Amount            |
| Salary  | 290,984.00        | Salary  | 0.00             | Salary  | 0.00              |
| Benefits  | 118,558.20        | Benefits  | 0.00             | Benefits  | 0.00              |
| Purchased Services                                |                   | Purchased Services                                |                  | Purchased Services                                    |                   |
| Contracts   | 5,812.00          | Contracts   | 25,000.00        | Contracts   | 75,000.00         |
| Copies  | 1,100.00          | Copies  | 0.00             | Copies  | 33,000.00         |
| Mileage   | 9,000.00          | Mileage   | 0.00             | Mileage   | 0.00              |
| Meetings  | 5,000.00          | Meetings  | 0.00             | Meetings  | 0.00              |
| Phone   | 5,000.00          | Phone   | 0.00             | Phone   | 56,000.00         |
| Postage   | 125.00            | Postage   | 0.00             | Postage   | 3,186.00          |
| Supplies  | 24,500.00         | Supplies  | 500.00           | Supplies  | 10,000.00         |
| Equipment   | <u>66,000.00</u>  | Equipment   | <u>10,000.00</u> | Equipment   | <u>14,000.00</u>  |
| Total   | <u>526,079.20</u> | Total   | <u>35,500.00</u> | Total   | <u>191,186.00</u> |
|   |                   |   |                  |   |                   |
| <-Village of New Riegel--><br>FY 13<br>Forecasted |                   | <----Clinton Township----><br>FY 13<br>Forecasted |                  | <-----Total All Partners-----><br>FY 13<br>Forecasted |                   |
| Description                                       | Amount            | Description                                       | Amount           | Description   | Amount            |
| Salary  | 0.00              | Salary  | 0.00             | Salary  | 290,984.00        |
| Benefits  | 0.00              | Benefits  | 0.00             | Benefits  | 118,558.20        |
| Purchased Services                                |                   | Purchased Services                                |                  | Purchased Services                                    |                   |
| Contracts   | 5,000.00          | Contracts   | 4,500.00         | Contracts   | 115,312.00        |
| Copies  | 0.00              | Copies  | 30.00            | Copies  | 34,130.00         |
| Mileage   | 0.00              | Mileage   | 110.00           | Mileage   | 9,110.00          |
| Meetings  | 0.00              | Meetings  | 125.00           | Meetings  | 5,125.00          |
| Phone   | 0.00              | Phone   | 50.00            | Phone   | 61,050.00         |
| Postage   | 0.00              | Postage   | 0.00             | Postage   | 3,311.00          |
| Supplies  | 250.00            | Supplies  | 50.00            | Supplies  | 35,300.00         |
| Equipment   | <u>0.00</u>       | Equipment   | <u>2,500.00</u>  | Equipment   | <u>92,500.00</u>  |
| Total   | <u>5,250.00</u>   | Total   | <u>7,365.00</u>  | Total   | <u>765,380.20</u> |



| Local Government Innovation Fund<br>Technology 3 Year Projections FY2014 |                   |                              |                   |                                |                   |
|--|-------------------|------------------------------|-------------------|--------------------------------|-------------------|
| <-----NCOESC----->   |                   | <-----Seneca County----->    |                   | <-----City of Tiffin----->     |                   |
| FY 14  |                   | FY 14                        |                   | FY 14                          |                   |
| Description  | Forecasted Amount | Description                  | Forecasted Amount | Description                    | Forecasted Amount |
| Salary   | 290,984.00        | Salary                       | 0.00              | Salary                         | 0.00              |
| Benefits   | 124,248.77        | Benefits                     | 0.00              | Benefits                       | 0.00              |
| Purchased Services   |                   | Purchased Services           |                   | Purchased Services             |                   |
| Contracts  | 6,000.00          | Contracts                    | 25,000.00         | Contracts                      | 75,000.00         |
| Copies   | 1,100.00          | Copies                       | 0.00              | Copies                         | 33,000.00         |
| Mileage  | 10,000.00         | Mileage                      | 0.00              | Mileage                        | 0.00              |
| Meetings   | 6,000.00          | Meetings                     | 0.00              | Meetings                       | 0.00              |
| Phone  | 5,000.00          | Phone                        | 0.00              | Phone                          | 56,000.00         |
| Postage  | 125.00            | Postage                      | 0.00              | Postage                        | 3,186.00          |
| Supplies   | 24,500.00         | Supplies                     | 500.00            | Supplies                       | 10,000.00         |
| Equipment  | 33,000.00         | Equipment                    | 10,000.00         | Equipment                      | 14,000.00         |
| <b>Total</b>   | <b>500,957.77</b> | <b>Total</b>                 | <b>35,500.00</b>  | <b>Total</b>                   | <b>191,186.00</b> |
|  |                   |                              |                   |                                |                   |
| <---Village of New Riegel-->   |                   | <-----Clinton Township-----> |                   | <-----Total All Partners-----> |                   |
| FY 14  |                   | FY 14                        |                   | FY 14                          |                   |
| Description  | Forecasted Amount | Description                  | Forecasted Amount | Description                    | Forecasted Amount |
| Salary   | 0.00              | Salary                       | 0.00              | Salary                         | 290,984.00        |
| Benefits   | 0.00              | Benefits                     | 0.00              | Benefits                       | 124,248.77        |
| Purchased Services   |                   | Purchased Services           |                   | Purchased Services             |                   |
| Contracts  | 5,000.00          | Contracts                    | 4,500.00          | Contracts                      | 115,500.00        |
| Copies   | 0.00              | Copies                       | 30.00             | Copies                         | 34,130.00         |
| Mileage  | 0.00              | Mileage                      | 110.00            | Mileage                        | 10,110.00         |
| Meetings   | 0.00              | Meetings                     | 125.00            | Meetings                       | 6,125.00          |
| Phone  | 0.00              | Phone                        | 50.00             | Phone                          | 61,050.00         |
| Postage  | 0.00              | Postage                      | 0.00              | Postage                        | 3,311.00          |
| Supplies   | 250.00            | Supplies                     | 50.00             | Supplies                       | 35,300.00         |
| Equipment  | 0.00              | Equipment                    | 3,000.00          | Equipment                      | 60,000.00         |
| <b>Total</b>   | <b>5,250.00</b>   | <b>Total</b>                 | <b>7,865.00</b>   | <b>Total</b>                   | <b>740,758.77</b> |



The total three year projected IT cost for all collaborative partners is \$2,598,627. Even using a conservative 30% reduction of cost, there would be an anticipated savings of \$779,588.

| Local Government Innovation Fund<br>Total Costs Per Collaborative Partners and 30% Savings |                |                |                  |                  |
|--|----------------|----------------|------------------|------------------|
|  | FY 14          | FY 13          | FY 12            | Total            |
| NCOESC   | 500,958        | 526,079        | 677,471          | 1,704,508        |
| Seneca County  | 35,500         | 35,500         | 35,500           | 106,500          |
| City of Tiffin   | 191,186        | 191,186        | 368,088          | 750,460          |
| Village of New Riegel  | 5,250          | 5,250          | 4,890            | 15,390           |
| Clinton Township   | 7,865          | 7,365          | 6,540            | 21,770           |
|  | <u>740,759</u> | <u>765,380</u> | <u>1,092,489</u> | <u>2,598,628</u> |
| Total Costs For Collaborative Partners   |                |                |                  | \$2,598,628      |
| Estimated 30% Savings  |                |                |                  | \$779,588        |

4.2 Documentation for Loan Projects: N/A

NORTH CENTRAL ACADEMY - FREMONT  
SANDUSKY COUNTY



Attachment G-9

STATEMENT OF NET ASSETS  
JUNE 30, 2011

**Assets:**

Current assets:

|                       |                |
|-----------------------|----------------|
| Equity in pooled cash | \$42,270       |
| Receivables:          |                |
| Intergovernmental     | <u>175,109</u> |
| Total current assets  | <u>217,379</u> |

Noncurrent assets:

|                                 |                         |
|---------------------------------|-------------------------|
| Depreciable capital assets, net | <u>34,785</u>           |
| Total assets                    | <u><u>\$252,164</u></u> |

**Liabilities:**

Current liabilities:

|                           |               |
|---------------------------|---------------|
| Accounts payable          | \$17,251      |
| Intergovernmental payable | <u>6,611</u>  |
| Total liabilities         | <u>23,862</u> |

**Net assets:**

|                            |                         |
|----------------------------|-------------------------|
| Invested in capital assets | 34,785                  |
| Restricted for:            |                         |
| Public school support      | 453                     |
| Federally funded programs  | 152,569                 |
| Other purposes             | 187                     |
| Unrestricted               | <u>40,308</u>           |
| Total net assets           | <u><u>\$228,302</u></u> |

SEE ACCOMPANYING NOTES TO THE BASIC FINANCIAL STATEMENTS

NORTH CENTRAL ACADEMY - FREMONT  
SANDUSKY COUNTY



Attachment G-10

STATEMENT OF REVENUES, EXPENSES AND  
CHANGES IN NET ASSETS  
FOR THE FISCAL YEAR ENDED JUNE 30, 2011

|                                  |                         |
|----------------------------------|-------------------------|
| <b>Operating revenues:</b>       |                         |
| Foundation revenue               | \$272,831               |
| Special education                | 29,774                  |
| Sales/charges for services       | 1,979                   |
| Other                            | 11,150                  |
| Total operating revenues         | <u>315,734</u>          |
| <b>Operating expenses:</b>       |                         |
| Purchased services               | 336,230                 |
| Materials and supplies           | 40,773                  |
| Other                            | 23,702                  |
| Depreciation                     | 4,932                   |
| Total operating expenses         | <u>405,637</u>          |
| Operating loss                   | <u>(89,903)</u>         |
| <b>Non-operating revenues:</b>   |                         |
| Federal and State grants         | 318,137                 |
| Interest revenue                 | 68                      |
| Total non-operating revenues     | <u>318,205</u>          |
| Change in net assets             | 228,302                 |
| <b>Net assets at end of year</b> | <u><u>\$228,302</u></u> |

SEE ACCOMPANYING NOTES TO THE BASIC FINANCIAL STATEMENTS

**NORTH CENTRAL ACADEMY - FREMONT  
SANDUSKY COUNTY**



*Attachment G-11*

STATEMENT OF CASH FLOWS  
FOR THE FISCAL YEAR ENDED JUNE 30, 2011

|   |                           |
|---|---------------------------|
| <b>Cash flows from operating activities:</b>  |                           |
| Cash received from State foundation   | \$ 302,605                |
| Cash received from sales/charges for services   | 1,979                     |
| Cash received from other operations   | 11,150                    |
| Cash payments for contractual services  | (324,188)                 |
| Cash payments for materials and supplies  | (28,953)                  |
| Cash payments for other expenses  | (23,702)                  |
| Net cash used in operating activities   | <u>(61,109)</u>           |
| <br><b>Cash flows from noncapital financing activities:</b>                               |                           |
| Federal and State grants  | <u>143,028</u>            |
| <br><b>Cash flows from capital and related financing activities:</b>                      |                           |
| Acquisition of capital assets   | <u>(39,717)</u>           |
| <br><b>Cash flows from investing activities:</b>  |                           |
| Interest received   | <u>68</u>                 |
| Net increase in cash and cash<br>cash equivalents   | 42,270                    |
| <b>Cash and cash equivalents at end of the year</b>                                       | <u><u>\$ 42,270</u></u>   |
| <br><b>Reconciliation of operating loss to net<br/>cash used in operating activities:</b> |                           |
| Operating loss  | \$ (89,903)               |
| Adjustments:  |                           |
| Depreciation  | 4,932                     |
| Changes in assets and liabilities:  |                           |
| Increase in accounts payable  | 17,251                    |
| Increase in intergovernmental payable   | 6,611                     |
| Net cash used in operating activities   | <u><u>\$ (61,109)</u></u> |

SEE ACCOMPANYING NOTES TO THE BASIC FINANCIAL STATEMENTS

NORTH CENTRAL ACADEMY  
SENECA COUNTY



Attachment G-12

STATEMENT OF NET ASSETS  
JUNE 30, 2010

**Assets:**

Current assets:

|                                  |               |
|----------------------------------|---------------|
| Equity in pooled cash            | \$18,675      |
| Receivables:                     |               |
| Intergovernmental                | 3,748         |
| Materials and supplies inventory | <u>3,248</u>  |
| Total current assets             | <u>25,671</u> |

Noncurrent assets:

|                                 |                         |
|---------------------------------|-------------------------|
| Depreciable capital assets, net | <u>98,537</u>           |
| Total assets                    | <u><u>\$124,208</u></u> |

**Liabilities:**

Current liabilities:

|                           |               |
|---------------------------|---------------|
| Accounts payable          | \$4,493       |
| Intergovernmental payable | 1,396         |
| Unearned revenue          | <u>6,122</u>  |
| Total liabilities         | <u>12,011</u> |

**Net assets:**

|                            |                         |
|----------------------------|-------------------------|
| Invested in capital assets | 98,537                  |
| Restricted for:            |                         |
| Other purposes             | 581                     |
| Federally funded programs  | 2,185                   |
| Unrestricted               | <u>10,894</u>           |
| Total net assets           | <u><u>\$112,197</u></u> |

SEE ACCOMPANYING NOTES TO THE BASIC FINANCIAL STATEMENTS



**NORTH CENTRAL ACADEMY  
SENECA COUNTY**

**STATEMENT OF REVENUES, EXPENSES AND  
CHANGES IN NET ASSETS  
FOR THE FISCAL YEAR ENDED JUNE 30, 2010**

|  |                  |
|--|------------------|
| <b>Operating revenues:</b>             |                  |
| Foundation revenue                     | \$456,198        |
| Special education                      | 61,887           |
| Sales/charges for services             | 3,841            |
| Other                                  | 52,815           |
| Total operating revenues               | <u>574,741</u>   |
| <b>Operating expenses:</b>             |                  |
| Purchased services                     | 642,471          |
| Materials and supplies                 | 94,342           |
| Other                                  | 45,051           |
| Depreciation                           | 19,746           |
| Total operating expenses               | <u>801,610</u>   |
| Operating loss                         | <u>(226,869)</u> |
| <b>Non-operating revenues:</b>         |                  |
| Federal and State grants               | 315,948          |
| Interest revenue                       | 42               |
| Total non-operating revenues           | <u>315,990</u>   |
| Change in net assets                   | 89,121           |
| <b>Net assets at beginning of year</b> | <u>23,076</u>    |
| <b>Net assets at end of year</b>       | <u>\$112,197</u> |

SEE ACCOMPANYING NOTES TO THE BASIC FINANCIAL STATEMENTS

NORTH CENTRAL ACADEMY  
SENECA COUNTY



Attachment G-14

STATEMENT OF CASH FLOWS  
FOR THE FISCAL YEAR ENDED JUNE 30, 2010

|   |                     |
|---|---------------------|
| <b>Cash flows from operating activities:</b>  |                     |
| Cash received from State foundation   | \$ 519,481          |
| Cash received from sales/charges for services   | 3,841               |
| Cash received from other operations   | 51,615              |
| Cash payments for contractual services  | (638,011)           |
| Cash payments for materials and supplies  | (97,557)            |
| Cash payments for other expenses  | (45,051)            |
| Net cash used in operating activities   | <u>(205,682)</u>    |
| <b>Cash flows from noncapital financing activities:</b>                               |                     |
| Federal and State grants  | <u>319,522</u>      |
| <b>Cash flows from capital and related financing activities:</b>                      |                     |
| Acquisition of capital assets   | <u>(118,283)</u>    |
| <b>Cash flows from investing activities:</b>  |                     |
| Interest received   | <u>42</u>           |
| Net decrease in cash and cash<br>cash equivalents                                     | (4,401)             |
| <b>Cash and cash equivalents at beginning of the year</b>                             | <u>23,076</u>       |
| <b>Cash and cash equivalents at end of the year</b>                                   | <u>\$ 18,675</u>    |
| <b>Reconciliation of operating loss to net<br/>cash used in operating activities:</b> |                     |
| Operating loss  | \$ (226,869)        |
| Adjustments:  |                     |
| Depreciation  | 19,746              |
| Changes in assets and liabilities:  |                     |
| (Increase) in materials and supplies inventory  | (3,248)             |
| (Increase) in intergovernmental receivable  | (1,200)             |
| Increase in accounts payable  | 4,493               |
| Increase in intergovernmental payable   | 1,396               |
| Net cash used in operating activities   | <u>\$ (205,682)</u> |

SEE ACCOMPANYING NOTES TO THE BASIC FINANCIAL STATEMENTS



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928 W. Market Street - Suite B • Tiffin, Ohio 44883  
419-448-5786  
[www.northcentralacademy.org](http://www.northcentralacademy.org)

There are no Statement of Net Assets, Statement of Revenues, Expenses and Changes in Net Assets, or Statement of Cash Flows for North Central Academy for the Fiscal Year Ended June 30, 2009. The first year of existence for the community school was fiscal year ended June 30, 2010.



Attachment G-16



**North Central Ohio Regional  
Council of Governments**

*"A Regional Source For  
Shared Services"*

928 West Market Street – Suite A Tiffin, Ohio 44883 419-447-2927

August 28, 2012

Auditor of State of Ohio  
Local Government Services  
88 E Broad St.  
Columbus, OH 43215

To Whom it May Concern:

Please accept this letter to meet the financial statement filing requirement for North Central Ohio Regional Council of Governments (NCORcog). NCORcog was established by Articles of Incorporation on February 23, 2012. June 30 has been established as the fiscal year end as stated in the Bylaws.

As of June 30, 2012 NCORcog has not received any monetary consideration, therefore no financial statements have been prepared.

If you need any further information please feel free to contact me at 419-447-2927 ext. 116 or [lcameron@ncoesc.org](mailto:lcameron@ncoesc.org).

Respectfully submitted,

Lynette Cameron  
Fiscal Officer

Dr. Jim Lahoski, Chair – Lynette Cameron, Fiscal Officer – John Davoli, Director

[www.NCORcog.org](http://www.NCORcog.org)



**North Central Ohio**  
Educational Service Center



*Attachment H-1*

---

**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENT H**

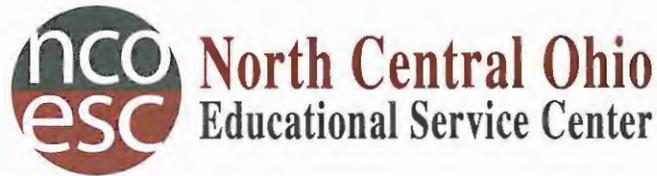
### **CERTIFICATE**

### **OF**

### **LIABILITY**

### **INSURANCE**





---

**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENTS FOR IT CONSOLIDATION PROJECT LOAN**

- A. 1-10 RESOLUTIONS OF SUPPORT
- B. 1-5 PARTNERSHIP AGREEMENT
- C. 1-17 CENSUS DATA
- D. 1-54 "ROADMAP TO IT SOLUTIONS CONSOLIDATION STUDY [**THE STUDY**"]
- E. 1-21 PROJECT BUDGET
- F. 1-9 VIABLE REPAYMENT SOURCES
- G. 1-16 FISCAL/BUDGET INFORMATION – THREE YEAR HISTORICAL/THREE YEAR PROJECTED
- H. 1-2 CERTIFICATE OF LIABILITY INSURANCE



**North Central Ohio**  
Educational Service Center



*Attachment A-1*

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**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENT A**

## **RESOLUTIONS**

## **OF**

## **SUPPORT**

A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING THE NORTH CENTRAL OHIO EDUCATIONAL SERVICE CENTER TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO FOR INFORMATION TECHNOLOGY ("IT") CONSOLIDATION

WHEREAS, the Board of Governors of the North Central Ohio Educational Service Center ("NCOESC") has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the "LGIF Loan") through the State of Ohio, with the North Central Ohio Educational Service Center being the main applicant;

WHEREAS, the NCOESC believes that it is in its best interest to join the application for the LGIF Loan.

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors for the NCOESC of Tiffin, Ohio, that:

Section 1. It is in the best interests of the Board of Governors for it, to authorize and approve the NCOESC to join the application for the LGIF Loan.

Section 2. The Board of Governors hereby authorizes and approves the NCOESC to join the application for the LGIF Loan and hereby promises to provide the resources necessary for the Board of Governors of the NCOESC to join the LGIF Loan.

Section 3. The Board of Governors hereby authorizes and approves a certified officer (the SUPERINTENDENT) of the NCOESC to join the LGIF Loan as a collaborative partner and an applicant by executing that certain Partnership Agreement substantially in the form as attached to this Resolution.

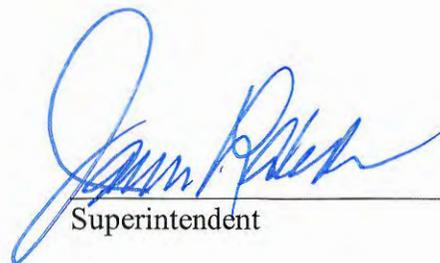
Section 4. The Board of Governors hereby authorizes and approves a certified officer (the SUPERINTENDENT) of the NCOESC to join the LGIF Loan as a collaborative partner and an applicant by executing and entering into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

Section 5. This Board of Governors finds and determines that all formal actions of this Board of Governors and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Board of Governors or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

PASSED ON: November 20, 2012

A purple ink signature of Rhonda Good, Treasurer.

Treasurer

A blue ink signature of the Superintendent.

Superintendent



INTRODUCED BY: 

DATE: 11/19/12

**A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING THE CITY OF TIFFIN TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO FOR INFORMATION TECHNOLOGY (“IT”) CONSOLIDATION, AND DECLARING AN EMERGENCY.**

**WHEREAS**, the City Council of the City of Tiffin, Ohio has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, school districts and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the “LGIF LOAN”) through the State of Ohio, with the North Central Ohio Educational Service Center (“NCOESC”) being the main applicant.

**WHEREAS**, the City of Tiffin believes that it is in its best interest to join the application for the LGIF Loan.

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of Tiffin, Ohio that:

**Section 1:** It is in the best interests of the City of Tiffin to authorize and approve that the City of Tiffin join the application for the LGIF Loan.

**Section 2:** The City Council hereby authorizes and approves the Council to join the application for the LGIF Loan and hereby agrees that NCOESC will provide the resources necessary for City Council to join the LGIF Loan.

**Section 3:** The City Council hereby authorizes and approves a certified officer (the MAYOR) of the City of Tiffin to execute and enter into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

**Section 4:** This Council finds and determines that all formal actions of this Council and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Council or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

**Section 5:** Council declares this to be an emergency because the public peace, welfare, and safety require this Resolution to be effective at the earliest time allowed by Section 4.07(A) of the Tiffin Charter, the reason being: Immediate approval is necessary to remain eligible for IT Innovation loan funds.



Authenticated:

Paul L. Debert Jr. and Ann E. Forrest  
President of Council Clerk of Council

Nov. 19 2012  
Date

Nov. 19, 2012  
Date

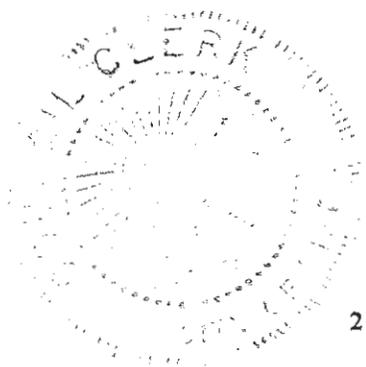
Approved by:

[Signature]  
Mayor

November, 20, 2012  
Date

Effective date: 11/20/2012

12-47.res



STATE OF OHIO  
City of Tiffin)  
Seneca County) ss  
I, Ann E. Forrest, Clerk of Tiffin City Council  
Certify that the following is a true & accurate copy  
of Resolution 12-47 adopted by Council on the 19th day of  
November, 2012. IN WITNESS WHEREOF, I have  
Subscribed my name & affixed my seal this 26th day of  
November, 2012. Ann E. Forrest  
Ann E. Forrest, Clerk of Tiffin City Council



A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING THE SENECA COUNTY COMMISSIONERS TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO FOR INFORMATION TECHNOLOGY ("IT") CONSOLIDATION

Mr. Wagner offered the following resolution and moved the adoption of the same, which was duly seconded by Mr. Sauber.

**WHEREAS**, The Seneca County Commissioners, Benjamin E. Nutter, Jeffrey D. Wagner and David G. Sauber met in open and regular session on this 15<sup>th</sup> day of November, 2012, and

WHEREAS, the Board of Commissioners of Seneca County, Ohio has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, school districts and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the "LGIF LOAN") through the State of Ohio, with the North Central Ohio Educational Service Center ("NCOESC") being the main applicant;

WHEREAS, the Seneca County Commissioners believe that it is in its best interest to join the application for the LGIF Loan.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of Seneca County, Ohio, that:

Section 1. It is in the best interests of the Board of Commissioners for it, to authorize and approve Seneca County to join the application for the LGIF Loan.

Section 2. The Board of Commissioners hereby authorizes and approves Seneca County to join the application for the LGIF Loan and hereby agrees that NCOESC will provide the resources necessary for the Seneca County Board of Commissioners to join the LGIF Loan.

Section 3. The Board of Commissioners hereby authorizes and approves a certified officer of the Seneca County Board of Commissioners (the PRESIDENT) to join the LGIF Loan as a collaborative partner and an applicant by executing that certain Partnership Agreement substantially in the form as attached to this Resolution.

Section 4. The Board of Commissioners hereby authorizes and approves a certified officer (the PRESIDENT) of the Seneca County Board of Commissioners to join the LGIF Loan as a collaborative partner and an applicant by executing and entering into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

Section 5. This Board of Commissioners finds and determines that all formal actions of this Board and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Board or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

Mr. Sauber - yes

Mr. Wagner - yes

Mr. Nutter - yes



Attachment A-6

James H. Lawrence  
BA

Attest: Nicole Smith  
Clerk to the Board

I, the undersigned, Clerk to the Board of County Commissioners, Seneca County, Ohio, do hereby certify that the foregoing is a true and correct copy from the official record of said Board of County Commissioners as recorded in Journal 88, Page 696

Nicole Smith  
Clerk to the Board



A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING THE NORTH CENTRAL ACADEMY, TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO FOR INFORMATION TECHNOLOGY ("IT") CONSOLIDATION

WHEREAS, the North Central Academy ("NCA") Board of Education has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the "LGIF Loan") through the State of Ohio, with the North Central Ohio Educational Service Center ("NCOESC") being the main applicant;

WHEREAS, the NCA believes that it is in its best interest to join the application for the LGIF Loan.

NOW, THEREFORE, BE IT RESOLVED by the Board of Education for the NCA of Tiffin, Ohio, that:

Section 1. It is in the best interests of the Board of Education for it, to authorize and approve the NCA to join the application for the LGIF Loan.

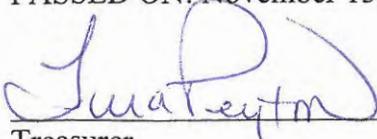
Section 2. The Board of Education hereby authorizes and approves the NCA to join the application for the LGIF Loan and hereby agrees that NCOESC will provide the resources necessary for the NCA Board of Education to join the LGIF Loan.

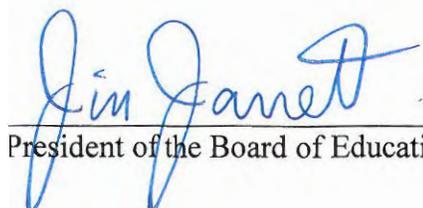
Section 3. The Board of Education hereby authorizes and approves a certified officer (the PRESIDENT) of the NCA Board to join the LGIF Loan as a collaborative partner and an applicant by executing that certain Partnership Agreement substantially in the form as attached to this Resolution.

Section 4. The Board of Education hereby authorizes and approves a certified officer (the PRESIDENT) of the NCA Board to join the LGIF Loan as a collaborative partner and an applicant by executing and entering into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

Section 5. This Board of Education finds and determines that all formal actions of this Board of Education and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Board of Education or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

PASSED ON: November 13, 2012

  
Treasurer

  
President of the Board of Education



A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING THE NORTH CENTRAL OHIO REGIONAL COUNCIL OF GOVERNMENTS TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO

WHEREAS, the Board of the North Central Ohio Regional Council of Governments (NCORcog) has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, school districts and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the "LGIF Loan") through the State of Ohio, with NCOESC being the main applicant for Information Technology ("IT") Consolidation;

WHEREAS, the NCORcog believes that it is in its best interest to join the application for the LGIF Loan.

NOW, THEREFORE, BE IT RESOLVED by the Board of the NCORcog of Tiffin, Ohio, that:

Section 1. It is in the best interests of the Board of the NCORcog for it, to authorize and approve NCORcog to join the application for the LGIF Loan.

Section 2. The Board of NCORcog hereby authorizes and approves NCORcog to join the application for the LGIF Loan and hereby promises to provide the resources necessary for NCORcog to join the LGIF Loan.

Section 3. The Board of NCORcog hereby authorizes and approves a certified officer (the DIRECTOR) of the NCORcog to join the LGIF Loan as a collaborative partner and an applicant by executing that certain Partnership Agreement substantially in the form as attached to this Resolution.

Section 4. The Board of NCORcog hereby authorizes and approves a certified officer (the DIRECTOR) of the NCORcog to join the LGIF Loan as a collaborative partner and an applicant by executing and entering into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

Section 5. This Board of NCORcog finds and determines that all formal actions of the NCORcog Board and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Board or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

Passed: November 28, 2012

  
Fiscal Officer

  
Chair



A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING THE VILLAGE OF NEW RIEGEL TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO FOR INFORMATION TECHNOLOGY ("IT") CONSOLIDATION

WHEREAS, the Village Council of the Village of New Riegel, Ohio has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, school districts and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the "LGIF LOAN") through the State of Ohio, with the North Central Ohio Educational Service Center ("NCOESC") being the main applicant;

WHEREAS, the Village Council believe that it is in its best interest to join the application for the LGIF Loan.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of New Riegel, Ohio, that:

Section 1. It is in the best interests of the Village Council for it, to authorize and approve Seneca County to join the application for the LGIF Loan.

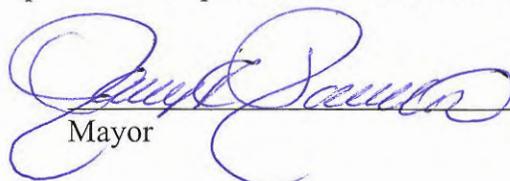
Section 2. The Village Council hereby authorizes and approves the Village of New Riegel to join the application for the LGIF Loan and hereby agrees that NCOESC will provide the resources necessary for the Village of New Riegel to join the LGIF Loan.

Section 3. The Village Council hereby authorizes and approves a certified officer of the Village of New Riegel (the MAYOR) to join the LGIF Loan as a collaborative partner and an applicant by executing that certain Partnership Agreement substantially in the form as attached to this Resolution.

Section 4. The Village Council hereby authorizes and approves a certified officer (the MAYOR) of the Village of New Riegel to join the LGIF Loan as a collaborative partner and an applicant by executing and entering into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

Section 5. This Village Council finds and determines that all formal actions of this Council and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Council or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

Passed: November 27th, 2012

  
\_\_\_\_\_  
Mayor



A RESOLUTION OF SUPPORT APPROVING AND AUTHORIZING CLINTON TOWNSHIP TO PARTICIPATE IN AN APPLICATION FOR A LOCAL GOVERNMENT INNOVATION FUND LOAN THROUGH THE STATE OF OHIO FOR INFORMATION TECHNOLOGY ("IT") CONSOLIDATION

WHEREAS, the Board of Trustees of Clinton Township, Ohio has expressed an interest in collaboratively partnering with other Ohio municipalities, townships, school districts and counties in order to participate as an applicant for a Local Government Innovation Fund Loan (the "LGIF LOAN") through the State of Ohio, with the North Central Ohio Educational Service Center ("NCOESC") being the main applicant;

WHEREAS, Clinton Township believe that it is in its best interest to join the application for the LGIF Loan.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Clinton Township, Ohio, that:

Section 1. It is in the best interests of the Board of Trustees for it, to authorize and approve Clinton Township to join the application for the LGIF Loan.

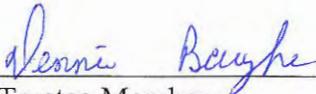
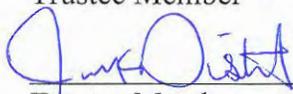
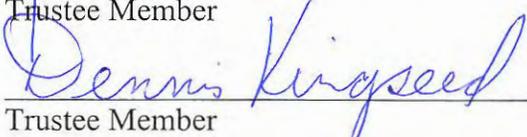
Section 2. The Board of Trustees hereby authorizes and approves Clinton Township to join the application for the LGIF Loan and hereby agrees that NCOESC will provide the resources necessary for the Clinton Township Board of Trustees to join the LGIF Loan.

Section 3. The Board of Trustees hereby authorizes and approves a certified officer of the Clinton Township Board of Trustees (the CHAIRMAN) to join the LGIF Loan as a collaborative partner and an applicant by executing that certain Partnership Agreement substantially in the form as attached to this Resolution.

Section 4. The Board of Trustees hereby authorizes and approves a certified officer (the CHAIRMAN) of the Clinton Township Board of Trustees to join the LGIF Loan as a collaborative partner and an applicant by executing and entering into that certain Partnership Agreement between the partners substantially in the form as attached to this Resolution.

Section 5. This Board of Trustees finds and determines that all formal actions of this Board and any of its committees concerning and relating to the adoption of this resolution, and that all deliberations of this Board or any of its committees that resulted in those formal actions, occurred in meetings open to the public in compliance with the laws of the State.

Passed: November 26, 2012

  
Trustee Member  
  
Trustee Member  
  
Trustee Member



**North Central Ohio**  
Educational Service Center



*Attachment B-1*

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**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENT B**

# **PARTNERSHIP AGREEMENT**



**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. – Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

**PARTNERSHIP AGREEMENT**

November 12, 2012

North Central Ohio Educational Service Center  
928 West Market Street, Suite A  
Tiffin, Ohio 44883

City of Tiffin  
51 E. Market St.  
Tiffin, Ohio 44883

Seneca County  
111 Madison St.  
Tiffin, Ohio 44883

Village of New Riegel  
13 Findlay St.  
New Riegel, Ohio 44853

North Central Academy  
928 West Market Street, Suite B  
Tiffin, Ohio 44883

Clinton Township  
837 N. SR 101  
Tiffin, Ohio 44883

North Central Ohio Regional Council of Governments  
928 West Market Street, Suite A  
Tiffin, Ohio 44883

**Subject: Local Government Innovation Fund – Loan Application: Round 4 for  
IT Consolidation**

Dear Fellow Applicants:

This partnership agreement (this “*Agreement*”) sets forth the terms and conditions of the proposed partnership and application relationship by and among North Central Ohio Educational Service Center, an Ohio educational service center (“*NCOESC*”), the City of Tiffin (“**CITY OF TIFFIN**”), a municipal corporation; County of Seneca (“**SENECA COUNTY**”), an Ohio county; North Central Academy (“*NCA*”), a community board of education; Village of New Riegel (“**NEW RIEGEL**”), a village; Clinton Township, (“**CLINTON TWP**”), a township and North Central Ohio Regional Council of Governments (“**NCORcog**”), a council of governments. In this Letter, the term “Party” is used to refer to each party individually and the term “Parties” is used to refer to them collectively.

Dr. Jim Lahoški, Superintendent • Mrs. Rhonda Feasel, Treasurer  
Mr. Terry Conley, Deputy Superintendent • Mrs. Brenda Luhring, Deputy Superintendent

This Letter confirms that it is the Parties' intention to enter into an application to receive loan money from the Local Government Innovation Fund (the "**LGIF Funding**") and, if applicable, other related agreements with respect to the relationship outlined in this Letter as soon as possible, but in no event later than thirty (30) days after the date hereof. For the purposes of the LGIF Funding, NCOESC will serve as the main applicant on the LGIF Funding application and this Letter will serve as an agreement of partnership between the Parties.

1. Overall Nature of the Partnership Agreement. The Parties agree to participate in a loan application to use Local Government Innovation Fund (LGIF) dollars to facilitate the IT Consolidation. It is agreed that the NCOESC shall bear the costs associated with the LGIF loan application, take responsibility for administering the loan award, and will facilitate the Memorandum of Understanding ("**MOU**") with participating partners.

2. Collaborative Effort between the Parties. The NCOESC, as lead applicant, shall coordinate and facilitate drafting of loan application, and submission to the Ohio Development Services Agency. The City of Tiffin, Seneca County, New Riegel, NCA, Clinton Twp, and NCORcog agree to commit staff resources necessary to implement project objectives. The NCOESC will guarantee responsibility for the loan repayment which is to be made quarterly. The NCOESC will facilitate the signing of a MOU for the repayment of the loan with participating partners with the amounts based on the percentage of services utilized. Partners payments shall be made quarterly for a period of 10 (ten) years and can be prepaid to the NCOESC. Payments shall begin immediately following a one year grace period after the date of the final disbursement of loan funds from the Ohio Development Services Agency which will be at the completion of the project and agreed upon by the partners.

3. Expenses. The main applicant, NCOESC, shall pay respective fees and expenses, including, but not limited to, all such application fees, legal fees and expenses, incurred in connection with the LGIF Funding.

4. Non-Compete Restrictions. Each Party agrees that it is only a party to the application for LGIF Funding as set forth in this Letter. Each Party may not be a party to any other application for LGIF Funding.

5. Public Announcements. No Party shall make any press release or other public statement concerning the matters covered by this Letter unless each Party has agreed upon the form and the contents of the release or statement prior to dissemination, subject to provisions of the "public meetings" requirements and "public record" laws.

6. Confidentiality. The Parties acknowledge that they shall not share any proprietary or trade secret information of any other Party, unless required by law or a court order.



7. Binding Provisions. Upon the execution of this Agreement, if the LGIF Funding application is denied, then this Letter and all of its provisions shall be non-binding upon the Parties. It is understood between the Parties that the provisions of this Letter are not intended to create or constitute any legally binding obligation of any Party should the LGIF Funding application be denied, and no Party shall have any liability to any other Party with respect to such provisions except for Section 6. Upon execution of this Letter, if the LGIF Funding application is accepted, then Sections 1-6 of this Letter (collectively, the “**Binding Provisions**”) shall constitute a legally binding and enforceable partnership agreement between the Parties. The Binding Provisions may be terminated by the mutual written consent of all of the Parties; provided, however, that the termination of the Binding Provisions shall not affect the liability of a Party for breach of any of the Binding Provisions prior to termination. Upon termination of the Binding Provisions, the Parties shall have no further obligations under the Binding Provisions, except for Section 6, which shall survive the termination of this Letter.

8. Miscellaneous. This Letter may be executed in one or more counterparts, each of which will be deemed to be an original copy of this Letter, and all of which, when taken together, shall be deemed to constitute one and the same. The exchange of copies of this Letter and of signature pages by facsimile transmission (or in PDF copies transmitted via e-mail) shall constitute effective execution and delivery of this Letter as to the Parties and may be used in lieu of the original Letter for all purposes. Signatures of the Parties transmitted by facsimile or in PDF copies transmitted via e-mail shall be deemed to be their original signatures for any purpose whatsoever. The Binding Provisions shall be interpreted and enforced in accordance with the laws of the State of Ohio, United States of America, without regard to conflict of laws principles. The Parties irrevocably submit to the exclusive jurisdiction of the state courts of Seneca County, Ohio, United States of America, to resolve any dispute arising out of or relating to the Binding Provisions and irrevocably waive, to the fullest extent permitted by applicable law, any objection that they may now or hereafter have to the laying of venue in such court or any defense of inconvenient forum. The Binding Provisions contain the entire agreement of the Parties and are the only agreements between the Parties with respect to the subject matter thereof and the Binding Provisions supersede all prior agreements and understandings between the Parties. This Letter shall not be amended or modified except by a writing signed by all of the Parties.

*[The remainder of this page has been intentionally left blank.]*



If the foregoing correctly sets forth our mutual understanding, please so indicate by signing in the spaces provided below and returning one fully executed copy to the undersigned.

Very truly yours,

**NORTH CENTRAL OHIO  
EDUCATIONAL SERVICE CENTER**

By:   
Name: Dr. James Lahoski  
Its: Superintendent  
Date: 11/28/12

Agreed and Acknowledged:

**CITY OF TIFFIN**

By:   
Name: Aaron Montz  
Its: Mayor  
Date: 11/28/2012

**VILLAGE OF NEW RIEGEL**

By:   
Name: Larry Bouillon  
Its: Mayor  
Date: 11/28/2012

**SENECA COUNTY**

By:   
Name: Benjamin E. Nutter  
Its: President of Commissioners  
Date: \_\_\_\_\_

**CLINTON TOWNSHIP**

By:   
Name: Dennis Baugher  
Its: Chairman of Trustees  
Date: 11-26-12

**NORTH CENTRAL ACADEMY**

By:   
Name: Brenda Luhring  
Its: Superintendent  
Date: 11/28/12

**NORTH CENTRAL OHIO REGIONAL  
COUNCIL OF GOVERNMENTS**

By:   
Name: John Davoli  
Its: Director  
Date: 11-28-12



**North Central Ohio**  
Educational Service Center



*Attachment C-1*

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**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
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**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
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419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENT C**

## **CENSUS DATA**



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: Tiffin city, Seneca County, Ohio

| Subject                | Number | Percent |
|------------------------|--------|---------|
| <b>SEX AND AGE</b>     |        |         |
| Total population       | 17,963 | 100.0   |
| Under 5 years          | 1,065  | 5.9     |
| 5 to 9 years           | 1,089  | 6.1     |
| 10 to 14 years         | 998    | 5.6     |
| 15 to 19 years         | 1,727  | 9.6     |
| 20 to 24 years         | 1,954  | 10.9    |
| 25 to 29 years         | 1,048  | 5.8     |
| 30 to 34 years         | 1,056  | 5.9     |
| 35 to 39 years         | 915    | 5.1     |
| 40 to 44 years         | 839    | 4.7     |
| 45 to 49 years         | 1,112  | 6.2     |
| 50 to 54 years         | 1,189  | 6.6     |
| 55 to 59 years         | 1,155  | 6.4     |
| 60 to 64 years         | 970    | 5.4     |
| 65 to 69 years         | 685    | 3.8     |
| 70 to 74 years         | 524    | 2.9     |
| 75 to 79 years         | 558    | 3.1     |
| 80 to 84 years         | 524    | 2.9     |
| 85 years and over      | 555    | 3.1     |
| Median age (years)     | 35.2   | ( X )   |
| 16 years and over      | 14,623 | 81.4    |
| 18 years and over      | 14,239 | 79.3    |
| 21 years and over      | 12,491 | 69.5    |
| 62 years and over      | 3,363  | 18.7    |
| 65 years and over      | 2,846  | 15.8    |
| <b>Male population</b> |        |         |
| Under 5 years          | 570    | 3.2     |
| 5 to 9 years           | 563    | 3.1     |
| 10 to 14 years         | 519    | 2.9     |
| 15 to 19 years         | 883    | 4.9     |
| 20 to 24 years         | 1,056  | 5.9     |
| 25 to 29 years         | 540    | 3.0     |
| 30 to 34 years         | 530    | 3.0     |
| 35 to 39 years         | 452    | 2.5     |
| 40 to 44 years         | 436    | 2.4     |
| 45 to 49 years         | 548    | 3.1     |
| 50 to 54 years         | 585    | 3.3     |
| 55 to 59 years         | 578    | 3.2     |
| 60 to 64 years         | 447    | 2.5     |
| 65 to 69 years         | 311    | 1.7     |
| 70 to 74 years         | 212    | 1.2     |
| 75 to 79 years         | 214    | 1.2     |
| 80 to 84 years         | 193    | 1.1     |
| 85 years and over      | 153    | 0.9     |



| Subject  | Number | Percent |
|--|--------|---------|
| Median age (years)   | 32.2   | ( X )   |
| 16 years and over  | 7,046  | 39.2    |
| 18 years and over  | 6,854  | 38.2    |
| 21 years and over  | 5,947  | 33.1    |
| 62 years and over  | 1,323  | 7.4     |
| 65 years and over  | 1,083  | 6.0     |
| Female population  | 9,173  | 51.1    |
| Under 5 years  | 495    | 2.8     |
| 5 to 9 years   | 526    | 2.9     |
| 10 to 14 years   | 479    | 2.7     |
| 15 to 19 years   | 844    | 4.7     |
| 20 to 24 years   | 898    | 5.0     |
| 25 to 29 years   | 508    | 2.8     |
| 30 to 34 years   | 526    | 2.9     |
| 35 to 39 years   | 463    | 2.6     |
| 40 to 44 years   | 403    | 2.2     |
| 45 to 49 years   | 564    | 3.1     |
| 50 to 54 years   | 604    | 3.4     |
| 55 to 59 years   | 577    | 3.2     |
| 60 to 64 years   | 523    | 2.9     |
| 65 to 69 years   | 374    | 2.1     |
| 70 to 74 years   | 312    | 1.7     |
| 75 to 79 years   | 344    | 1.9     |
| 80 to 84 years   | 331    | 1.8     |
| 85 years and over  | 402    | 2.2     |
| Median age (years)   | 38.4   | ( X )   |
| 16 years and over  | 7,577  | 42.2    |
| 18 years and over  | 7,385  | 41.1    |
| 21 years and over  | 6,544  | 36.4    |
| 62 years and over  | 2,040  | 11.4    |
| 65 years and over  | 1,763  | 9.8     |
| <b>RACE</b>  |        |         |
| Total population   | 17,963 | 100.0   |
| One Race   | 17,682 | 98.4    |
| White  | 16,871 | 93.9    |
| Black or African American                                      | 467    | 2.6     |
| American Indian and Alaska Native                              | 31     | 0.2     |
| Asian  | 175    | 1.0     |
| Asian Indian   | 20     | 0.1     |
| Chinese  | 98     | 0.5     |
| Filipino   | 22     | 0.1     |
| Japanese   | 24     | 0.1     |
| Korean   | 5      | 0.0     |
| Vietnamese   | 2      | 0.0     |
| Other Asian [1]  | 4      | 0.0     |
| Native Hawaiian and Other Pacific Islander                     | 7      | 0.0     |
| Native Hawaiian  | 2      | 0.0     |
| Guamanian or Chamorro  | 2      | 0.0     |
| Samoan   | 2      | 0.0     |
| Other Pacific Islander [2]                                     | 1      | 0.0     |
| Some Other Race  | 131    | 0.7     |
| Two or More Races  | 281    | 1.6     |
| White; American Indian and Alaska Native [3]                   | 44     | 0.2     |
| White; Asian [3]   | 17     | 0.1     |
| White; Black or African American [3]                           | 135    | 0.8     |
| White; Some Other Race [3]                                     | 52     | 0.3     |
| Race alone or in combination with one or more other races: [4] |        |         |
| White  | 17,138 | 95.4    |
| Black or African American                                      | 624    | 3.5     |
| American Indian and Alaska Native                              | 87     | 0.5     |



| Subject  | Number | Percent |
|--|--------|---------|
| Asian  | 206    | 1.1     |
| Native Hawaiian and Other Pacific Islander       | 17     | 0.1     |
| Some Other Race                                  | 188    | 1.0     |
| <b>HISPANIC OR LATINO</b>                        |        |         |
| Total population                                 | 17,963 | 100.0   |
| Hispanic or Latino (of any race)                 | 551    | 3.1     |
| Mexican  | 460    | 2.6     |
| Puerto Rican                                     | 31     | 0.2     |
| Cuban  | 2      | 0.0     |
| Other Hispanic or Latino [5]                     | 58     | 0.3     |
| Not Hispanic or Latino                           | 17,412 | 96.9    |
| <b>HISPANIC OR LATINO AND RACE</b>               |        |         |
| Total population                                 | 17,963 | 100.0   |
| Hispanic or Latino                               | 551    | 3.1     |
| White alone                                      | 349    | 1.9     |
| Black or African American alone                  | 14     | 0.1     |
| American Indian and Alaska Native alone          | 10     | 0.1     |
| Asian alone                                      | 0      | 0.0     |
| Native Hawaiian and Other Pacific Islander alone | 2      | 0.0     |
| Some Other Race alone                            | 110    | 0.6     |
| Two or More Races                                | 66     | 0.4     |
| Not Hispanic or Latino                           | 17,412 | 96.9    |
| White alone                                      | 16,522 | 92.0    |
| Black or African American alone                  | 453    | 2.5     |
| American Indian and Alaska Native alone          | 21     | 0.1     |
| Asian alone                                      | 175    | 1.0     |
| Native Hawaiian and Other Pacific Islander alone | 5      | 0.0     |
| Some Other Race alone                            | 21     | 0.1     |
| Two or More Races                                | 215    | 1.2     |
| <b>RELATIONSHIP</b>                              |        |         |
| Total population                                 | 17,963 | 100.0   |
| In households                                    | 16,243 | 90.4    |
| Householder                                      | 7,086  | 39.4    |
| Spouse [6]                                       | 2,903  | 16.2    |
| Child  | 4,361  | 24.3    |
| Own child under 18 years                         | 3,353  | 18.7    |
| Other relatives                                  | 591    | 3.3     |
| Under 18 years                                   | 247    | 1.4     |
| 65 years and over                                | 70     | 0.4     |
| Nonrelatives                                     | 1,302  | 7.2     |
| Under 18 years                                   | 117    | 0.7     |
| 65 years and over                                | 46     | 0.3     |
| Unmarried partner                                | 546    | 3.0     |
| In group quarters                                | 1,720  | 9.6     |
| Institutionalized population                     | 136    | 0.8     |
| Male   | 33     | 0.2     |
| Female   | 103    | 0.6     |
| Noninstitutionalized population                  | 1,584  | 8.8     |
| Male   | 878    | 4.9     |
| Female   | 706    | 3.9     |
| <b>HOUSEHOLDS BY TYPE</b>                        |        |         |
| Total households                                 | 7,086  | 100.0   |
| Family households (families) [7]                 | 4,115  | 58.1    |
| With own children under 18 years                 | 1,781  | 25.1    |
| Husband-wife family                              | 2,903  | 41.0    |
| With own children under 18 years                 | 1,024  | 14.5    |
| Male householder, no wife present                | 346    | 4.9     |
| With own children under 18 years                 | 212    | 3.0     |
| Female householder, no husband present           | 866    | 12.2    |
| With own children under 18 years                 | 545    | 7.7     |



| Subject   | Number | Percent |
|---|--------|---------|
| Nonfamily households [7]                        | 2,971  | 41.9    |
| Householder living alone                        | 2,429  | 34.3    |
| Male  | 1,009  | 14.2    |
| 65 years and over                               | 250    | 3.5     |
| Female  | 1,420  | 20.0    |
| 65 years and over                               | 844    | 11.9    |
| Households with individuals under 18 years      | 1,941  | 27.4    |
| Households with individuals 65 years and over   | 2,085  | 29.4    |
| Average household size                          | 2.29   | ( X )   |
| Average family size [7]                         | 2.91   | ( X )   |
| <b>HOUSING OCCUPANCY</b>                        |        |         |
| Total housing units                             | 8,007  | 100.0   |
| Occupied housing units                          | 7,086  | 88.5    |
| Vacant housing units                            | 921    | 11.5    |
| For rent  | 433    | 5.4     |
| Rented, not occupied                            | 28     | 0.3     |
| For sale only                                   | 178    | 2.2     |
| Sold, not occupied                              | 21     | 0.3     |
| For seasonal, recreational, or occasional use   | 38     | 0.5     |
| All other vacants                               | 223    | 2.8     |
| Homeowner vacancy rate (percent) [8]            | 3.8    | ( X )   |
| Rental vacancy rate (percent) [9]               | 13.9   | ( X )   |
| <b>HOUSING TENURE</b>                           |        |         |
| Occupied housing units                          | 7,086  | 100.0   |
| Owner-occupied housing units                    | 4,440  | 62.7    |
| Population in owner-occupied housing units      | 10,460 | ( X )   |
| Average household size of owner-occupied units  | 2.36   | ( X )   |
| Renter-occupied housing units                   | 2,646  | 37.3    |
| Population in renter-occupied housing units     | 5,783  | ( X )   |
| Average household size of renter-occupied units | 2.19   | ( 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: Seneca County, Ohio

| Subject            | Number | Percent |
|--------------------|--------|---------|
| <b>SEX AND AGE</b> |        |         |
| Total population   | 56,745 | 100.0   |
| Under 5 years      | 3,553  | 6.3     |
| 5 to 9 years       | 3,767  | 6.6     |
| 10 to 14 years     | 3,739  | 6.6     |
| 15 to 19 years     | 4,432  | 7.8     |
| 20 to 24 years     | 3,986  | 7.0     |
| 25 to 29 years     | 3,114  | 5.5     |
| 30 to 34 years     | 3,305  | 5.8     |
| 35 to 39 years     | 3,225  | 5.7     |
| 40 to 44 years     | 3,320  | 5.9     |
| 45 to 49 years     | 4,021  | 7.1     |
| 50 to 54 years     | 4,454  | 7.8     |
| 55 to 59 years     | 4,083  | 7.2     |
| 60 to 64 years     | 3,321  | 5.9     |
| 65 to 69 years     | 2,340  | 4.1     |
| 70 to 74 years     | 1,802  | 3.2     |
| 75 to 79 years     | 1,590  | 2.8     |
| 80 to 84 years     | 1,359  | 2.4     |
| 85 years and over  | 1,334  | 2.4     |
| Median age (years) | 38.8   | ( X )   |
| 16 years and over  | 44,918 | 79.2    |
| 18 years and over  | 43,377 | 76.4    |
| 21 years and over  | 40,267 | 71.0    |
| 62 years and over  | 10,258 | 18.1    |
| 65 years and over  | 8,425  | 14.8    |
| Male population    | 28,337 | 49.9    |
| Under 5 years      | 1,852  | 3.3     |
| 5 to 9 years       | 1,950  | 3.4     |
| 10 to 14 years     | 1,943  | 3.4     |
| 15 to 19 years     | 2,288  | 4.0     |
| 20 to 24 years     | 2,109  | 3.7     |
| 25 to 29 years     | 1,601  | 2.8     |
| 30 to 34 years     | 1,719  | 3.0     |
| 35 to 39 years     | 1,641  | 2.9     |
| 40 to 44 years     | 1,704  | 3.0     |
| 45 to 49 years     | 2,032  | 3.6     |
| 50 to 54 years     | 2,235  | 3.9     |
| 55 to 59 years     | 2,062  | 3.6     |
| 60 to 64 years     | 1,650  | 2.9     |
| 65 to 69 years     | 1,118  | 2.0     |
| 70 to 74 years     | 830    | 1.5     |
| 75 to 79 years     | 663    | 1.2     |
| 80 to 84 years     | 528    | 0.9     |
| 85 years and over  | 412    | 0.7     |



| Subject  | Number | Percent |
|--|--------|---------|
| Median age (years)   | 37.1   | ( X )   |
| 16 years and over  | 22,206 | 39.1    |
| 18 years and over  | 21,416 | 37.7    |
| 21 years and over  | 19,788 | 34.9    |
| 62 years and over  | 4,437  | 7.8     |
| 65 years and over  | 3,551  | 6.3     |
| Female population  | 28,408 | 50.1    |
| Under 5 years  | 1,701  | 3.0     |
| 5 to 9 years   | 1,817  | 3.2     |
| 10 to 14 years   | 1,796  | 3.2     |
| 15 to 19 years   | 2,144  | 3.8     |
| 20 to 24 years   | 1,877  | 3.3     |
| 25 to 29 years   | 1,513  | 2.7     |
| 30 to 34 years   | 1,586  | 2.8     |
| 35 to 39 years   | 1,584  | 2.8     |
| 40 to 44 years   | 1,616  | 2.8     |
| 45 to 49 years   | 1,989  | 3.5     |
| 50 to 54 years   | 2,219  | 3.9     |
| 55 to 59 years   | 2,021  | 3.6     |
| 60 to 64 years   | 1,671  | 2.9     |
| 65 to 69 years   | 1,222  | 2.2     |
| 70 to 74 years   | 972    | 1.7     |
| 75 to 79 years   | 927    | 1.6     |
| 80 to 84 years   | 831    | 1.5     |
| 85 years and over  | 922    | 1.6     |
| Median age (years)   | 40.6   | ( X )   |
| 16 years and over  | 22,712 | 40.0    |
| 18 years and over  | 21,961 | 38.7    |
| 21 years and over  | 20,479 | 36.1    |
| 62 years and over  | 5,821  | 10.3    |
| 65 years and over  | 4,874  | 8.6     |
| <b>RACE</b>  |        |         |
| Total population   | 56,745 | 100.0   |
| One Race   | 55,678 | 98.1    |
| White  | 53,183 | 93.7    |
| Black or African American                                      | 1,305  | 2.3     |
| American Indian and Alaska Native                              | 109    | 0.2     |
| Asian  | 324    | 0.6     |
| Asian Indian   | 52     | 0.1     |
| Chinese  | 142    | 0.3     |
| Filipino   | 43     | 0.1     |
| Japanese   | 40     | 0.1     |
| Korean   | 15     | 0.0     |
| Vietnamese   | 10     | 0.0     |
| Other Asian [1]  | 22     | 0.0     |
| Native Hawaiian and Other Pacific Islander                     | 10     | 0.0     |
| Native Hawaiian  | 4      | 0.0     |
| Guamanian or Chamorro  | 2      | 0.0     |
| Samoan   | 3      | 0.0     |
| Other Pacific Islander [2]                                     | 1      | 0.0     |
| Some Other Race  | 747    | 1.3     |
| Two or More Races  | 1,067  | 1.9     |
| White; American Indian and Alaska Native [3]                   | 180    | 0.3     |
| White; Asian [3]   | 64     | 0.1     |
| White; Black or African American [3]                           | 549    | 1.0     |
| White; Some Other Race [3]                                     | 155    | 0.3     |
| Race alone or in combination with one or more other races: [4] |        |         |
| White  | 54,187 | 95.5    |
| Black or African American                                      | 1,945  | 3.4     |
| American Indian and Alaska Native                              | 345    | 0.6     |



| Subject  | Number | Percent |
|--|--------|---------|
| Asian  | 410    | 0.7     |
| Native Hawaiian and Other Pacific Islander       | 28     | 0.0     |
| Some Other Race                                  | 951    | 1.7     |
| <b>HISPANIC OR LATINO</b>                        |        |         |
| Total population                                 | 56,745 | 100.0   |
| Hispanic or Latino (of any race)                 | 2,524  | 4.4     |
| Mexican  | 2,182  | 3.8     |
| Puerto Rican                                     | 82     | 0.1     |
| Cuban  | 7      | 0.0     |
| Other Hispanic or Latino [5]                     | 253    | 0.4     |
| Not Hispanic or Latino                           | 54,221 | 95.6    |
| <b>HISPANIC OR LATINO AND RACE</b>               |        |         |
| Total population                                 | 56,745 | 100.0   |
| Hispanic or Latino                               | 2,524  | 4.4     |
| White alone                                      | 1,444  | 2.5     |
| Black or African American alone                  | 78     | 0.1     |
| American Indian and Alaska Native alone          | 25     | 0.0     |
| Asian alone                                      | 3      | 0.0     |
| Native Hawaiian and Other Pacific Islander alone | 4      | 0.0     |
| Some Other Race alone                            | 696    | 1.2     |
| Two or More Races                                | 274    | 0.5     |
| Not Hispanic or Latino                           | 54,221 | 95.6    |
| White alone                                      | 51,739 | 91.2    |
| Black or African American alone                  | 1,227  | 2.2     |
| American Indian and Alaska Native alone          | 84     | 0.1     |
| Asian alone                                      | 321    | 0.6     |
| Native Hawaiian and Other Pacific Islander alone | 6      | 0.0     |
| Some Other Race alone                            | 51     | 0.1     |
| Two or More Races                                | 793    | 1.4     |
| <b>RELATIONSHIP</b>                              |        |         |
| Total population                                 | 56,745 | 100.0   |
| In households                                    | 54,211 | 95.5    |
| Householder                                      | 21,774 | 38.4    |
| Spouse [6]                                       | 11,235 | 19.8    |
| Child  | 15,865 | 28.0    |
| Own child under 18 years                         | 11,867 | 20.9    |
| Other relatives                                  | 2,156  | 3.8     |
| Under 18 years                                   | 1,077  | 1.9     |
| 65 years and over                                | 245    | 0.4     |
| Nonrelatives                                     | 3,181  | 5.6     |
| Under 18 years                                   | 377    | 0.7     |
| 65 years and over                                | 121    | 0.2     |
| Unmarried partner                                | 1,667  | 2.9     |
| In group quarters                                | 2,534  | 4.5     |
| Institutionalized population                     | 870    | 1.5     |
| Male   | 426    | 0.8     |
| Female   | 444    | 0.8     |
| Noninstitutionalized population                  | 1,664  | 2.9     |
| Male   | 916    | 1.6     |
| Female   | 748    | 1.3     |
| <b>HOUSEHOLDS BY TYPE</b>                        |        |         |
| Total households                                 | 21,774 | 100.0   |
| Family households (families) [7]                 | 14,870 | 68.3    |
| With own children under 18 years                 | 6,141  | 28.2    |
| Husband-wife family                              | 11,235 | 51.6    |
| With own children under 18 years                 | 3,939  | 18.1    |
| Male householder, no wife present                | 1,165  | 5.4     |
| With own children under 18 years                 | 664    | 3.0     |
| Female householder, no husband present           | 2,470  | 11.3    |
| With own children under 18 years                 | 1,538  | 7.1     |



| Subject   | Number | Percent |
|---|--------|---------|
| Nonfamily households [7]                        | 6,904  | 31.7    |
| Householder living alone                        | 5,720  | 26.3    |
| Male  | 2,697  | 12.4    |
| 65 years and over                               | 652    | 3.0     |
| Female  | 3,023  | 13.9    |
| 65 years and over                               | 1,793  | 8.2     |
| Households with individuals under 18 years      | 6,837  | 31.4    |
| Households with individuals 65 years and over   | 5,823  | 26.7    |
| Average household size                          | 2.49   | ( X )   |
| Average family size [7]                         | 2.97   | ( X )   |
| <b>HOUSING OCCUPANCY</b>                        |        |         |
| Total housing units                             | 24,122 | 100.0   |
| Occupied housing units                          | 21,774 | 90.3    |
| Vacant housing units                            | 2,348  | 9.7     |
| For rent  | 810    | 3.4     |
| Rented, not occupied                            | 82     | 0.3     |
| For sale only                                   | 429    | 1.8     |
| Sold, not occupied                              | 89     | 0.4     |
| For seasonal, recreational, or occasional use   | 121    | 0.5     |
| All other vacants                               | 817    | 3.4     |
| Homeowner vacancy rate (percent) [8]            | 2.6    | ( X )   |
| Rental vacancy rate (percent) [9]               | 12.3   | ( X )   |
| <b>HOUSING TENURE</b>                           |        |         |
| Occupied housing units                          | 21,774 | 100.0   |
| Owner-occupied housing units                    | 16,054 | 73.7    |
| Population in owner-occupied housing units      | 40,176 | ( X )   |
| Average household size of owner-occupied units  | 2.50   | ( X )   |
| Renter-occupied housing units                   | 5,720  | 26.3    |
| Population in renter-occupied housing units     | 14,035 | ( 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.



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: New Riegel village, Ohio

| Subject            | Number | Percent |
|--------------------|--------|---------|
| <b>SEX AND AGE</b> |        |         |
| Total population   | 249    | 100.0   |
| Under 5 years      | 16     | 6.4     |
| 5 to 9 years       | 17     | 6.8     |
| 10 to 14 years     | 14     | 5.6     |
| 15 to 19 years     | 12     | 4.8     |
| 20 to 24 years     | 17     | 6.8     |
| 25 to 29 years     | 14     | 5.6     |
| 30 to 34 years     | 14     | 5.6     |
| 35 to 39 years     | 11     | 4.4     |
| 40 to 44 years     | 21     | 8.4     |
| 45 to 49 years     | 21     | 8.4     |
| 50 to 54 years     | 13     | 5.2     |
| 55 to 59 years     | 15     | 6.0     |
| 60 to 64 years     | 15     | 6.0     |
| 65 to 69 years     | 9      | 3.6     |
| 70 to 74 years     | 14     | 5.6     |
| 75 to 79 years     | 10     | 4.0     |
| 80 to 84 years     | 12     | 4.8     |
| 85 years and over  | 4      | 1.6     |
| Median age (years) | 41.9   | ( X )   |
| 16 years and over  | 201    | 80.7    |
| 18 years and over  | 194    | 77.9    |
| 21 years and over  | 188    | 75.5    |
| 62 years and over  | 59     | 23.7    |
| 65 years and over  | 49     | 19.7    |
| Male population    | 123    | 49.4    |
| Under 5 years      | 9      | 3.6     |
| 5 to 9 years       | 10     | 4.0     |
| 10 to 14 years     | 7      | 2.8     |
| 15 to 19 years     | 8      | 3.2     |
| 20 to 24 years     | 11     | 4.4     |
| 25 to 29 years     | 8      | 3.2     |
| 30 to 34 years     | 7      | 2.8     |
| 35 to 39 years     | 6      | 2.4     |
| 40 to 44 years     | 8      | 3.2     |
| 45 to 49 years     | 10     | 4.0     |
| 50 to 54 years     | 7      | 2.8     |
| 55 to 59 years     | 7      | 2.8     |
| 60 to 64 years     | 6      | 2.4     |
| 65 to 69 years     | 3      | 1.2     |
| 70 to 74 years     | 6      | 2.4     |
| 75 to 79 years     | 4      | 1.6     |
| 80 to 84 years     | 6      | 2.4     |
| 85 years and over  | 0      | 0.0     |



| Subject  | Number | Percent |
|--|--------|---------|
| Median age (years)   | 35.8   | ( X )   |
| 16 years and over  | 97     | 39.0    |
| 18 years and over  | 92     | 36.9    |
| 21 years and over  | 88     | 35.3    |
| 62 years and over  | 22     | 8.8     |
| 65 years and over  | 19     | 7.6     |
| Female population  | 126    | 50.6    |
| Under 5 years  | 7      | 2.8     |
| 5 to 9 years   | 7      | 2.8     |
| 10 to 14 years   | 7      | 2.8     |
| 15 to 19 years   | 4      | 1.6     |
| 20 to 24 years   | 6      | 2.4     |
| 25 to 29 years   | 6      | 2.4     |
| 30 to 34 years   | 7      | 2.8     |
| 35 to 39 years   | 5      | 2.0     |
| 40 to 44 years   | 13     | 5.2     |
| 45 to 49 years   | 11     | 4.4     |
| 50 to 54 years   | 6      | 2.4     |
| 55 to 59 years   | 8      | 3.2     |
| 60 to 64 years   | 9      | 3.6     |
| 65 to 69 years   | 6      | 2.4     |
| 70 to 74 years   | 8      | 3.2     |
| 75 to 79 years   | 6      | 2.4     |
| 80 to 84 years   | 6      | 2.4     |
| 85 years and over  | 4      | 1.6     |
| Median age (years)   | 45.3   | ( X )   |
| 16 years and over  | 104    | 41.8    |
| 18 years and over  | 102    | 41.0    |
| 21 years and over  | 100    | 40.2    |
| 62 years and over  | 37     | 14.9    |
| 65 years and over  | 30     | 12.0    |
| <b>RACE</b>  |        |         |
| Total population   | 249    | 100.0   |
| One Race   | 249    | 100.0   |
| White  | 246    | 98.8    |
| Black or African American                                      | 2      | 0.8     |
| American Indian and Alaska Native                              | 0      | 0.0     |
| Asian  | 0      | 0.0     |
| Asian Indian   | 0      | 0.0     |
| Chinese  | 0      | 0.0     |
| Filipino   | 0      | 0.0     |
| Japanese   | 0      | 0.0     |
| Korean   | 0      | 0.0     |
| Vietnamese   | 0      | 0.0     |
| Other Asian [1]  | 0      | 0.0     |
| Native Hawaiian and Other Pacific Islander                     | 1      | 0.4     |
| Native Hawaiian  | 0      | 0.0     |
| Guamanian or Chamorro  | 0      | 0.0     |
| Samoan   | 1      | 0.4     |
| Other Pacific Islander [2]                                     | 0      | 0.0     |
| Some Other Race  | 0      | 0.0     |
| Two or More Races  | 0      | 0.0     |
| 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  | 246    | 98.8    |
| Black or African American                                      | 2      | 0.8     |
| American Indian and Alaska Native                              | 0      | 0.0     |



| Subject  | Number | Percent |
|--|--------|---------|
| Asian  | 0      | 0.0     |
| Native Hawaiian and Other Pacific Islander       | 1      | 0.4     |
| Some Other Race                                  | 0      | 0.0     |
| <b>HISPANIC OR LATINO</b>                        |        |         |
| Total population                                 | 249    | 100.0   |
| Hispanic or Latino (of any race)                 | 5      | 2.0     |
| Mexican  | 5      | 2.0     |
| Puerto Rican                                     | 0      | 0.0     |
| Cuban  | 0      | 0.0     |
| Other Hispanic or Latino [5]                     | 0      | 0.0     |
| Not Hispanic or Latino                           | 244    | 98.0    |
| <b>HISPANIC OR LATINO AND RACE</b>               |        |         |
| Total population                                 | 249    | 100.0   |
| Hispanic or Latino                               | 5      | 2.0     |
| White alone                                      | 5      | 2.0     |
| 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                           | 244    | 98.0    |
| White alone                                      | 241    | 96.8    |
| Black or African American alone                  | 2      | 0.8     |
| American Indian and Alaska Native alone          | 0      | 0.0     |
| Asian alone                                      | 0      | 0.0     |
| Native Hawaiian and Other Pacific Islander alone | 1      | 0.4     |
| Some Other Race alone                            | 0      | 0.0     |
| Two or More Races                                | 0      | 0.0     |
| <b>RELATIONSHIP</b>                              |        |         |
| Total population                                 | 249    | 100.0   |
| In households                                    | 248    | 99.6    |
| Householder                                      | 110    | 44.2    |
| Spouse [6]                                       | 52     | 20.9    |
| Child  | 74     | 29.7    |
| Own child under 18 years                         | 53     | 21.3    |
| Other relatives                                  | 3      | 1.2     |
| Under 18 years                                   | 1      | 0.4     |
| 65 years and over                                | 0      | 0.0     |
| Nonrelatives                                     | 9      | 3.6     |
| Under 18 years                                   | 1      | 0.4     |
| 65 years and over                                | 1      | 0.4     |
| Unmarried partner                                | 4      | 1.6     |
| In group quarters                                | 1      | 0.4     |
| Institutionalized population                     | 0      | 0.0     |
| Male   | 0      | 0.0     |
| Female   | 0      | 0.0     |
| Noninstitutionalized population                  | 1      | 0.4     |
| Male   | 1      | 0.4     |
| Female   | 0      | 0.0     |
| <b>HOUSEHOLDS BY TYPE</b>                        |        |         |
| Total households                                 | 110    | 100.0   |
| Family households (families) [7]                 | 68     | 61.8    |
| With own children under 18 years                 | 27     | 24.5    |
| Husband-wife family                              | 52     | 47.3    |
| With own children under 18 years                 | 15     | 13.6    |
| Male householder, no wife present                | 4      | 3.6     |
| With own children under 18 years                 | 3      | 2.7     |
| Female householder, no husband present           | 12     | 10.9    |
| With own children under 18 years                 | 9      | 8.2     |



| Subject   | Number | Percent |
|---|--------|---------|
| Nonfamily households [7]                        | 42     | 38.2    |
| Householder living alone                        | 40     | 36.4    |
| Male  | 13     | 11.8    |
| 65 years and over                               | 2      | 1.8     |
| Female  | 27     | 24.5    |
| 65 years and over                               | 16     | 14.5    |
| Households with individuals under 18 years      | 28     | 25.5    |
| Households with individuals 65 years and over   | 36     | 32.7    |
| Average household size                          | 2.25   | ( X )   |
| Average family size [7]                         | 2.90   | ( X )   |
| <b>HOUSING OCCUPANCY</b>                        |        |         |
| Total housing units                             | 116    | 100.0   |
| Occupied housing units                          | 110    | 94.8    |
| Vacant housing units                            | 6      | 5.2     |
| For rent  | 6      | 5.2     |
| Rented, not occupied                            | 0      | 0.0     |
| For sale only                                   | 0      | 0.0     |
| Sold, not occupied                              | 0      | 0.0     |
| For seasonal, recreational, or occasional use   | 0      | 0.0     |
| All other vacants                               | 0      | 0.0     |
| Homeowner vacancy rate (percent) [8]            | 0.0    | ( X )   |
| Rental vacancy rate (percent) [9]               | 15.4   | ( X )   |
| <b>HOUSING TENURE</b>                           |        |         |
| Occupied housing units                          | 110    | 100.0   |
| Owner-occupied housing units                    | 77     | 70.0    |
| Population in owner-occupied housing units      | 163    | ( X )   |
| Average household size of owner-occupied units  | 2.12   | ( X )   |
| Renter-occupied housing units                   | 33     | 30.0    |
| Population in renter-occupied housing units     | 85     | ( X )   |
| Average household size of renter-occupied units | 2.58   | ( 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: Clinton township, Seneca County, Ohio

| Subject            | Number | Percent |
|--------------------|--------|---------|
| <b>SEX AND AGE</b> |        |         |
| Total population   | 4,109  | 100.0   |
| Under 5 years      | 240    | 5.8     |
| 5 to 9 years       | 268    | 6.5     |
| 10 to 14 years     | 265    | 6.4     |
| 15 to 19 years     | 274    | 6.7     |
| 20 to 24 years     | 173    | 4.2     |
| 25 to 29 years     | 170    | 4.1     |
| 30 to 34 years     | 171    | 4.2     |
| 35 to 39 years     | 213    | 5.2     |
| 40 to 44 years     | 265    | 6.4     |
| 45 to 49 years     | 304    | 7.4     |
| 50 to 54 years     | 396    | 9.6     |
| 55 to 59 years     | 334    | 8.1     |
| 60 to 64 years     | 306    | 7.4     |
| 65 to 69 years     | 204    | 5.0     |
| 70 to 74 years     | 179    | 4.4     |
| 75 to 79 years     | 133    | 3.2     |
| 80 to 84 years     | 101    | 2.5     |
| 85 years and over  | 113    | 2.8     |
| Median age (years) | 45.3   | ( X )   |
| 16 years and over  | 3,272  | 79.6    |
| 18 years and over  | 3,151  | 76.7    |
| 21 years and over  | 3,027  | 73.7    |
| 62 years and over  | 884    | 21.5    |
| 65 years and over  | 730    | 17.8    |
| Male population    | 2,027  | 49.3    |
| Under 5 years      | 118    | 2.9     |
| 5 to 9 years       | 141    | 3.4     |
| 10 to 14 years     | 142    | 3.5     |
| 15 to 19 years     | 148    | 3.6     |
| 20 to 24 years     | 78     | 1.9     |
| 25 to 29 years     | 88     | 2.1     |
| 30 to 34 years     | 83     | 2.0     |
| 35 to 39 years     | 106    | 2.6     |
| 40 to 44 years     | 134    | 3.3     |
| 45 to 49 years     | 158    | 3.8     |
| 50 to 54 years     | 190    | 4.6     |
| 55 to 59 years     | 167    | 4.1     |
| 60 to 64 years     | 160    | 3.9     |
| 65 to 69 years     | 97     | 2.4     |
| 70 to 74 years     | 84     | 2.0     |
| 75 to 79 years     | 52     | 1.3     |
| 80 to 84 years     | 43     | 1.0     |
| 85 years and over  | 38     | 0.9     |



| Subject  | Number | Percent |
|--|--------|---------|
| Median age (years)   | 44.0   | ( X )   |
| 16 years and over  | 1,589  | 38.7    |
| 18 years and over  | 1,529  | 37.2    |
| 21 years and over  | 1,459  | 35.5    |
| 62 years and over  | 392    | 9.5     |
| 65 years and over  | 314    | 7.6     |
| Female population  | 2,082  | 50.7    |
| Under 5 years  | 122    | 3.0     |
| 5 to 9 years   | 127    | 3.1     |
| 10 to 14 years   | 123    | 3.0     |
| 15 to 19 years   | 126    | 3.1     |
| 20 to 24 years   | 95     | 2.3     |
| 25 to 29 years   | 82     | 2.0     |
| 30 to 34 years   | 88     | 2.1     |
| 35 to 39 years   | 107    | 2.6     |
| 40 to 44 years   | 131    | 3.2     |
| 45 to 49 years   | 146    | 3.6     |
| 50 to 54 years   | 206    | 5.0     |
| 55 to 59 years   | 167    | 4.1     |
| 60 to 64 years   | 146    | 3.6     |
| 65 to 69 years   | 107    | 2.6     |
| 70 to 74 years   | 95     | 2.3     |
| 75 to 79 years   | 81     | 2.0     |
| 80 to 84 years   | 58     | 1.4     |
| 85 years and over  | 75     | 1.8     |
| Median age (years)   | 46.4   | ( X )   |
| 16 years and over  | 1,683  | 41.0    |
| 18 years and over  | 1,622  | 39.5    |
| 21 years and over  | 1,568  | 38.2    |
| 62 years and over  | 492    | 12.0    |
| 65 years and over  | 416    | 10.1    |
| <b>RACE</b>  |        |         |
| Total population   | 4,109  | 100.0   |
| One Race   | 4,074  | 99.1    |
| White  | 4,007  | 97.5    |
| Black or African American                                      | 19     | 0.5     |
| American Indian and Alaska Native                              | 7      | 0.2     |
| Asian  | 33     | 0.8     |
| Asian Indian   | 16     | 0.4     |
| Chinese  | 4      | 0.1     |
| Filipino   | 2      | 0.0     |
| Japanese   | 9      | 0.2     |
| Korean   | 2      | 0.0     |
| 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  | 8      | 0.2     |
| Two or More Races  | 35     | 0.9     |
| White; American Indian and Alaska Native [3]                   | 6      | 0.1     |
| White; Asian [3]   | 4      | 0.1     |
| White; Black or African American [3]                           | 16     | 0.4     |
| White; Some Other Race [3]                                     | 8      | 0.2     |
| Race alone or in combination with one or more other races: [4] |        |         |
| White  | 4,042  | 98.4    |
| Black or African American                                      | 35     | 0.9     |
| American Indian and Alaska Native                              | 14     | 0.3     |



| Subject  | Number | Percent |
|--|--------|---------|
| Asian  | 37     | 0.9     |
| Native Hawaiian and Other Pacific Islander       | 0      | 0.0     |
| Some Other Race                                  | 17     | 0.4     |
| <b>HISPANIC OR LATINO</b>                        |        |         |
| Total population                                 | 4,109  | 100.0   |
| Hispanic or Latino (of any race)                 | 39     | 0.9     |
| Mexican  | 29     | 0.7     |
| Puerto Rican                                     | 3      | 0.1     |
| Cuban  | 1      | 0.0     |
| Other Hispanic or Latino [5]                     | 6      | 0.1     |
| Not Hispanic or Latino                           | 4,070  | 99.1    |
| <b>HISPANIC OR LATINO AND RACE</b>               |        |         |
| Total population                                 | 4,109  | 100.0   |
| Hispanic or Latino                               | 39     | 0.9     |
| White alone                                      | 25     | 0.6     |
| 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                            | 7      | 0.2     |
| Two or More Races                                | 7      | 0.2     |
| Not Hispanic or Latino                           | 4,070  | 99.1    |
| White alone                                      | 3,982  | 96.9    |
| Black or African American alone                  | 19     | 0.5     |
| American Indian and Alaska Native alone          | 7      | 0.2     |
| Asian alone                                      | 33     | 0.8     |
| Native Hawaiian and Other Pacific Islander alone | 0      | 0.0     |
| Some Other Race alone                            | 1      | 0.0     |
| Two or More Races                                | 28     | 0.7     |
| <b>RELATIONSHIP</b>                              |        |         |
| Total population                                 | 4,109  | 100.0   |
| In households                                    | 3,983  | 96.9    |
| Householder                                      | 1,591  | 38.7    |
| Spouse [6]                                       | 1,020  | 24.8    |
| Child  | 1,158  | 28.2    |
| Own child under 18 years                         | 896    | 21.8    |
| Other relatives                                  | 85     | 2.1     |
| Under 18 years                                   | 47     | 1.1     |
| 65 years and over                                | 16     | 0.4     |
| Nonrelatives                                     | 129    | 3.1     |
| Under 18 years                                   | 15     | 0.4     |
| 65 years and over                                | 11     | 0.3     |
| Unmarried partner                                | 80     | 1.9     |
| In group quarters                                | 126    | 3.1     |
| Institutionalized population                     | 111    | 2.7     |
| Male   | 39     | 0.9     |
| Female   | 72     | 1.8     |
| Noninstitutionalized population                  | 15     | 0.4     |
| Male   | 1      | 0.0     |
| Female   | 14     | 0.3     |
| <b>HOUSEHOLDS BY TYPE</b>                        |        |         |
| Total households                                 | 1,591  | 100.0   |
| Family households (families) [7]                 | 1,204  | 75.7    |
| With own children under 18 years                 | 465    | 29.2    |
| Husband-wife family                              | 1,020  | 64.1    |
| With own children under 18 years                 | 346    | 21.7    |
| Male householder, no wife present                | 52     | 3.3     |
| With own children under 18 years                 | 23     | 1.4     |
| Female householder, no husband present           | 132    | 8.3     |
| With own children under 18 years                 | 96     | 6.0     |



| Subject   | Number | Percent |
|---|--------|---------|
| Nonfamily households [7]                        | 387    | 24.3    |
| Householder living alone                        | 326    | 20.5    |
| Male  | 152    | 9.6     |
| 65 years and over                               | 38     | 2.4     |
| Female  | 174    | 10.9    |
| 65 years and over                               | 98     | 6.2     |
| Households with individuals under 18 years      | 497    | 31.2    |
| Households with individuals 65 years and over   | 422    | 26.5    |
| Average household size                          | 2.50   | ( X )   |
| Average family size [7]                         | 2.88   | ( X )   |
| <b>HOUSING OCCUPANCY</b>                        |        |         |
| Total housing units                             | 1,675  | 100.0   |
| Occupied housing units                          | 1,591  | 95.0    |
| Vacant housing units                            | 84     | 5.0     |
| For rent  | 20     | 1.2     |
| Rented, not occupied                            | 9      | 0.5     |
| For sale only                                   | 18     | 1.1     |
| Sold, not occupied                              | 5      | 0.3     |
| For seasonal, recreational, or occasional use   | 8      | 0.5     |
| All other vacants                               | 24     | 1.4     |
| Homeowner vacancy rate (percent) [8]            | 1.4    | ( X )   |
| Rental vacancy rate (percent) [9]               | 6.4    | ( X )   |
| <b>HOUSING TENURE</b>                           |        |         |
| Occupied housing units                          | 1,591  | 100.0   |
| Owner-occupied housing units                    | 1,308  | 82.2    |
| Population in owner-occupied housing units      | 3,289  | ( X )   |
| Average household size of owner-occupied units  | 2.51   | ( X )   |
| Renter-occupied housing units                   | 283    | 17.8    |
| Population in renter-occupied housing units     | 694    | ( 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.



Attachment D pgs 1-  
54 includes cover pg



**North Central Ohio**  
Educational Service Center

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**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

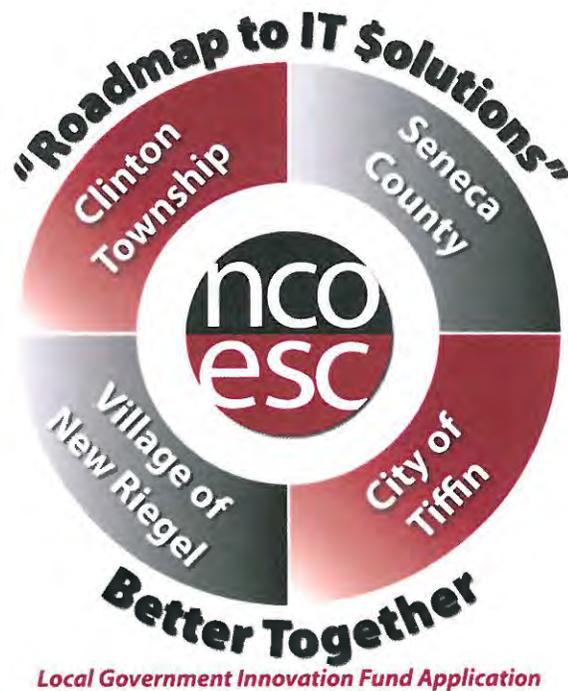
## **ATTACHMENT D**

# **“ROADMAP to IT SOLUTIONS” CONSOLIDATION STUDY [“THE STUDY”]**

# 2012

Ross Group Inc

John Lynch



## [ IT CONSOLIDATION STUDY ]

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*Building an IT operation that can perform the services provides an increase in levels and quality of services above that currently enjoyed by any of the entities today. It can do so at costs less than any of the five entities buying or building comparable services themselves.*



**Ross Group Inc**

*Solutions for a Data Intensive World*

## Executive Summary

This report is the deliverable of the North Central Ohio project to evaluate sharing of Information Technology (IT) services among five government entities: the NCOESC, City of Tiffin, Seneca County, Clinton Township and Village of New Riegel.

In this project surveys were performed of leadership, personnel, systems and finances of the five governments as they relate to IT.

The analysis of this data indicates that sharing of IT resources among these five governments is less a merger of current operations and more a building of an IT operation that can offer services – at varying levels – to the five entities, or to departments within the five entities.

Building an IT operation that can perform the services provides an increase in levels and quality of services above that currently enjoyed by any of the entities today. It can do so at costs less than any of the five entities buying or building comparable services themselves.

A critical mass of dedicated IT professionals is required to provide standards-based, high quality, maintainable processes and services. There are insufficient dedicated IT personnel to provide IT planning and strategy, technology planning, project management or process management in any single one of the entities today.

A phased implementation – each phase increasing the number and complexity of services offered – will be required based on availability of funds.

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## Introduction

Government organizations, specifically local governments, face the issue of tight budgets and increasing demand to communicate with and support the activities and needs of their citizens, organizations and private enterprises. Communicating with and supporting their constituents requires levels of information technology sufficient to provide, and gather, information to and from a populace increasingly demanding electronic access to information and transaction support. Further, the demand on government services requires an efficient a means as is practical to process and provide those services. Providing Information Technology (IT) solutions to address these needs is both sensible and in the long-term the only practical way to accomplish the servicing of demands on government, communicating, and providing transactional support.

Information Technology (IT) solutions range from simple to very complex (and expensive). At minimum, the challenge for local governments is to build those solutions adequate to the needs, expandable to anticipated near-term needs, and on a path that is sufficiently flexible, rigorous and avoiding dead-ends that require expensive wholesale replacement of failed or inadequate solutions. A higher goal is that IT based solutions drive efficiencies, cost savings, and higher levels of service through all of the departments that the solutions support.

The State of Ohio has encouraged local governments within the state to examine opportunities to pool resources, to consolidate IT expenditures and provide greater levels of service at lower costs than the costs to provide the same level of services if each local government secured or built those services themselves.

North Central Ohio regional governments engaged a study to evaluate IT resources within their government operations seeking improvements in costs and improvements in levels and types of service through sharing or consolidating the resources of the five entities. The North Central Ohio project to evaluate sharing of Information Technology (IT) services among five government entities: the NCOESC, City of Tiffin, Seneca County, Clinton Township and Village of New Riegel is the basis of this report. These five local government entities are each a part of North Central Ohio Regional (NCOR) – a coalition of regional governments.

Public Performance Partners and Ross Group Inc were engaged to perform the study. Hugh Quill of Public Performance Partners and John Lynch of Ross Group Inc were project managers for the project.

## The Study's Project Plan

The Project Plan is presented here in Gantt chart format. This summary presentation is of the three main phases of the project: information gathering, analysis, and reporting. The expanded project plan, with further detail of each of these phases is provided in the appendices. This report describes the information gathered, our analysis, and draws recommendations from that information and analysis.

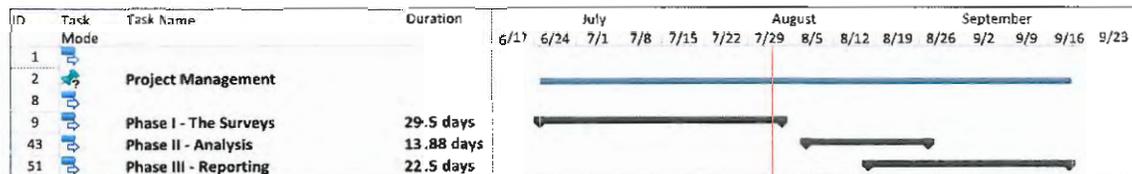


Figure 1 - Project Gantt chart - Summary

The project began with minimal resources (two people) in late June, 2012 with meetings of the Project Managers and key leadership of NCOR and NCOESC, and a brief introduction at a regularly scheduled NCOR meeting.

The resources assigned to the project increased through the surveys phase and continued during the analysis phase, declining slightly during the reporting phase. Status was reported early in August for the project through July, and key deliverables (key findings and the final report) were delivered on the targeted and committed dates (mid-August and early September respectively). The project was conducted with project management principles according to the Project Management Institute (PMI) and was completed on-time, and on-budget.

## The Ross Group Consultant Team

John Lynch, MBA, PMP - Project Manager and Lead Consultant  
 Joe Linahan - Senior Consultant  
 Steve Woody - Principle, Ross Group Inc  
 Bailey Glenn - Network Consultant  
 Joseph Cuesta - DBA Consultant  
 Scott Foulk - DBA and Infrastructure Consultant  
 Gary Codeluppi - Principle, Ross Group Inc

## Public Performance Partners

Hugh Quill, President and Principle

## The Surveys

Four information gathering processes were a part of the “Surveys” phase of the project. The intent of the four processes was to provide overlapping views of the IT resources currently committed in each of the five government entities. The four processes and methods of gathering information were:

1. Leadership interviews – helps gather expectations and unmet needs as well as leaderships’ views on existing IT operations;
2. IT Personnel interviews – helps measure existing activities of personnel, current systems and issues, and organization structure;
3. IT Assets review – location and use of key IT infrastructure (servers, network, software); and
4. Financial Review – budgets and expenditures.

Each of these views, or “lenses”, provides a different angle to help assess the whole of IT operations within each of the five entities. This methodology (four lenses) was selected to ensure that the information gathered and the insights gained do not suffer from the shortcomings of any one or two of the methods. By looking at finances we can pick up on an aspect of the IT resources, such as maintenance contracts, that might not have been visible in interviews or examining computer rooms. Similarly, meetings with leadership can bring out unmet needs not detected through looking at the finances or listing the systems. Each of the methods complements the others.

In our view, this methodology provides relatively comprehensive pictures of the IT resources, needs and uses in a relatively fast and inexpensive procedure. The methodology is somewhat time expensive on the part of those interviewed, but perhaps less so than other methodologies. Our thanks go to those who provided their time and efforts in responding to iterative requests, calls and meetings.

## Interviewing Leadership

The leadership involved in this study:

- Dr. James Lahoski, CEO and Superintendent, NCOESC
- Aaron Montz, Mayor, City of Tiffin
- Debra Reamer, City Administrator, City of Tiffin
- Stacy Wilson, County Administrator, Seneca County
- Jim Distel, Trustee, Clinton Township
- Larry Bouillon, Mayor, Village of New Riegel

It should be noted that this selection of leadership is not all the leadership within the five governments, nor are they Information Technology leadership. Addressing this concern, the Project Managers note:

- For NCOESC, Dr. Lahoski is the CEO and Superintendent and represents the requirements and issues of the organization well. Kathy Mohr, Director of the IT organization within NCOESC provided much of the information on the systems and personnel within NCOESC. Rhonda Feasel, Treasurer NCOESC provided financial information.
- For Seneca County, Stacy Wilson is the County Administrator. We did not meet with the County commissioners, either individually or as a group. The county is a complicated organization as the Courts, the Sheriff, the Engineering Department, and Job and Family Services each have their own IT resources and for a variety of reasons are not participating in consolidation or sharing arrangements. There is no centralized IT department or manager of IT resources. Ms. Wilson provided coordination to other departments through email and phone conferences.
- For the City of Tiffin, Aaron Montz, Mayor; and Debra Reamer, City Administrator provided leadership insights. The IT resources of the City are decentralized. A significant portion of the City's IT requirements have been assumed by NCOESC, and Kathy Mohr (of NCOESC) was able to provide some of the required IT insight. Interviews with City IT personnel provided additional information.
- For Clinton Township, Jim Distel, Trustee provided an overview of the township's needs and existing systems. Much of the township's processing is provided through remote access to state systems.
- For the Village of New Riegel, Larry Bouillon, Mayor provided an overview of village's needs and existing systems. Much of the village's processing is provided through remote access to state systems.

The leadership of the excluded departments of Seneca County and the City of Tiffin were not included in the leadership interviews. Given presumptive decisions about whether these departments may perceive some benefits short of full participation in

sharing IT resources it is regrettable that not all of the leadership could be included, however those interviewed provided the necessary information for the organizations actively considering IT consolidation.

The purpose of these interviews was to evaluate the need for IT from the perspective of leadership. The interviews took the form of unstructured, open-ended questions allowing the interviewer to solicit information based on the interviewees' reactions to the questions and discussion. This format allowed pursuit of information that the interviewer may not have previously thought to ask based on the interviewees' responses. Six open-ended questions were prepared and given to the interviewees at least a week prior to the scheduled interviews.

The questions:

1. What are your expectations for "Consolidated IT"?
2. What are expected benefits?
3. What are anticipated difficulties?
4. What systems are presently supporting the department?
5. What are unmet IT needs?
6. What foreseeable increases or decreases in IT requirements are visible on a short-term (three-year) horizon?

The leadership is from very differently sized entities. The views of the larger entities are very different from those of the smaller.

### ***Question 1: Expectations***

For the City of Tiffin and the NCOESC, Mr. Montz and Dr. Lahoski expressed mostly common expectations: to save money and increase basic levels in standards of equipment and systems.

Dr. Lahoski also spoke of providing a basis for the local governments to extend their sharing agreements in whatever form they may take to include other governments in the region, providing a basis large enough to provide critical services which the other governments might not be able to reach themselves.

Mr. Montz spoke of the need to meet current standards of hardware, software and processes across the departments of the City – speaking in terms of the minimum levels a corporation would expect of IT, and how the City should at least meet those standards in terms of currency of hardware, basic software and networking.

Seneca County's Stacy Wilson had lower expectations, concerned that any single sharing agreement would receive backing within the various departments and groups

within the County. It was not clear how such sharing agreements would work for the county given the variety of decentralized decision makers and diverse IT systems implemented. Arrangements within the various departments, many using outside contractors, contribute to the difficulty of common solutions being reached.

The Village of New Riegel's Mayor Bouillon focused on saving expenses and getting visibility and access to funding sources to assist in getting some basic services for the Village.

Clinton Township's Jim Distel didn't expect much from consolidating IT as they have little there to consolidate.

### ***Question 2: Benefits***

Common to all of the leadership was cost savings.

NCOESC and the City of Tiffin look for upgrades in hardware, software, and systems.

Seneca County thought there might be some savings in leveraged purchasing.

Clinton Township and the Village of New Riegel both look for basic IT Services (web presence, email) and access to services beyond their individual fiscal reach.

### ***Question 3: Possible Difficulties***

Getting buy-in among the governments and within the governments to departmental levels of users and decision-makers was the most commonly expressed difficulty. Whether this difficulty was expressed as "turf issues", individual identity and control, or reluctance to change the way it has been done in the past – the potential of sharing resources will meet resistance.

Dr. Lahoski of NCOESC also spoke of leadership challenges; the need to recruit and continually develop management and leadership within the organization to manage and lead as both this change and anticipated changes due to continued growth demand.

### ***Question 4: Systems***

From the perspective of leadership, there were significantly different views of the systems in place and those required.

NCOESC has systems providing services for schools – both public and charter.

The City of Tiffin and Seneca County have diverse systems supporting Courts, Police (or Sheriff), Engineers, and Finance.

The Village of New Riegel and Clinton Township's systems are just those to link to State provided payroll and tax services, and commercially available email and web services.

### ***Question 5: Unmet Needs***

Online forms processing is a common and unmet need.

For Clinton Township, this might be as simple as online forms available for the township residents to download (for local printing and submission in paper) or for the City to accept online payments of fees with applications.

Web presence, including online calendars of events, and links to County web sites was requested.

### ***Question 6: Short-Term Increases or Decreases in IT Requirements***

NCOESC forecast significant and continued growth – both in its currently obligated path of supporting schools, specifically in its program to support charter schools; and in its vision of growing any shared services agreements to include other government entities.

The City and County forecast growth within normal bands for their respective governments – neither expect growth nor decline beyond that demographically dictated.

Clinton Township and Village of New Riegel provide no forecast.

### ***Summarizing Leadership Interviews***

The leadership interviews are insightful both as one-on-one views of the requirements and challenges; but also as a first cut at the aggregate requirements and challenges.

The first view of aggregate requirements and challenges begins to emerge from these interviews and are:

- All of the entities expect to see cost savings, and such saving are expected to take the form of:
  - Shared and leveraged purchasing of equipment and software.
  - Use of commonly purchased systems such as email, web-services and basic infrastructure including back-up/restore, virus protection and disaster recovery.

- For the larger entities, shared personnel; where support and operations personnel can be afforded by each participating entity contributing a portion of personnel expenses sufficient to reach full time and dedicated personnel, who are then able to be recruited or developed into expertise of the given subject matter.
- All of the entities hope to see some standards and are willing to be guided in standards. The evaluation and selection of standards is generally not currently done as it is too expensive to be done at individual decision-maker levels and too involved at individual decision making points.
- The smaller entities' requirements are significantly different from the larger entities. Further, within Seneca County, and perhaps also the City of Tiffin, there are departmental level decisions as to whether or not to participate in IT resource sharing. This suggests agreements based upon service levels and requires the definition of service levels for differing services which can then be the basis of exchange – the thing a given entity “buys” when entering into agreement. The form of the sharing agreement(s) varies by entity, and perhaps by department within each government entity.

## Interviewing IT Personnel

The interviews with the IT personnel were scheduled, with the assistance of Kathy Mohr of NCOESC, as one-half hour in-person sessions. Each session was conducted by a Senior Consultant from Ross Group Inc, John Lynch or Joe Linahan. In the case of the interviewees who were key users of information technology, but whose primary responsibilities was functional, the questions were focused on what technologies they used, who supported them, how much time they spent in IT activities versus their functional jobs, their satisfaction with the current products and what they saw as opportunities for improvement.

Consistent findings from all functional areas are:

- All use some version of Microsoft Office. Versions varied within and across departments.
- PC Operating Systems were Microsoft, but versions varied within and across departments.
- Hardware was of varying age, but most was older than 3 years.
- Email packages varied by department.

For those at NCOESC whose jobs are IT the structure was: a brief explanation of the nature of the interview, a period where the interviewee filled out a structured questionnaire, discussion of the responses to the questionnaire, and an open-ended discussion about the nature of their position and the systems they worked on, used or supported.

### The IT Questionnaire

All of those interviewed had been informed of the purpose of the interview beforehand. The purpose of these interviews was to determine, approximately, the nature of the work currently being performed by the personnel as expressed in an “average of”

|   |
|---|
| Activity, Task or Role of employee                      |
| Support   |
| End-User PC Office type application support             |
| End-User PC operating system or network support         |
| End-User PC support other                               |
| End-User PC Maintenance                                 |
| Instruction or Training (on PC operation)               |
| Application support: configuration changes              |
| Application support: report changes                     |
| Application support: data cleaning/normalizing/entering |
| Application support: other                              |
| Application Maintenance                                 |
| Database Support  |
| Database Maintenance                                    |
| Network support: configuration/changes                  |
| Network Maintenance                                     |
| Network Other   |
| Operations  |
| Schedule/Run/Verify running of application(s)           |
| Distribute reports/mailing from application(s)          |
| Data Entry/Verification/Correction                      |
| Operations: Other                                       |
| Development   |
| Design Develop  |
| Test / QA   |
| Install   |
| Support   |
| Other   |
| Other IT Related  |
| Other Activities, not IT related                        |

hours per week spent on support, development, operations, or other IT or non-IT functions. Further, the interviews sought to develop an understanding of the systems used in each department.

Of the number of people interviewed (or represented), six were full-time IT staff, three were people who spent part time in IT related functions and the rest in functional areas, and three who were primarily responsible for other activities but who are key users of specific application systems. Those who are key users do provide support as needed to others for their specific functional applications, but this time is variable and is not included in the support counts below.

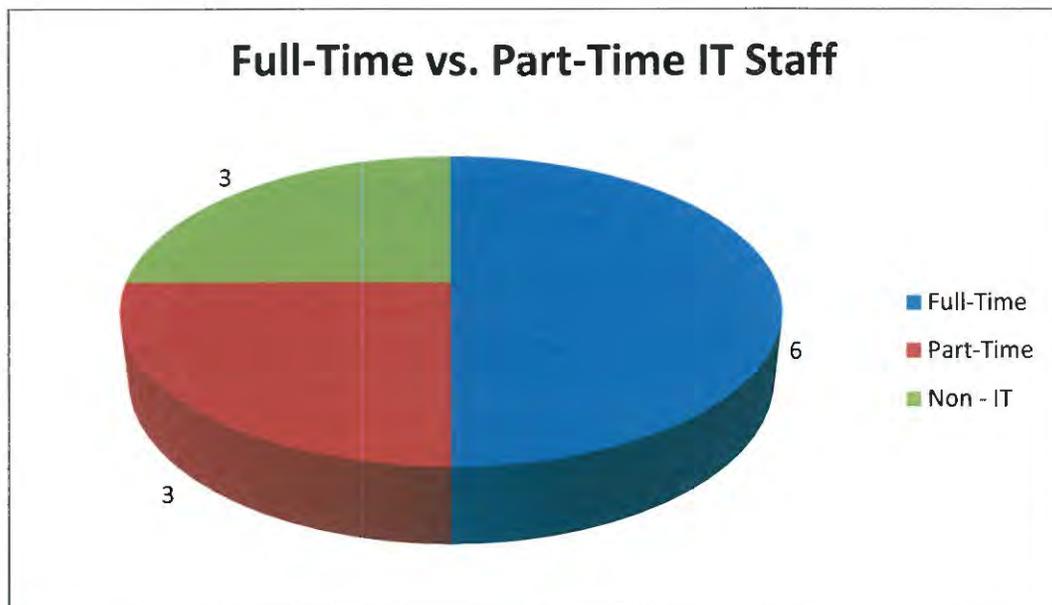


Figure 2

The hourly estimate data resulting from the interviews was normalized to a forty hour work week and tabulated. This includes those whose primary role is not IT, but who do spend at least 10 hours a week in an IT related function. See Figure 3.

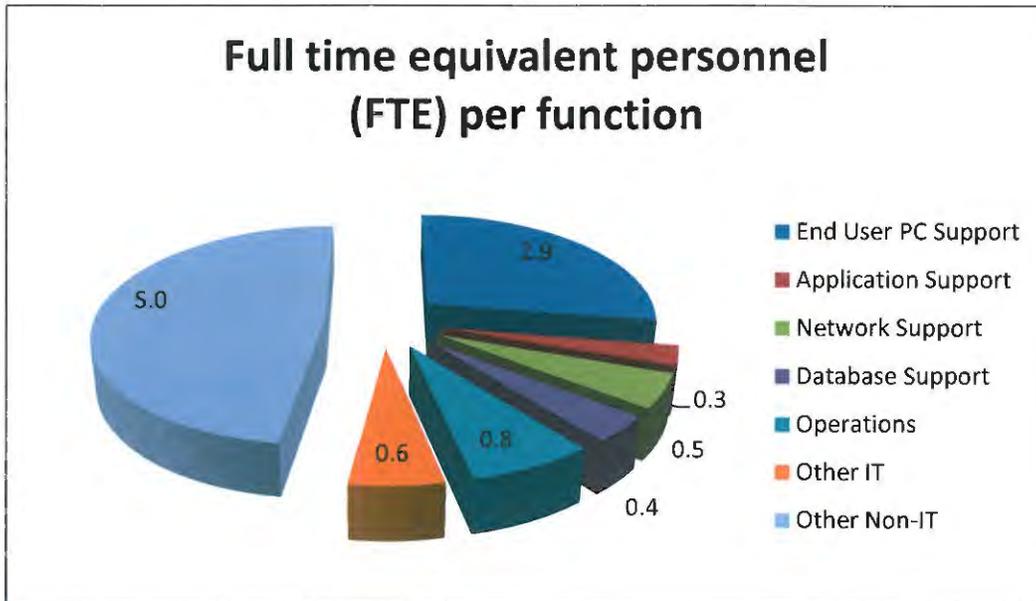


Figure 3

The twelve people represented described the time they spend in each of the major functions. During the interview portion, we gained further insight: Those who consider themselves in support of an application count some portion of their time participating with the source of their application(s) and term that time as primarily support time. While true, such probably overstates the amount of resource actually performing support.

This same insight also applies when we break out the largest segment: support - into constituent components: End User PC, Application, Network and Database (see figure 4). In the breakdown of type of support the largest single amount of time spent was "End-User PC Support". During the interviews, again we find personnel who are doing primarily application functions count some of their hours spent as supporting end-user PCs. At least some portion of this was due to the fact that the end-users access their application from their PCs. Thus, the "End-User PC Support" time category is not necessarily PC support in terms of "is it running? (the PC)" but some portion of "how do I do this?" - meaning "how do I run this application?".

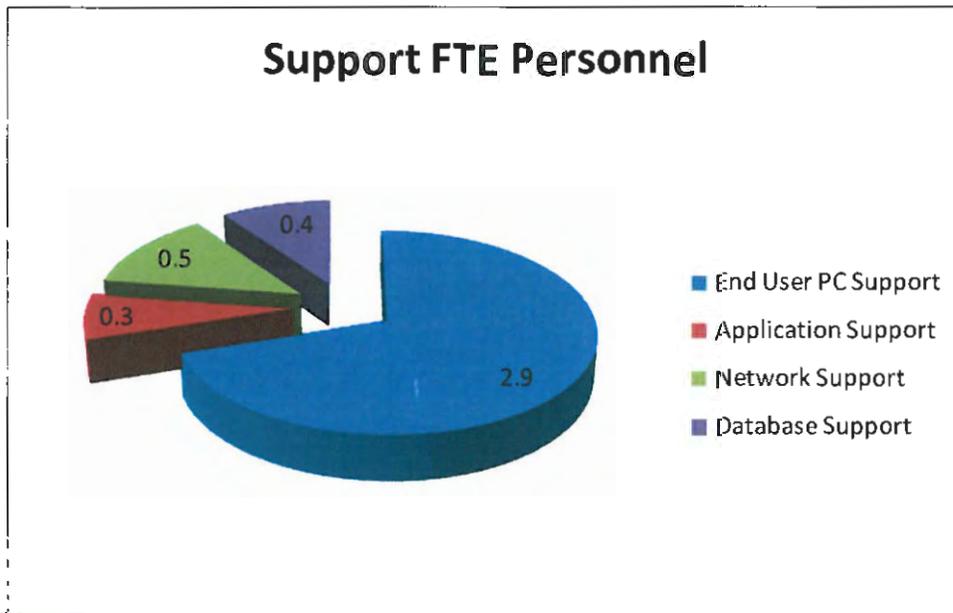


Figure 4

### Summarizing the IT Interviews

The interviews provided data on how the employees are currently spending their time. It is an approximation, as the method used (interview) did not involve actually observing how each individual's time is spent, but is self-reported and subject to some amount of guessing on the part of the interviewee, and on the interviewer to interpret it. For the purposes of estimating headcount and current IT involvement role of each employee, it should be sufficiently correct.

It should be noted about half of the individuals interviewed as "IT personnel" were really end users of IT who also performed some level of support for their primary applications.

To be discussed, but not covered here is the issue of how time should be spent. This analysis focused on how time is being spent and provides a low disruption path to transition to a new organization by assuming that most people will be doing mostly the same functions as before. Is that a good assumption? There will be additional discussion on that point in the findings and recommendations portion of this report.

These interviews were not intended as assessments of the individuals, their competencies, or their performance levels in their current or prospective positions.

A consistent theme among all interviewees was a need for consistent, up-to-date hardware and software which would provide for faster, more efficient operations and improved ability to perform their jobs.

Appendix I is a list of those interviewed.

## Surveying IT Infrastructure and Assets

The IT infrastructure of the five entities is concentrated in a central facility for NCOESC and the withheld organizations of Seneca County Courts, JFS and County Engineers. The remainder of the IT infrastructure is servers, network and PCs co-located within the various departments of the City of Tiffin, County departments, Clinton Township and Village of New Riegel. IT inventory numbers were accumulated by collecting spreadsheet information from each site updated by the IT manager or IT staff from each location. In addition, an on-site visit by Ross Group Inc (RGI) technical staff at the NCOESC and City of Tiffin occurred on August 3<sup>rd</sup>. Kathy Mohr, the Director of Technology/Professional Development NCO Educational Service Center provided in-depth information to Ross Group staff for the NCOESC as needed.

The NCOESC, having the largest ownership of IT assets, has a formal IT department and facilities for hosting. The State also provides a server and services for SIS and fiscal issues. The City of Tiffin has the second largest amount of IT assets and has IT staff embedded within the functional departments of the city such as the Finance department, Tax department and Fire department. Seneca County comes in third in size of IT assets and has department-level IT resources. Clinton Township and the Village of New Riegel are at the bottom relating to IT asset count. See TABLE 1 and CHART 1 below for visual summaries. Please note that the totals may be subject to change based on asset information that was not listed or possibly listed incorrectly in the IT asset spreadsheet provided for counts.

The physical facility at NCOESC appears to have sufficient space (in the room and within existing server racks) to hold most, if not all, of the systems that can be moved from current locations (The Clinton Township server, various departmental servers within Seneca County not withheld, and various City of Tiffin departmental servers not withheld) if such transfers utilize (new) virtual servers added to the existing racks. Physical security at NCOESC requires some level of upgrade to accommodate security requirements of the shared facility. Consideration for an appropriate sized generator would be beneficial in case of a prolonged power outage. In addition, the current firewall is a software based firewall that came with the phone system. It was converted to handle all internet traffic. The firewall was developed to handle phone traffic and not internet traffic. Moving forward with consolidation efforts, the need to invest in a hardware firewall appliance that is built to handle all traffic would be optimal. A few enterprise level firewall products include Cisco ASA and Fortinet FortiGate.

The network infrastructure among the entities primarily uses Time Warner Cable (TWC) services at various bandwidths. Cable networking does not provide dedicated bandwidth in that it is shared with other network users. The current network infrastructure is listed below:

- NCOESC: Time-Warner Cable (TWC) 25Mbps connection which has started to max out.
- Seneca County: 10Mbps P2P TWC connection back to the Tiffin Office which seems sufficient now, but they may need to increase the bandwidth plan in the future.
- City of Tiffin: 5Mbps TWC connection using it as their ISP. It's bottlenecked all the time and needs more bandwidth.
- Clinton Township: 5Mbps TWC connection.
- Village of New Riegel: No known permanent internet connection.

Moving forward with the recommended consolidation at the NCOESC hub, future network bandwidth capacity is most important as expansion of IT processing and Web services expands. The current NCOESC TWC 25Mbps is starting to hit capacity and as stated previously, cable networking does not provide dedicated bandwidth since it is shared with other network users.

There may be the potential to upgrade to TWC 50Mbps or even 100Mbps which could provide extra bandwidth. However the long term strategy and solution should be to tap into the fiber network. Currently AT&T does provide fiber services in the Tiffin area. An example of a 36 month term 10 Mbps usage fee would be \$997.55 per month. While more expensive than cable, fiber is totally dedicated and not shared. Fiber provides transmission at higher bandwidth and data rates than cable. Utilizing fiber will not limit future network growth or expansion and fiber will meet emerging technology network requirements more efficiently. In addition, the City of Tiffin could also integrate fiber to meet its current bottlenecks but could also take advantage of upgrading to TWC 10Mbps for immediate help.

The IT infrastructure for the future should focus on a continued path toward IT optimization, enterprise interoperability and reduction of infrastructure complexity which will result in economies of scale and cost reduction. This follows closely with the strategic path that the State of Ohio IT is moving towards. The State has developed an IT Optimization Strategy for its infrastructure future – *Reduce Infrastructure Complexity – simplifying the infrastructure reduces cost and provides a foundation for common, enterprise applications and solutions*<sup>1</sup>.

Please note that the Tables include all assets for the entities including those that are not part of the consolidation to provide a complete inventory list.

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<sup>1</sup> Ohio Dept. of Administrative Services Office of Information Technology (OIT) 2011 Accomplishments, page 1. <http://das.ohio.gov/LinkClick.aspx?fileticket=Ki7AWcd1qgl%3d&tabid=79>

**TABLE 1:**

| <b>Servers and Network Equipment</b> |           |           |           |            |          |                 |
|--------------------------------------|-----------|-----------|-----------|------------|----------|-----------------|
|                                      | NCOESC    | Seneca    | Tiffin    | New Riegel | Clinton  | Schools - Other |
| Physical                             | 15        | 8         | 12        | 0          | 0        | 2               |
| Virtual                              | 19        | 0         | 3         | 0          | 0        | 0               |
| Database                             | 4         | 1         | 0         | 0          | 0        | 0               |
| Email                                | 1         | 2         | 0         | 0          | 0        | 0               |
| Application                          | 7         | 3         | 2         | 0          | 0        | 0               |
| Web                                  | 2         | 0         | 0         | 0          | 0        | 0               |
| Test                                 | 2         | 0         | 0         | 0          | 0        | 0               |
| Backup                               | 3         | 0         | 0         | 0          | 0        | 0               |
| Domain Controllers                   | 9         | 1         | 3         | 0          | 0        | 0               |
| DNS                                  | 2         | 1         | 0         | 0          | 0        | 0               |
| Network Equipment                    | 2         | 9         | 30        | 0          | 0        | 6               |
| Phone                                | 4         | 0         | 0         | 0          | 0        | 0               |
| <b>Total</b>                         | <b>70</b> | <b>25</b> | <b>50</b> | <b>0</b>   | <b>0</b> | <b>8</b>        |

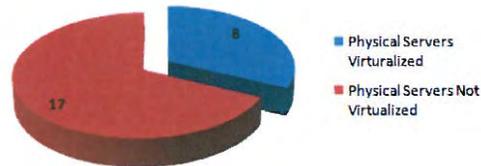
  

| <b>Workstations and Printers</b> |            |            |            |            |          |                 |
|----------------------------------|------------|------------|------------|------------|----------|-----------------|
|                                  | NCOESC     | Seneca     | Tiffin     | New Riegel | Clinton  | Schools - Other |
| Workstations/Laptops             | 308        | 102        | 105        | 2          | 1        | 532             |
| Printers                         | 34         | 32         | 23         | 3          | 0        | 93              |
| <b>Total</b>                     | <b>342</b> | <b>134</b> | <b>128</b> | <b>5</b>   | <b>1</b> | <b>625</b>      |

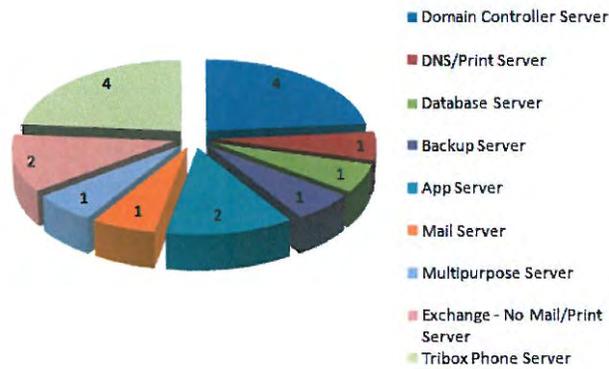
### CHART 1

Please note that the charts include only those assets that are already consolidated and those within the scope of entities to be consolidated.

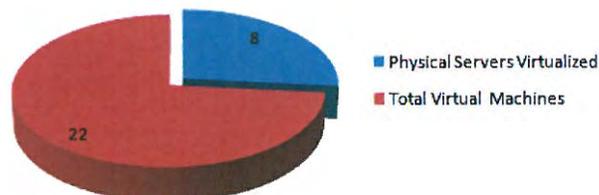
#### Physical Servers (Virtual & Non-Virtual)



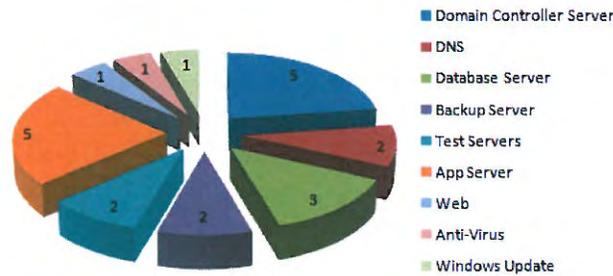
#### Total Non-Virtual Physical Servers & Type



#### Physical Servers Dedicated to Virtual & Virtual Machines



## Total Virtual Machines & Type



The next sections include topics on various IT infrastructure analyses. We reviewed what the IT baseline essentials existed for the combined entities. These essentials included the following:

- A. Virtualization
- B. Email Domains
- C. Anti-Virus
- D. Help Desk
- E. Backup/Recovery
- F. Disaster/Recovery
- G. Database Utilization
- H. Cloud Computing
- I. IT Infrastructure Service Management

In addition, the “Surveying IT Infrastructure and Assets” section discussed previously provided additional information on the NCOESC physical facility and several security related issues.

### *Virtualization*

There are 22 Virtual Machines/Servers established on eight physical servers at the NCOESC (includes embedded City of Tiffin) which meets today’s standards for the maximum usage of each physical server. The virtual servers are virtualized using VMware ESXI software which is the market leader for virtualized software. There are two physical servers where there is only one virtual machine/server and it is assumed that these virtual servers were created in anticipation of additional virtual servers being added later to physical servers. There are eight non-virtualized servers providing

less CPU processing power making it harder to virtualize multiple applications or software. The remaining entities (Seneca County, Village of New Riegel, and Clinton Township) in the study are not utilizing virtualization mainly due to the compartmentalization of different departments and lack of IT support to provide an integrated solution.

As future NCOESC server processing power and storage growth requirements expand, the ongoing implementation of Virtualization practices continue to be necessary. Implementing one or two high powered servers to replace the eight servers not virtualized may be an option for future ROI. Seneca County would not benefit from Virtualization since each server is located in a different department making it more cost prohibitive. The City of Tiffin, for those departments not supported by the NCOESC, could benefit and get ROI from Virtualization solutions if they were able to consolidate their legacy servers to a larger server. However, a consolidation project would be a significant undertaking.

### *Email Domains*

The current email infrastructure of the five entities consists of various flavors of mostly non-enterprise level systems. NCOESC uses OpenText FirstClass mail and has been running that product for a while. FirstClass does provide more interoperability than some mail solutions but does not provide the enterprise level features that Microsoft Exchange provides, for instance. The NCOESC recently tried to migrate to Gmail but abandoned that effort after four days due to various difficulties.

The various email systems for each entity in the study is listed below:

- NCOESC, Tiffin and all affiliated sites use OpenText FirstClass
- Clinton Township uses Gmail cloud email with no interoperability options.
- Seneca County uses a mixture of Internet Service Providers (ISPs) and MS Exchange for calendar only. This provides no interoperability options. Those areas not in the shared services scope use MS Exchange – Prosecutor’s office; Linux based email server – Juvenile/Probate court.
- Village of New Riegel uses no email

### *Anti-Virus*

Although anti-virus is only one of several security requirements within IT domains, it is an important one. Robust anti-virus software prevents most types of viruses, malware, RAM-scraping, trojans, worms, and other malicious software. Regular patch updates reduce vulnerability gaps. The NCO five government entities provide a loose coupling and mixture of security software, protections and data assurance. For example, installs of anti-virus are listed below for the entities in the study:

- ESC uses Sophos endpoint protection
- City of Tiffin uses AVG, Trend Micro or nothing on remaining hardware/workstations
- Clinton Township uses free open source antivirus
- Seneca County uses AVG, MS Security Essentials (freeware), Sophos, and VIPRE
- Village of New Riegel uses some free open source antivirus or nothing on remaining hardware/workstations

### ***Asset Management, License Management and Compliance***

Currently, NCOESC utilizes a custom built inventory tracking application that was created in a FileMaker database. This application and database provides a way to keep track of hardware assets and attributes that are physically located at various sites but all information needs to be manually updated into the tracking system. NCOESC does not have a robust asset management, license management or compliance tracking system.

### ***Help Desk***

Current helpdesk support at the NCOESC uses an internally developed FileMaker Pro application that tracks help desk tickets created by several of the IT support staff. None of the other entities use this system and restricted to only the staff that has access to the application.

### ***Backup/Recovery and Disaster/Recovery***

Common standard practices of backup, restore, records retention and disaster recovery are in place at NCOESC. The NCOESC is currently using Symantec Backup Exec Continuous Protection server version 12 to perform their backups. The Backup Exec Continuous Protection Server (CPS) uses continuous file-based replication combined with periodic snapshots of data to deliver continuous protection. It creates copies of source files from one or more source servers to a backup destination folder on a Continuous Protection Server. Seneca County is also using Symantec's Backup Exec and does a full backup to tape nightly. These tapes are then taken offsite for storage. Each department monitors their own backups and processes.

Based on interviews with Tiffin department heads, each department in Tiffin also appears to have their own process for backup and where they store the backups. We asked several staff, but no one had tested or tried a restore. Both Clinton Twp. and the Village of New Riegel do not perform backups based on our assessment. If they perform something behind the scenes, then the backups would be highly suspect.

For disaster recovery operations, NCOESC transfers real-time data to a group of locations throughout the county. The other agencies either take a tape offsite or ship their tape to the ESC to hold. The delay would be in getting the tapes back on site and hoping that the tapes function. There appears to be no disaster recovery procedure for New Riegel which has only one workstation.

### *Database Utilization*

NCOESC primarily relies on four FileMaker Server databases currently running on versions 6 Standard Server, V8.5 Advanced Server, and V10 Advanced Server. They are planning to be upgraded to version 11 soon with version 12 being the latest version.

The FileMaker suite comes with its own application development tool named FileMaker Pro that interacts with the FileMaker databases. The current FileMaker Pro application clients are running with versions 5.5, 10, and 11. The ability to utilize Rapid Application Development (RAD) provides some short term benefits using FileMaker Pro. There are approximately 250 client licenses that were purchased under the education discount through Filemaker and CDW-G.

Most of the NCOESC employees are users for various types of application functions. The public uses FileMaker Pro web access provisions to view and print government documents and forms which are stored in the FileMaker databases. There also is one SQL Server database used for specific projects (e.g. Moodle and A+ Curriculum).

Seneca County, Clinton County, City of Tiffin and New Riegel did not show any major databases in the inventory listings.

### *Cloud Computing*

The emergence of Cloud Computing within the last five years has come to the attention of businesses and government organizations everywhere. It has become a strategy to offload much of internal IT support to outside resources to provide IT agility through quick technology adaption, cost savings by paying for what you use and focused on end users without the need for specialized IT support. World Wide Web inventor Tim Berners-Lee clarifies, "For geeks," it continues, "cloud computing has been used to mean grid computing, utility computing, Software-as-a-Service (SaaS), Virtualization, Internet-based applications, autonomic computing, peer-to-peer computing and remote processing -- and various combinations of these terms. For non-geeks, cloud computing is simply a platform where individuals and companies use the Internet to access endless hardware, software and data resources for most of their

computing needs and people-to-people interactions, leaving the mess to third-party suppliers.<sup>2</sup>"

Government has been slow in adapting to the Cloud for various reasons but a significant one is due to the fact that there are many disparate and siloed systems and applications that have evolved over the years, many which are non-Web Service or SaaS based. The combined government entities in this study have not attempted any Hosting or Cloud service other than Google mail which did not turn out to be an effective solution.

## **IT Infrastructure Service Management and Operations**

NCOESC is doing the best that they can with utilizing IT staff resources for the IT infrastructure sustainment and services support. Implementing a shared service structure will help with consolidation efforts. However, there are challenges for meeting ongoing IT services as additional support requirements grow with expansion.

Going forward and a long term strategy should include key industry standards and best practice frameworks. Service frameworks such as ITIL help organizations adapt improved practices in order to provide efficient services and cost savings.

### ***Information Technology Infrastructure Library (ITIL)***

Current ITILv3 is the industry best practice standard for Information Technology Service Management (ITSM). ITIL is a process, not a project. Why incorporate and embrace ITIL? By implementing ITIL specific ROI comes from:

- Cost savings from expenditure reductions (examples: vendor management savings, bandwidth management savings, asset management savings)
- Cost avoidance from funds allocated for spending that can be saved (examples: hardware savings based on virtualization, new technologies that produce more than older technologies at a cheaper cost)
- Increased IT productivity and reduced costs (example: increased labor efficiencies)
- Increased business activity resulting from higher quality IT services (example: end-user productivity increases; downtime prevention)

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<sup>2</sup> Mulholland, Andy, Pyke, Jon, Fingar, Peter. "Why is Cloud Computing So Hard To Understand?" <http://searchcloudcomputing.techtarget.com/feature/Why-is-cloud-computing-so-hard-to-understand> (January, 2011).

## The Financials

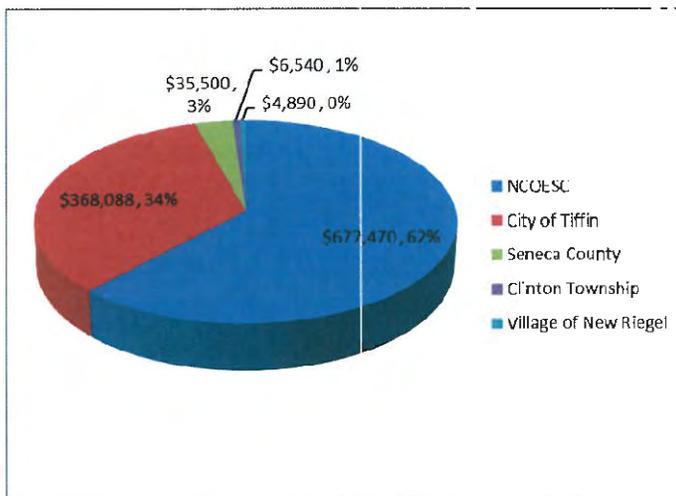
The financial resources assigned to IT of the five government entities are:

| <b>Information Technology Expenditure Projections FY 2012 (from "Roadmap" document)</b> |                   |                   |                  |                  |                       |                     |
|---|-------------------|-------------------|------------------|------------------|-----------------------|---------------------|
|   | NCOESC            | City of Tiffin    | Seneca County    | Clinton Township | Village of New Riegel | Total               |
| Personnel (incl Benefits)   | \$ 408,419        | \$ -              | \$ -             | \$ -             | \$ -                  | \$ 408,419          |
| Operations  | \$ 123,903        | \$ 223,088        | \$ 25,500        | \$ 4,540         | \$ 4,890              | \$ 381,921          |
| Capital Expenditures  | \$ 145,148        | \$ 145,000        | \$ 10,000        | \$ 2,000         | \$ -                  | \$ 302,148          |
| <b>Total</b>  | <b>\$ 677,470</b> | <b>\$ 368,088</b> | <b>\$ 35,500</b> | <b>\$ 6,540</b>  | <b>\$ 4,890</b>       | <b>\$ 1,092,488</b> |

Spreadsheet requests were sent to the larger governments to verify and further examine the financial resources. Not all of the data received was reconcilable with the data shown above. In particular, Seneca County has numerous departments each of which do their own IT spending. Most of them show expenditures greater than that shown in the table above. However, it is not yet clear what parts of Seneca County might choose to be involved in IT resource sharing, so it is not yet possible to determine the summary budget for the county.

Examining the financials further, within the operations line is approximately \$145K in contract expenses. It is unclear whether this is maintenance contracts for vendor support, or contract IT personnel.

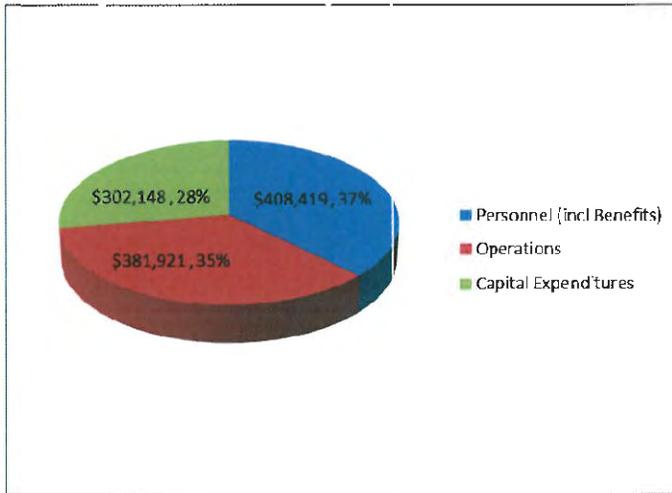
From the personnel section we are aware of numerous part-time IT personnel – none of the expenses for such personnel are reflected in the numbers above.



The largest single budget is NCOESC with 62% of the total. The City of Tiffin provides the second largest contribution at 34%.

The absence of the personnel costs related to part-time personnel, and the use of contractors (which show up in operations cost, not personnel) skews analysis of the percentage

of personnel costs to the total. While it is not necessary to hit any particular "target" in personnel costs, it is more usual to see personnel costs at 40 to 60% of typical IT organizations.



Capital expenditures are those expenditures required to replace, upgrade, or add new equipment. It is usual in a static (non-growing) environment to see capital expense budgets equal to around 15 to 20% of the installed base of IT equipment. Drawing from the data in the IT Asset section of the surveys:

|  | NCOESC |                | City of Tiffin |                | Seneca County |                | Clinton Township |              | Village of New Riegel |              | Total |                  |
|--|--------|----------------|----------------|----------------|---------------|----------------|------------------|--------------|-----------------------|--------------|-------|------------------|
|  | Count  | Value          | Count          | Value          | Count         | Value          | Count            | Value        | Count                 | Value        | Count | Value            |
| Physical Server  | 15     | 60,000         | 12             | 48,000         | 8             | 32,000         | -                | -            | -                     | -            | 35    | 140,000          |
| Desktop / Laptop   | 308    | 462,000        | 105            | 157,500        | 102           | 153,000        | 1                | 1,500        | 2                     | 3,000        | 518   | 777,000          |
| Printer  | 34     | 5,100          | 23             | 3,450          | 32            | 4,800          | -                | -            | 3                     | 450          | 92    | 13,800           |
| Switch   | 1      | 10,000         | 16             | 160,000        | 3             | 30,000         | -                | -            | -                     | -            | 20    | 200,000          |
| Firewall   | -      | -              | -              | -              | 6             | 48,000         | -                | -            | -                     | -            | 6     | 48,000           |
| Phone System   | 1      | 30,000         | -              | -              | -             | -              | -                | -            | -                     | -            | 1     | 30,000           |
| Router   | -      | -              | 2              | 7,000          | -             | -              | -                | -            | -                     | -            | 2     | 7,000            |
| <b>Total</b>   |        | <b>567,100</b> |                | <b>375,950</b> |               | <b>267,800</b> |                  | <b>1,500</b> |                       | <b>3,450</b> |       | <b>1,215,800</b> |
| Approximate Capital Expenditure Budget Requirement for Replacement |        |                |                |                |               |                |                  |              |                       |              |       |                  |
| Replace at 5 years   |        | 113,420        |                | 75,190         |               | 53,560         |                  | 300          |                       | 690          |       | 243,160          |
| Replace at 7 years   |        | 81,014         |                | 53,707         |               | 38,257         |                  | 214          |                       | 493          |       | 173,686          |

We can see that there is approximately 1.2M\$ of installed equipment identified. On a 5 year capital replacement program (not usual) the planned capital replacement budget should be approximately \$243K.

### Summarizing the Financials

We identified no significant savings in consolidating IT software licenses, as there were apparently no significant SW license expenses in the financial actual or planned expenses.

The capital expenses appear a bit high for the identified installed base of equipment.

Personnel cost appears a bit low, but may be attributed to use of contractors, and not including those personnel who are part-time IT.

## **Analysis**

Based on the information found, basic research into current standards, operational experience and readability – we choose to break our analysis into three sections:

1. Organizational Analysis
2. Infrastructure Analysis
3. Services Assessment

### **Organizational Analysis**

#### **The Impact of IT on Innovation**

In installing an Information Technology head as the leadership of the consolidated IT personnel, the organization immediately gains an advocate for IT issues, and a central manager of IT personnel. Additionally, the development of IT strategy and direction is one of the main roles of the position.

However, the chief impact of an information technology led organization lies in the pro-active engagement of the people within IT in the business improvements of the organizations they are serving. In order to accomplish this, there is a subtle, but real shift from “support” to “analyze and improve” on behalf of at least those people who interface with the departments – the application support personnel.

Without this shift, the leader (and the organization) is missing key visibility, input, and understanding of the issues facing the departments. This position becomes limited to a provider of services as requested with more requests than resources can satisfy.

The support of senior management and the successful transition from “support” to “improve” are key behavioral factors in determining the success of even the best candidate for the position.

### **Infrastructure Analysis**

This section includes the analysis and recommendations for the topics discussed in the Surveying Assets and Findings section above. These recommendations are based upon today’s industry standards and best practices which include several references to key articles. These recommendations are presented to provide a roadmap to implement enterprise level solutions which in turn provide service level efficiencies, economies of scale and produce cost savings in the long run.

## *Virtualization Recommendations*

In today's computing environment, the strategic direction to virtualize as many servers as possible is critical. Server power is evolving rapidly with increased processing power, more cores, and more memory and disk space available. IT asset and processing cost efficiencies for server and storage are tremendous. An Intel study on Virtualization showed that their virtualization configuration tests delivered increased performance while achieving a 5:1 consolidation ratio compared to the current physical production configuration, demonstrating the potential to reduce server total cost of ownership (TCO)<sup>3</sup>.

## *Anti-Virus Consolidation Recommendation*

Centralized anti-virus management with formal antivirus management practices meets optimal security requirements on workstations, laptops, and servers. The NCOESC would provide the centralized anti-virus management for all entities under the shared services support model. Sophos, currently implemented at the ESC, while maybe not the premier anti-virus solution, is certainly an enterprise level endpoint protection and security product. According to the TopTenREVIEWS website the Sophos virus scanning kernel is 100 percent Virus Bulletin certified, as well as West Coast Labs checkmark certified and ICSA labs certified. **Sophos** is a good corporate security solution, combining virus, spyware and adware protection. The management is simple and the virus kernel is effective<sup>4</sup>.

Centralizing the anti-virus management includes the following advantages:

1. Improved control of critical updates for the smaller entities
2. Reduced maintenance since one organization will provide services
3. Improved security for the smaller entities
4. Standardization of software and the reduction of multi-vendor, multi-agent platforms
5. Simplified purchasing and licensing advantages
6. Alignment with organizational objectives

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<sup>3</sup> "Virtualizing Mission-Critical Applications." IT Intel Whitepaper - IT Best Practices Cloud Computing. January 2011.

<sup>4</sup> TopTenREVIEWS, <http://anti-virus-software-review.toptenreviews.com/small-business-antivirus/sophos-anti-virus-small-business-edition-2.5-review.html>

### ***Asset Management, License Management and Compliance Recommendation***

A multi-purpose software tool that provides asset/license/compliance tracking would automate the asset auditing, license tracking and compliance of IT inventory for hardware and software. The value this solution brings is multifold as pointed out with the items listed below:

1. Software intrusion risk mitigation
2. Regulatory conformance
3. Streamlined asset management and the elimination of manual inventories
4. Governance for commercial license agreements
5. Penalty avoidance from unlicensed software and vendor audits
6. Identifying the location of little-used systems that could be eliminated or consolidated yielding future savings expenditures and unexpected dividends

In addition to the above, Asset Management reduces help desk calls. “Gartner Research estimates that up to 50% of time spent on a help desk call is associated with trying to determine the configuration of the user’s PC. This occurs when help desk staff don’t have immediate access to this information and are required to lead callers through a series of steps to obtain it.”<sup>5</sup>

An example of one option which happens to be a Cloud solution is Microsoft Windows Intune. Windows Intune enables the centralization of workstation management through a single web based console. The current release builds on the all-in-one solution that brings together cloud services and an upgrade subscription for the Windows 7 Enterprise operating system to help customers simplify asset management and security.

### ***Backup/Recovery and Disaster/Recovery Recommendations***

Under the shared service agreement, backups for all entities would reside under NCOESC shared facility support. This would reduce risk for the smaller entities that have little or inadequate backup services and provide common infrastructure components and practices.

Once combined, a backup audit should be performed to eliminate any gaps or holes that there might be due to integration, system, database, network or other

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<sup>5</sup> Express Metrix. “Quantifying ROI: Building the Business Case for IT and Software Asset Management”. [http://www.expressmetrix.com/pdf/ROI\\_6.pdf](http://www.expressmetrix.com/pdf/ROI_6.pdf)

environment modifications. Backups are currently not being tested most likely due to the fact that the IT staff does not have the bandwidth to perform backup/recovery testing. This enables a potential vulnerability when a production level restore is needed due to an outage, corruption, or other causes. The testing of backup and recovery scenarios helps to meet risk management initiatives and provides the IT staff with less anxiety should a need arise to perform a point-in-time recovery. Many recovery attempts have failed due to lack of adequate planning and testing.

Disaster recovery (DR) operations are somewhat suspect. A DR effort when needed for recovery is usually very complicated. Large sites provide sophisticated DR planning and testing. This may be difficult for the Shared Services due to staff bandwidth, funding, and other reasons.

More secure options might include utilizing vendors such as Iron Mountain, Barracuda Networks and others who provide offsite storage and secure protection which would alleviate any doubt on media reliability. In addition, there are new technology solutions that include Cloud based backup services where you can outsource your backups to cloud based service centers. Your backups are auto replicated to the cloud centers which offloads many of IT staff's on-premise backup responsibilities.

### ***Database Recommendations***

FileMaker databases are ranked somewhere between a lower end database such as Microsoft Access and the high end enterprise databases such as SQL Server and Oracle. The web applications along with other applications integrated into Filemaker appear to function well and it is fairly easy to create simple applications to access the FileMaker Server backend database. However, this is mainly true for the technical staff that has familiarity and past experience with Filemaker. FileMaker solutions like MS Access do not provide enterprise driven architectural design and efficiencies, open and integrated characteristics, fault tolerance capabilities, best-in-class reliability, high volume transaction speeds, mission-critical depth, scalability, and emerging technologies features.

The database landscape for future growth and expansion should consider the migration to SQL Server enterprise level. This would fall in line with the State of Ohio IT direction. The State has mandated a roadmap to enterprise solutions. *Increase use of enterprise applications/solutions – expanding the use of enterprise applications/solutions will facilitate integrating disparate data sources.*<sup>6</sup> SQL Server Integration Services (SSIS) and SQL Server Reporting Services (SSRS) would provide a holistic approach to meet ongoing data integration, reporting, and information management requirements. This SQL Server and Microsoft Application Platform path

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<sup>6</sup> Ohio Dept. of Administrative Services Office of Information Technology (OIT) 2011. Accomplishments, page 1. <http://das.ohio.gov/LinkClick.aspx?fileticket=Ki7AWcd1qgl%3d&tabid=79>

would also work well with integration into Microsoft SharePoint Server. There are conversion tools available such as FmPro Migrator from Dotcom Solutions that help significantly with migrations from FileMaker to SQL Server.

### ***Cloud Computing Recommendations***

Cloud solutions for the NCO Shared Service environment to be established from this study are not feasible at this time except for a few specific areas such as for backup/recovery, disaster/recovery and asset management. However, there may be certain new elements or applications in the future that the shared service environment may be able to migrate to. For instance, if a specific commercial off-the-shelf (COTS) application was installed at the NCOESC and a Cloud option became available, then a path to migrate to the Cloud version would be available. The key elements for a Cloud solution that any organization must look at are: (1) Must be Application driven (SaaS), (2) Employ a Web Services model, (3) Be willing to outsource hardware, storage and IT services. Cost savings from the Cloud model come from offloading the hardware requirements plus IT service support and operations cost from an on premise solution. "Enterprises can realize 20-40% op-ex savings when switching to a cloud computing strategy (largely from fewer IT staff) and it virtually eliminates capital spending<sup>7</sup>."

The NCO Shared Services organization would benefit with aligning a long term strategy and viability of moving some IT services and applications to Cloud offerings.

### **Services Analysis**

#### ***Email Domains Recommendation for Consolidation***

The smaller government entities are siloed and will gain immediate benefit of basic IT services and interoperability (email, calendar, files transfer, internet access, basic collaboration, and presence) when shared services are implemented. The consolidation of Mail to a central location, which is the North Central Ohio Education Service Center (NCOESC), along with the shared service support would provide cost reduction and support benefits. In addition, moving forward strategically would include the migration all mail to Exchange 2010 integrated with the proper Active Directory infrastructure. While not a trivial migration effort, the long term benefits outweigh the short term project requirements. Exchange provides an enterprise class solution, reliability, scalability, risk control, and integration to other Microsoft products such as SharePoint. The critical ability to archive email would also be greatly enhanced in Exchange 2010.

Cost savings would include the reduction of software licensing needs, ongoing software maintenance fees, bulk purchasing discounts, the reduction of hardware

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<sup>7</sup> Oppenheimer – Equity Research Industry Update. "Cloud Services White Paper: Adoption is Accelerating", page 10. (September 20, 2011)

requirements, reduction of ISP costs and the reduction of technical labor support needed for the entities absorbed within the shared services. Forrester Consulting created a report based on nine existing Exchange customers with key findings on ROI and Cost Avoidance. The ROI for the composite customers was a payback period of less than six months after deployment<sup>8</sup>. The State of Ohio has standardized on Exchange and in 2011 migrated from Exchange 2007 to Exchange 2010<sup>9</sup>.

Exchange would also provision for continued separation of email domains for each entity organizational requirements. This is achieved in Exchange 2010 by:

1. Creating a new authoritative domain. This will define the second SMTP namespace that the organization will accept email for.
2. Create a new email address policy with a recipient filter. This will stamp the recipients with the email address that will need to be configured and will apply the second namespace to a subset of recipients in the domain.

In 2007, the research firm, Hansa-GCR was engaged by Microsoft to perform quantitative research based on 162 organizations concerning specific core infrastructure best practices and IT operations. Cost savings compared IT labor costs per server and per year for organizations that had adopted best practices for various server infrastructure workloads. In this case the infrastructure comparison was for best practices that MS Exchange 2010 email server architecture provides inherently. Cost savings are listed below<sup>10</sup>:

- Email server virtualization: Approximately \$16000 per year.
- Automated deployment process: Approximately \$9000 per year.
- Email server automatic feedback and reporting: Approximately \$7000 per year.
- Email system maintenance: Approximately \$4000 per year.
- Threshold of Advanced Parameters: Approximately \$3000 per year.
- Load balancing within service/cluster: Approximately \$4000 per year.

OpenText FirstClass has some reliability and vulnerability issues. For example, NCOESC had a user email corruption issue within the last year. This occurred in the master file which kept track of the individual email files. Since the corruption in the master file occurred, the mirror copy was also corrupted. After calling OpenText support, there was no easy remedy due to the distributed architecture of the many email files created. All historical email for that user was lost. FirstClass backups are problematic in

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<sup>8</sup> Diddee, Amit. "The Total Economic Impact of Microsoft Exchange 2010." Forrester Consulting. November 2009.

<sup>9</sup> Ohio Dept. of Administrative Services Office of Information Technology (OIT) 2011 Accomplishments, page 5. <http://das.ohio.gov/LinkClick.aspx?fileticket=Ki7AWcD1qgI%3d&tabid=79>

<sup>10</sup> Hansa-GCR Research. Abstract: Server Infrastructure Optimization – Best Practices to Reduce IT Operational Costs. January 2009.

that there is no way to see into the information store to back up the mailboxes. Many of the high-end backup tools such as BackupExec, which is being utilized at the NCOESC, do not provide support for FirstClass mail. Also, email archiving is not viable since there is no built-in support for the archiving of email.

### *Help Desk Recommendations*

Implement a robust help desk product, with problem reporting tools, and procedures, trouble ticket tracking, incident management and resolution. Support the help desk with personnel who can utilize phone support, remote management of computers, and dispatch able resources to resolve problems. With the proper software tool support, the help desk ensures that the same processes are being used regardless of the location. Enterprise level help desk products include BMC Remedy Help Desk and AutoTask Help Desk products.

## Key Findings

The key findings are presented in three parts:

1. The five entities' organizational assessments as related to IT – the entities' current IT organization, structure, processes and methodologies, leadership, and planning.
2. IT infrastructure assessment – the physical facilities, capacity, and ability to handle current and predicted future workloads.
3. IT Services assessment – the services currently provided, service levels, and projected service level requirements in a shared services scenario.

Recommendations are drawn from the findings and current standards of practices and procedures for IT.

Key findings:

1. Organization
  - a. The five government entities' IT organizations are different in significant ways. NCOESC has a formal IT department, personnel, facilities, and budget. The City of Tiffin has IT personnel embedded within functional departments of the city such as the Finance Department, Tax Department and Fire Department. Some IT functions of the City are currently being supported by the IT department within the NCOESC. Seneca County similarly has department-level IT with some percentage of individual worker's time being spent on IT related functions while those personnel are also performing the functions of their departments. The County supports these people and departments with the help of outside contractors where necessary. Major departments within the County are not under consideration for IT resource sharing including the Seneca County Courts, the Sheriff's Department and Job and Family Services. Clinton Township and the Village of New Riegel uses State of Ohio provided payroll services and purchase other services such as computer provisioning, internet services and email from commercial providers. The formal IT Departments of the five government entities involved are thus only the IT department of the NCOESC.
  - b. Consolidating or sharing IT resources among the five parties involved is less a merging of existing IT personnel, budgets, facilities and services and more utilizing the resources that exist to begin building both common basic capabilities such as email, back-up and disaster recovery and security; and application specific capabilities required by the five

entities on a budget sustainable, service-oriented, and technology leveraging path.

- c. IT planning, IT processes, IT tools, and IT leadership to support these five entities are necessary, and are unlikely to be developed within any one of the entities – economies of scale make it prohibitively expensive for any one entity to dedicate the resource necessary for planning, developing and executing process-driven services, purchase and support enterprise level tools or attract and develop IT leadership.
- d. The costs to the individual entities if they do not implement planning, processes, tools and leadership is, in both the long run, and short term – unsustainable. The cost takes several forms – absence of basic services, absence of security, absence of records retention, absence of disaster recovery, lack of leverage of IT related purchases, inefficient business processes, higher failure rates and recovery times, lower levels of expertise on systems and applications, increased difficulties in hiring and retaining qualified expertise, and expensive forays into technology dead-ends. The services levels provided to end-users are lower and more expensive than would otherwise be possible through having access to standards, practices, tools and IT leadership.
- e. If the five entities choose to pool some resources, to share in expenses, to leverage larger purchasing powers and common infrastructure and systems they gain some immediate increase in levels of service, in lowering expenses, and common guidance in IT decision making, than if they were to each individually purchase and manage those services.
- f. The combined IT related resources of the five currently involved entities are insufficient to quickly implement an IT organization with high-level leadership, with common systems, with enterprise-level tools, with current standards in processes and with fully developed IT strategies, plans and budgets.
- g. If the five currently involved entities are successful in implementing shared IT resources, growth of the successful sharing to include other entities may provide an intelligent path to increase resources and increase the adoption rate of common systems, tools, processes, and leadership. Such growth would be longer term (three to five years) but should not be allowed to take longer as the requirement to lower costs and increase service will continue through the period of transition.

## 2. IT Infrastructure

- a. The IT infrastructure of the five entities is concentrated in a central facility for NCOESC and the withheld organizations of Seneca County Courts, JFS and County Engineers. The remainder of the IT infrastructure is servers, network and PCs co-located within the various departments of the City of Tiffin, County departments, Clinton Township and Village of New Riegel.
- b. The physical facility at NCOESC appears to have sufficient space (in the room and within existing server racks) to hold most, if not all, of the systems that can be moved from current locations (The Clinton Township server, various departmental servers within Seneca County not withheld, and various City of Tiffin departmental servers not withheld) if such transfers utilize (new) virtual servers added to the existing racks. Networking bandwidth to NCOESC currently installed and planned should be sufficient for such work that might be transferred to a shared resource located at NCOESC but upgrading TWC bandwidth should be a priority or if possible migrating to AT&T fiber. Physical security at NCOESC requires some level of upgrade to accommodate security requirements of the shared facility.
- c. Common basic practices of backup, restore, records retention and disaster recovery are in place at NCOESC, but would need to be repositioned and upgraded as common infrastructure components and practices for the shared facility.
- d. Those systems withheld from shared systems agreements would remain located and managed by their current owner / operators. Such systems may still benefit from common purchasing agreements for their replacement and upgrade cycles.
- e. Systems that need to remain located in the departments where they are currently located can still be a part of the resource sharing arrangement. Such systems would benefit from assistance through remote systems management, backup and restore capabilities, disaster recovery planning and tools, capital planning, help desk support and be a part of technology planning and acquisition activities.

### 3. IT Services

- a. Excepting purchased systems such as Internet Service agreements or purchased applications – most of the services provided by IT within the five entities are in the form of “running applications” not as defined services. Service agreements, standards and levels of availability (uptime) need to be defined and utilized as the basis of agreements

between each of the entities and the sharing organization. Service Level Agreements (SLAs) become the basis of exchange for the entities participating in the sharing arrangement.

- b. Common building blocks enable efficiencies of operation and acquisition. Enterprise level systems for email, internet services, file exchange, security software and practices; backup and restore capabilities and disaster recovery are required and are a part of the basic SLA for the participating members.
- c. Application services include provisioning and operating higher level applications perhaps specific to individual departments within the City, County or any of the entities. Such applications require both the hardware, software, and networking required; but also operations and support expertise to assist end-users in using the application(s). Personnel who are experts in the operations of the systems supporting a given business area are required to be able to effectively provide application level services.
- d. Procedures and tools for end users to communicate problems with the system (or their understanding and operation of the system) are required to: report and resolve problems; track recurring problem areas; develop pro-active resolution of recurring problems such as changes to the system or end-user training; provide metrics and measurements on the effectiveness of a given service.

## Key Recommendations

1. Implement shared service agreements among the five entities: NCOESC, City of Tiffin, Seneca County, Clinton Township and Village of New Riegel.
2. Name or create a governing body or Board to set and manage policy, solicit and enter service agreements among the current five entities and additional entities as determined by the Board.
3. NCOESC will name a Director of Shared IT who will be responsible for:
  - a. Development of IT Strategy
  - b. Development and adoption of IT Standards and Processes
  - c. Selection and Implementation of tools in support of IT Processes
  - d. Development and management of IT financial requirements and budget
  - e. Acquisition policies and practices leveraging purchasing power of all participating entities and setting standards for maintenance and support agreements with vendors that are compliant with service level agreements and help desk support
  - f. Management of personnel within the shared services organization and those IT personnel (part-time or full time) who are dotted-line also reporting to their department of entity organizations
4. The NCOESC will employ those personnel, provide the physical facility and manage operations of shared IT resources per the direction and policies set by the governing Board, compensated by funds gained through the shared service agreements entered into by the Board.
5. Organize IT personnel: those that are part-time IT with other functions remain where they are but are trained and made a part of the shared resource agreements; those that are full-time IT, but are to remain within their existing organizations, and those who are dedicated to building, operating and supporting the shared resources.
6. Create an organization structure with defined roles and responsibilities:
  - a. Contracts, Purchasing, Standardization of Maintenance and Support Contracts
  - b. Planning, Strategy, Selection and Development of Standards and Processes, Selection of Tools necessary to support the processes
  - c. Infrastructure Operations, Management, and Support
  - d. Applications Operations, Management, and Support
  - e. Project Management, Implementation, and Development Resources
7. Implement common, enterprise level email compliant with record retention, archival and legal standards. Microsoft Exchange is one such email server

package – Yahoo, Google, First-Class and others currently being used are insufficient.

8. Implement with tools and processes: backup and restore capabilities, security software distribution and management, disaster recovery, and firewall protection.
9. Implement a help desk function, with problem reporting tools and procedures, trouble ticket tracking and resolution. Support the help desk with personnel who can utilize phone support, remote management of computers, and dispatch able resources to resolve problems.
10. Develop personnel expertise in application areas to be supported by the shared resources agreements. These personnel to provide application level support for the help desk, and to proactively engage in the end-user groups utilizing the supported system(s) in their most effective use. These personnel may engage in end-user training on the application system, in participating in requirements planning for new or replacement systems, or in advising end-user decision makers in more effective use of the systems.
11. Develop or package service offerings including, but not limited to:
  - a. Standardized purchasing
  - b. Basic end-user PC/Workstation package including standardized hardware, software, virus protection, back-up/restore capabilities, and connection options
  - c. Basic email, web server and file server bundle. Includes domain name, email addresses, and secure storage and managed access for small government entities, departments within larger entities, or larger entities
  - d. Application level service offerings

## Discussion of Recommendations

The recommendation to engage in IT sharing agreements and the need for governance requires little expansion. However, the recommendations dealing with naming of a Director and organizing personnel can be expanded.

In order to develop deeper skill sets, to assign areas of responsibility, and to manage to expectations: personnel should be assigned specific roles. The proposed organization chart is representative of typical IT division of labor, and sets forth specific assigned roles and responsibilities.

The number of boxes in each department is not the count of personnel to be assigned to the shared IT resources group.

## Proposed Organization Structure

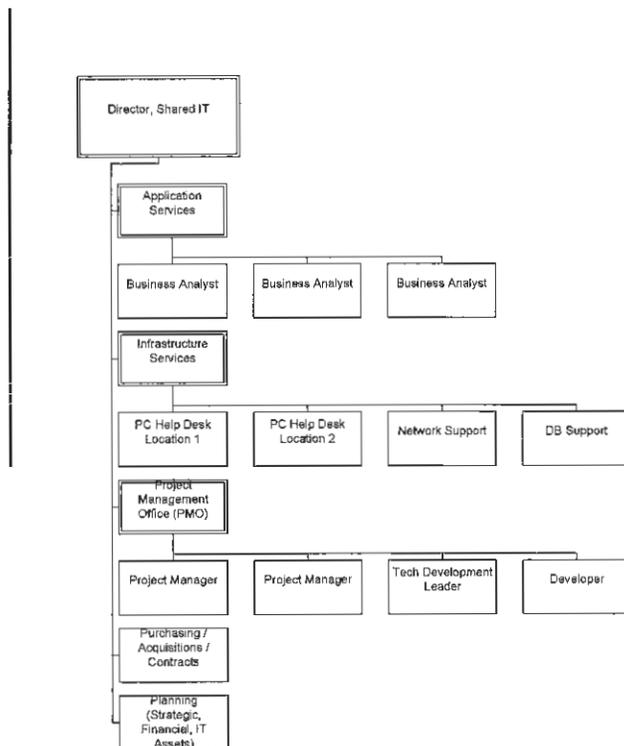


Figure 5 - Proposed Organization Chart

## Roles and Responsibilities

Functional responsibilities are in summary: leadership, planning, purchasing, keeping the infrastructure running, supporting users, and implementing new customers, systems and programs.

These functions are divided:

- Project Management office handles projects: tasks that have a defined beginning and ending, such as implementing a new system, bringing up a new customer, etc.
- Support is a major part of normal operations: users reporting a bug or needing explanation of how something works typically begins through a call to a help desk and is then handled immediately or routed to an appropriate specialist: networking, application, or other. Both infrastructure and application personnel are responsible for support.
- Day to day operations – monitoring the state of systems, verifying systems remain within capacity and nominal operating parameters, scheduling routine task – are all a part of infrastructure management.
- Application support personnel are experts in the business use of an application or applications. They understand the business function being done and the use of the application(s) that aid in that function. They frequently become advocates of more efficient processes through the use of the application(s).
- Planning includes asset management, IT strategy, technology forecasting, and financial budgeting.
- Purchasing is responsible for implementing standardized agreements, and directing purchases to the technologies as set forth by planning.

## Gap Analysis

Based on the interviews of the directors, IT personnel, examination of the finances and IT Assets, this study has identified and listed findings and made recommendations. From these, we can identify the gaps between current state and the recommended (desired) state. The GAP analysis helps assure that the original issues have each been addressed and that the recommendations each induce some part of the desired state. It is both a reason check, and a checklist.

| <b>Gap Analysis</b>  |  |   |
|--|--|---|
| <b>Current Situation</b>   | <b>Desired</b>   | <b>Recommendations</b>  |
| 1. The five government entities' IT organizations are different in significant ways resulting in inconsistent hardware, software and processes.  | Standardized systems and processes with improved speed and reliability.  | 1. Shared service agreements; 3. Director of Shared IT.   |
| 2. Because there are limited IT resources within the organizations except in NCOESC, consolidating existing resources into a common organization is not feasible.  | Building common basic capabilities as well as application specific capabilities across the five government entities.                               | 1. Shared service agreements; 4. NCOESC will employ the personnel, provide the physical facility and manage operations of shared IT resources; 3.b. Development and adoption of IT Standards and Processes.                             |
| 3. Economies of scale make it prohibitively expensive for any one entity to dedicate the resource necessary for planning, developing and executing the needed services.  | A common process for all five entities to achieve common IT processes and savings  | 3. Name a Director of Shared IT. 5. Organize IT personnel.  |
| 4. The costs to the individual entities if they do not implement planning, processes, tools and leadership is, in both the long run, and short term – unsustainable.   | IT focus sufficient to achieve highly proficient depth of knowledge and service  | 3.a. Development of IT Strategy; b. Development and adoption of IT Standards and Processes.   |
| 5. The main IT infrastructure of the five entities is concentrated in NCOESC and the withheld organizations. The physical facility at NCOESC appears to have sufficient space to hold most, if not all of the systems that can be moved from current locations.  | Consolidate infrastructure management and support where possible.  | 4. The NCOESC will provide the physical facility and manage operations of shared IT resources.  |
| 6. There is inconsistent application of processes and tools for processes such as trouble ticketing, problem resolution, end-to-end controls, prevention procedures and repeatable processes.  | Improved problem resolution, more issues resolved before occurring, performing efficiently   | 8. Implement a Help Desk function with supporting processes.  |
| 7. Some personnel and systems need to remain located in the departments where they are currently.  | Ability to benefit from common purchasing agreements and IT practices and procedures.  | 3. Those that are part-time IT with other functions remain where they are but are made part of the shared resource agreements; 5.e. Acquisition policies and practices leveraging purchasing power of all entities.                     |
| 8. There is an absence of coordinated IT Strategy and IT planning, resulting in continued use of older technologies, and insufficient and late adoption of newer, lower cost, best-of-breed and more effective technologies.   | Avoiding traps in older systems, applications, technologies while getting benefits of appropriate, perhaps newer technologies in a timely fashion. | 2. Governing Board to set and manage policy, solicit and enter into service agreements; 3.a. Development of IT Strategy.  |
| 9. Application services include provisioning and operating higher level applications perhaps specific to individual departments within the City, County or any of the entities. Such applications require both the hardware, software, and networking required; but also operations and support expertise to assist end-users in using the application(s). | Common hardware, software and practices to enable reliable and less costly operations.   | 11. Develop or package service offerings including, but not limited to: a. Standardized purchasing b. Basic end-user PC/Workstation package. c. Basic email, web server and file server bundle. d. Application level service offerings. |
| 10. Procedures and tools for end users to communicate problems with the system (or their understanding and operation of the system) are required.  | Common methods to report, track and resolve problems.  | 9. Implement a help desk function, with problem reporting tools and procedures, trouble ticket tracking and resolution.   |

Figure 6 - GAP Analysis

## Implementation

It is expected that this report informs decisions regarding if and how a shared IT resources plan could go forward.

It is expected that the recommendations included in this report will be examined in detail, and modified, enhanced, or even discarded in the building of a plan suitable for NCOR and its constituent members.

This section on implementation would be modified as well in such an examination, but it is set forth to provide a possible sequence that may prove a useful template.

The first issues are those of defining and understanding the nature of the multiple possible sharing agreements that would need to be offered. Given that the needs of the member sharing organizations are different, several service level offerings would need to be at least roughly defined such that each party of the resource sharing agreement understands what they are getting from the arrangement, and a ballpark figure of resources that would need to be committed to make those offerings available.

After such offerings are defined and accepted by the parties, agreements and governance issues need to be addressed.

From there, formal planning of budgets, personnel, systems and implementation of the services defined and accepted.

Implementing the services would follow and given that resources are limited, would be prioritized based on the maximum offering to members with the funds available.

This would likely take the form of phased implementation as funds are obtained or accrue from ongoing operations. If grants or other sources of funds are available to accelerate implementation the process would begin with repurposing existing equipment to implement the basic services: a shared acquisition program, basic workstation package, and basic email/web services packages provide the fastest benefits to the largest number of members. It can be expected that operating cost savings begin accruing when such services are available.

Additional service programs can be built as funds and capacity to develop and implement them allow. A suggested priority would be asset / inventory management; help desk support and problem tracking; then the application services in order of least expensive and most served proceeding to the more expensive / fewer served.

Each service offering will have demands on personnel, and while such demand are at least partially offset by some personnel ceasing work on the retired system in favor of the new system offerings – there will be a pace of change dictated by the amount of personnel that can be made available to the shared resource team.

Sequenced IT project priorities:

1. The physical facility – improve physical security; organize racks and networking equipment
2. Levels of hardware based firewall security (buy the firewalls, redo the cabling and networking within the facility)
  - a. Outside the firewall for web and email services
  - b. Inside first level of firewall for application systems
  - c. Inside a second level of firewall for databases, domain controllers, etc.
3. Add hardware servers (in the existing racks), and make them hosts for virtual servers ready to receive:
  - a. Move City of Tiffin systems to facility (those ready but not yet moved)
  - b. Build (virtual) email and web servers as foundational offering of email, web service offerings. (SW licenses, build services)
  - c. One (virtual) server for managing backup / restore services for all entities. (SW licenses, build services)
  - d. One (virtual) server for monitoring and managing software on connected PCs (version updates, antivirus, etc.) (SW licenses, build services)
  - e. Asset management / maintenance management system (80k software, installation, and getting initial inventory into system)
  - f. Help desk / trouble ticketing and tracking system
4. Improve network capacity with phased implementation of fiber between main service points and to main data center (NCOESC). Recommend dedicated fiber into NCOESC (either leased or purchased), expanding to main service points (City of Tiffin, Seneca County facilities) as traffic demands dictate.
5. Develop Service Level Agreements for multiple services
  - a. HW, SW leveraged acquisitions program
  - b. End-user PC standards and connectivity package
  - c. Enterprise level email, web, files sharing complete with unique domain name for each participant (i.e. village of New Riegel, etc.)
  - d. Charter school package
6. Program to get off of FileMaker pro
  - a. At least SQL based DB with a Visual Studio based development environment to halt new developments on inadequate technology
  - b. Conversion tools to convert at least some of the Filemaker applications to the new environment
  - c. Select and priorities existing applications, maybe a project to move one or two of them in each round of funds.

7. Develop organization structure and practices – forming governance, training on new tools, process and standards development, management recruiting.

## Summary

Sharing IT Resources provides a means for these five, and additional participants, to achieve quality levels of service that they cannot achieve at lower costs.

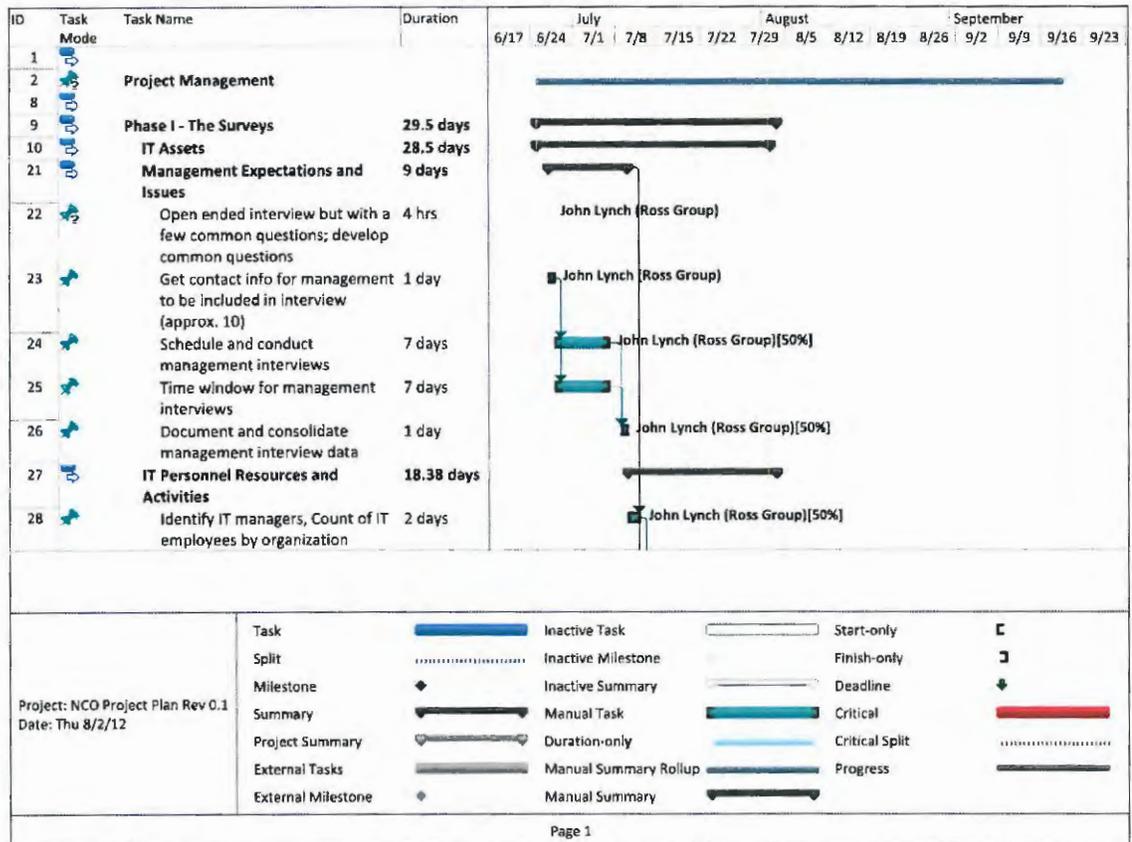
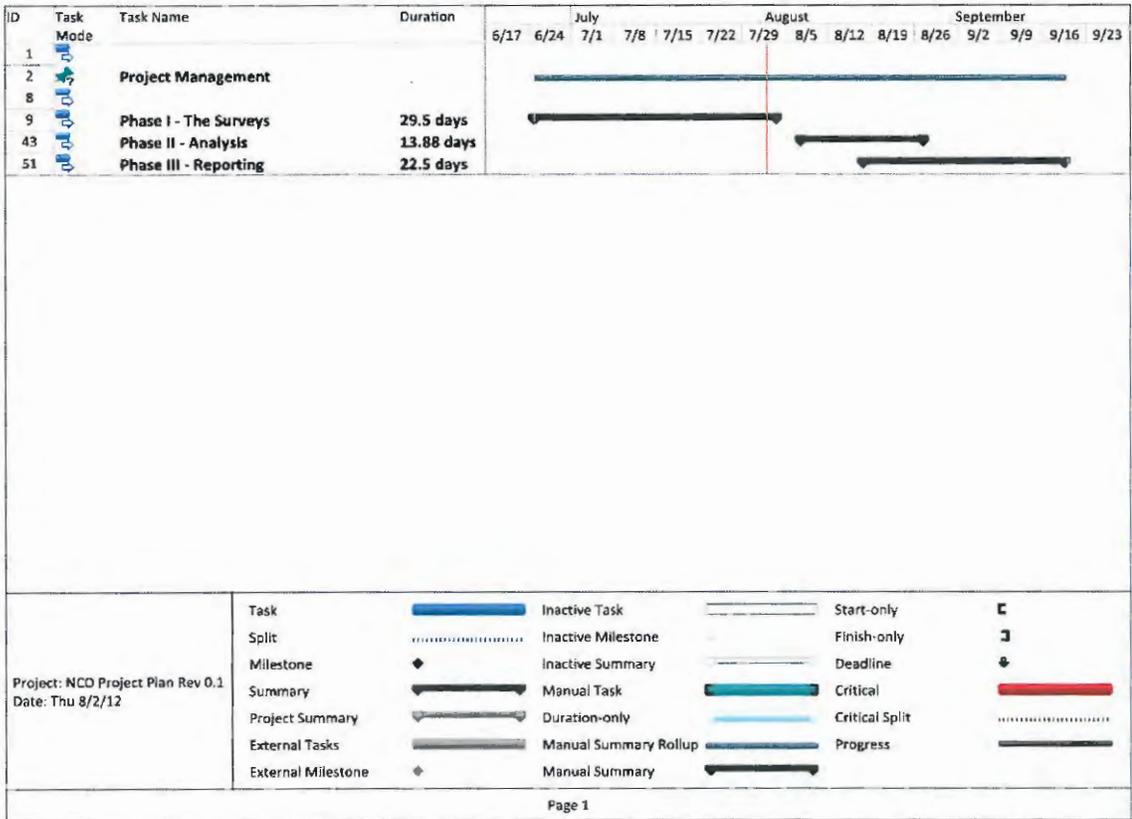
It is our belief that this report provides data and analysis that will help inform the decisions necessary to reach the necessary agreements, plan and provide the services, and organize staff and governance in a manner that will grow as the needs grow.

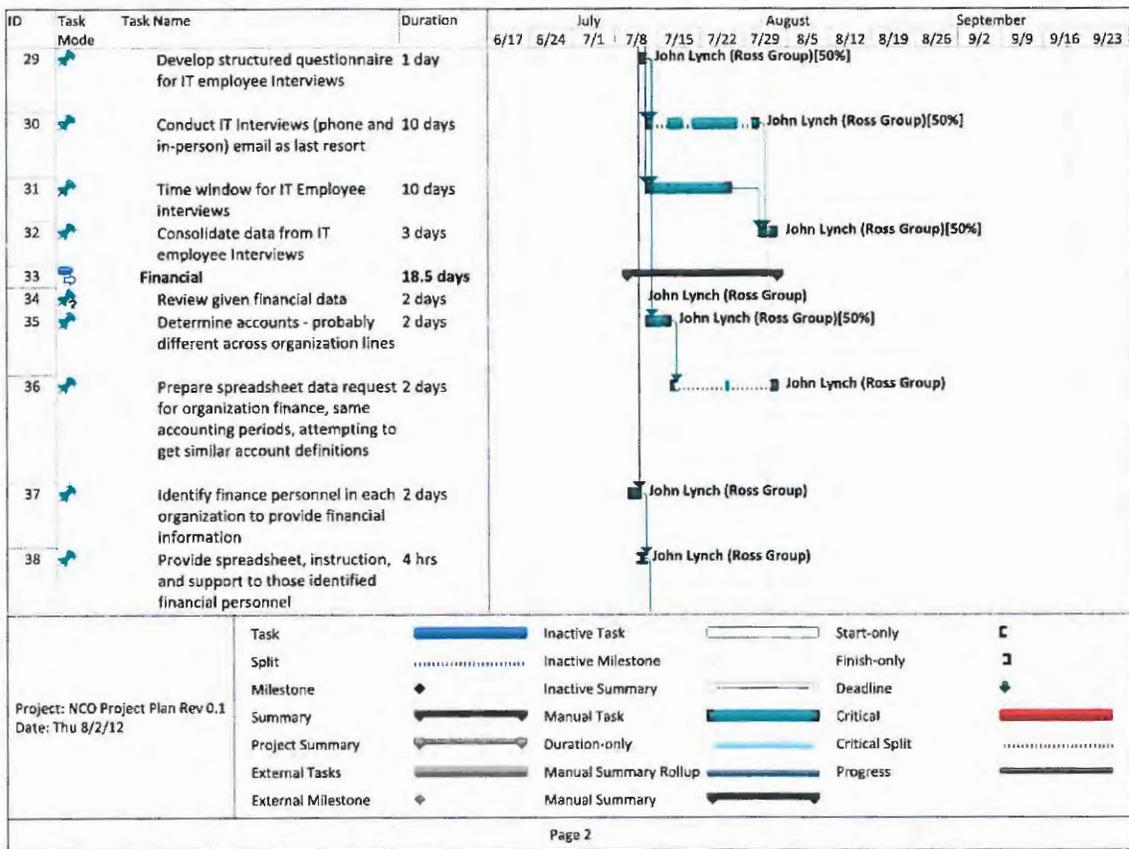
## **List of Appendices**

1. List of IT Employees
2. Project Plan

## "IT Interviewees"

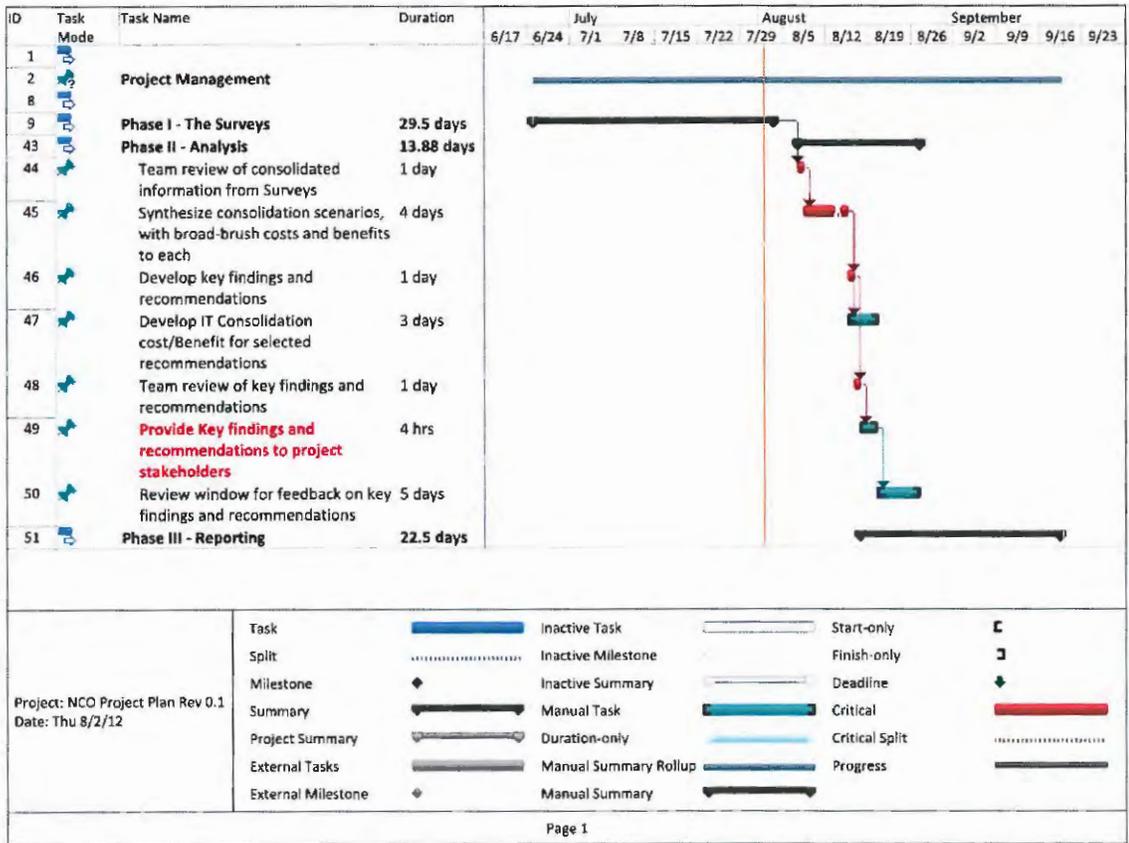
- City of Tiffin
  - Director of Finance, Gwynn Reinhart
  - Tax Commissioner, Linda Neeley
  - Fire Department Secretary, Linda Hoerig
  - Police, Lt. Aaron Russell
  - Clerk of Municipal Court, Victoria Comer
- NCOESC
  - Director of Technology and Professional Development, Kathy Mohr
  - Network Specialist/Coordinator, Brian Rupp
  - Network Technologist, Aaron Morgan
  - Network Technologist, Jake Molyet (Note: did not interview)
  - Summer Intern (Note: did not interview)
- Seneca County
  - Tim Constantine
  - Cindy Sendelback (Note: did not interview)



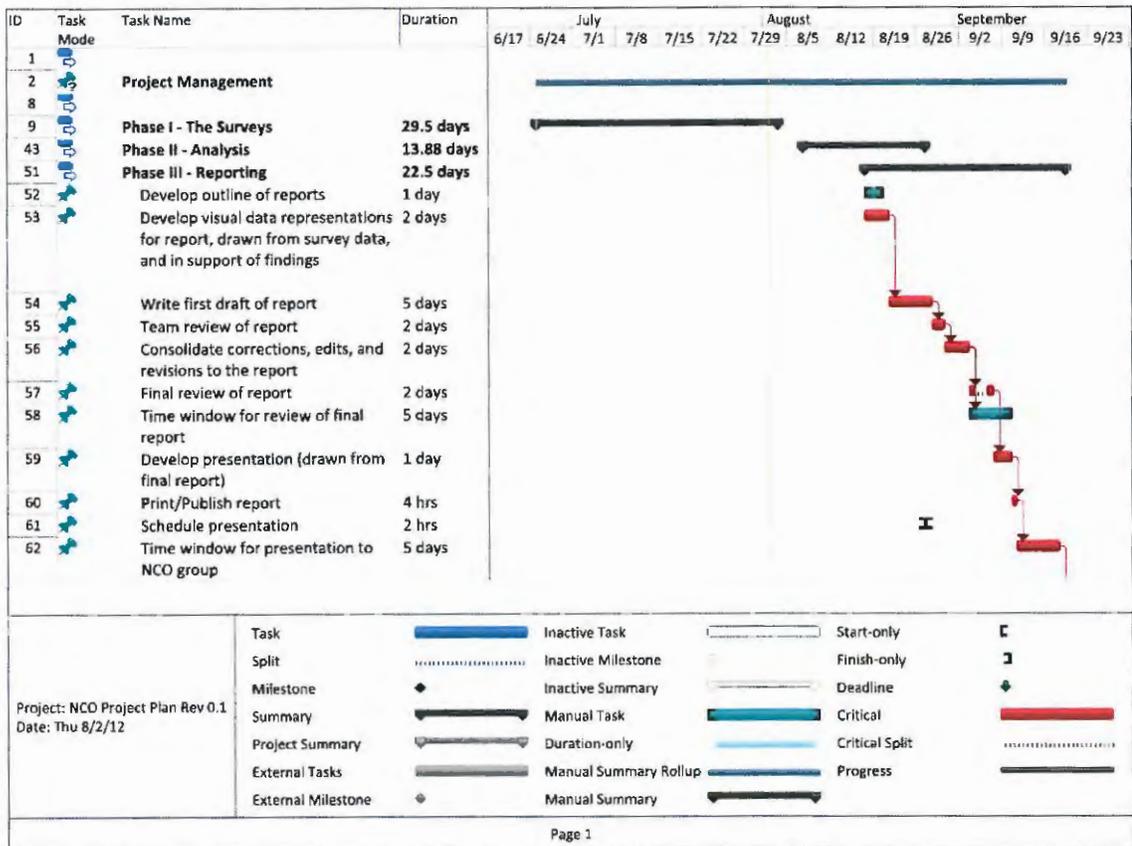


Project Plan, Surveys Phase (3 of 3)





Project Plan, Reports Phase (1 of 2)



Project Plan, Reports Phase (2 of 2)

| ID  | Task Mode | Task Name   | Duration | July           |      |     | August |      |      | September |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
|---|-----------|---|----------|----------------|------|-----|--------|------|------|-----------|-----|------|------|------|-----|-----|------|------|---------------|--|------------|--|-------|--|--------------------|--|-------------|--|-----------|--|------------------|--|----------|--|---------|--|-------------|--|----------|--|-----------------|--|---------------|--|----------------|--|----------------|--|-----------------------|--|----------|--|--------------------|--|----------------|--|--|--|
|   |           |   |          | 6/17           | 6/24 | 7/1 | 7/8    | 7/15 | 7/22 | 7/29      | 8/5 | 8/12 | 8/19 | 8/26 | 9/2 | 9/9 | 9/16 | 9/23 |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| 63  |           | Provide support to customer in terms of follow-up questions, additional copies, etc. for report and/or presentation | 1 day    |                |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| <div style="display: flex; justify-content: space-between;"> <div style="width: 25%;"> <p>Project: NCO Project Plan Rev 0.1<br/>Date: Thu 8/2/12</p> </div> <div style="width: 50%;"> <table border="0"> <tr> <td>Task</td><td></td><td>Inactive Task</td><td></td><td>Start-only</td><td></td></tr> <tr> <td>Split</td><td></td><td>Inactive Milestone</td><td></td><td>Finish-only</td><td></td></tr> <tr> <td>Milestone</td><td></td><td>Inactive Summary</td><td></td><td>Deadline</td><td></td></tr> <tr> <td>Summary</td><td></td><td>Manual Task</td><td></td><td>Critical</td><td></td></tr> <tr> <td>Project Summary</td><td></td><td>Duration-only</td><td></td><td>Critical Split</td><td></td></tr> <tr> <td>External Tasks</td><td></td><td>Manual Summary Rollup</td><td></td><td>Progress</td><td></td></tr> <tr> <td>External Milestone</td><td></td><td>Manual Summary</td><td></td><td></td><td></td></tr> </table> </div> </div> |           |   |          |                |      |     |        |      |      |           |     |      |      |      |     |     | Task |      | Inactive Task |  | Start-only |  | Split |  | Inactive Milestone |  | Finish-only |  | Milestone |  | Inactive Summary |  | Deadline |  | Summary |  | Manual Task |  | Critical |  | Project Summary |  | Duration-only |  | Critical Split |  | External Tasks |  | Manual Summary Rollup |  | Progress |  | External Milestone |  | Manual Summary |  |  |  |
| Task  |           | Inactive Task   |          | Start-only     |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| Split   |           | Inactive Milestone  |          | Finish-only    |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| Milestone   |           | Inactive Summary  |          | Deadline       |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| Summary   |           | Manual Task   |          | Critical       |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| Project Summary   |           | Duration-only   |          | Critical Split |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| External Tasks  |           | Manual Summary Rollup   |          | Progress       |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| External Milestone  |           | Manual Summary  |          |                |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |
| Page 2  |           |   |          |                |      |     |        |      |      |           |     |      |      |      |     |     |      |      |               |  |            |  |       |  |                    |  |             |  |           |  |                  |  |          |  |         |  |             |  |          |  |                 |  |               |  |                |  |                |  |                       |  |          |  |                    |  |                |  |  |  |



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419-747-4808

**Marion Campus**

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740-387-6625  
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## ATTACHMENT E

# PROJECT BUDGET

**\*PLEASE NOTE:**

The North Central Ohio Educational Service Center will convert a storage room into a server room with redundant air conditioners, two (2) eight foot server racks, UPS battery backup, generator backup, and physical network security. One-hundred forty-four (144) strands of single mode fiber will be run from our facility to downtown Tiffin, and six (6) strands of single mode fiber will be terminated in each of five (5) City of Tiffin and Seneca County buildings, collecting approximately 90% of the employees. The unused strands of fiber will be used to connect other City and/or County buildings, as well as many other public and private customers in the future. Switches at each end of the fiber will provide a 1Gbps connection from each building back to our facility. Two firewalls will provide High Availability (HA) in case of equipment failure. The firewalls will provide content filtering, spam filtering, antivirus at the edge, VPN connectivity, and virtual domain firewalls, keeping each entity's data separate, but allowing each entity connection to shared servers and the internet.

New servers and VMWare at our Tiffin facility will allow HA virtualization of each entity's servers as well as common servers for SQL databases, web hosting, email hosting, email archival, and application hosting. For disaster recovery, new servers and software at our Marion facility will provide encrypted off-site backups for all servers, utilizing our current connection between our Tiffin and Marion campuses.



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740-383-4804 Fax

**IT Consolidation Project Budget Phase 1**

| Vendor            | Item                        | Qty | Price         | Shipping     | Total         |   |
|-------------------|-----------------------------|-----|---------------|--------------|---------------|---|
| South Shore Cable | Fiber                       | 1   | \$ 259,758.00 | \$ -         | \$ 259,758.00 | x |
| ITSavvy           | Fiber Patch Cables          | 12  | \$ 13.00      | \$ 5.00      | \$ 161.00     | x |
| NCOESC            | Computer/Printer            | 2   | \$ 920.00     | \$ -         | \$ 1,840.00   | x |
| Tanner            | Door Locks                  | 3   | \$ 1,033.00   | \$ -         | \$ 3,099.00   | x |
| Clouse            | Generators                  | 2   | \$ 40,614.00  | \$ -         | \$ 81,228.00  | x |
| Vology            | Network Equipment           | 1   | \$ 19,010.00  | \$ -         | \$ 19,010.00  | x |
| ITSavvy           | UPS                         | 2   | \$ 2,101.00   | \$ 200.00    | \$ 4,402.00   | x |
| ITSavvy/B2B       | Firewalls                   | 1   | \$ 30,380.00  | \$ 20.00     | \$ 30,400.00  | x |
| Insight           | MailMarshal/Backup Servers  | 3   | \$ 5,670.00   | \$ -         | \$ 17,010.00  | x |
| Druva             | Backup Software             | 1   | \$ 9,140.00   | \$ -         | \$ 9,140.00   | x |
| ITSavvy           | Core Server                 | 1   | \$ 53,453.00  | \$ -         | \$ 53,453.00  | x |
| CXTec             | Server Rack                 | 2   | \$ 1,177.49   | \$ 402.38    | \$ 2,757.36   | x |
| Trustwave         | MailMarshal Software        | 1   | \$ 4,080.00   | \$ -         | \$ 4,080.00   | x |
| ITSavvy           | Surge Protectors            | 4   | \$ 41.25      | \$ 8.00      | \$ 173.00     | x |
| CDWG              | Microsoft Software Licenses | 1   | \$ 15,965.52  |              | \$ 15,965.52  | x |
| ITSavvy           | Z End Battery Backups       | 5   | \$ 955.00     | \$ 100.00    | \$ 4,875.00   | x |
| Dundore           | Air Conditioning            | 1   | \$ 23,500.00  |              | \$ 23,500.00  | x |
|                   |                             |     |               |              | \$ -          |   |
|                   |                             |     |               |              | \$ -          |   |
|                   |                             |     |               |              | \$ -          |   |
|                   |                             |     |               |              | \$ -          |   |
|                   |                             |     |               | <b>Total</b> | \$ 530,851.88 |   |

# PROPOSAL



Attachment E-3

## SOUTH SHORE CABLE CONSTRUCTION, INC.

6400 Kolthoff Drive, Brook Park, Ohio 44142

(440) 816-0033 Fax (440) 234-9850

[dan@southshorecable.com](mailto:dan@southshorecable.com)

REVISED

| PROPOSAL SUBMITTED TO                         | PHONE   | FAX                                  | DATE       |
|---|---|--------------------------------------|------------|
| North Central Ohio Educational Service Center | (419) 447-2927  | (419) 447-2825                       | 11/28/2012 |
| STREET  | CITY, STATE, ZIP CODE                                   |                                      |            |
| 928 W. Market Street, Ste. A                  | Tiffin, Ohio 44883                                      |                                      |            |
| JOB NAME                                      | JOB LOCATION  |                                      |            |
| NCOESC Tiffin Ohio Fiber Interconnect         | (6) Buildings for City of Tiffin and Seneca County Ohio |                                      |            |
| ARCHITECT                                     | DATE OF PLANS   | JOB PHONE                            |            |
| Bob Grubbs / Brian Rupp *                     | 10/25/12  | * (419) 202-4746 Brian Rupp's Cell # |            |

WE HEREBY SUBMIT SPECIFICATIONS AND ESTIMATES FOR:

### South Shore Cable Construction, Inc. to Design and Construct the following:

SSC will provide the field engineering, route mapping, pole measurements and pole attachment applications for the pole owner or utility company that requires this agreement. There will be some recurring costs for the annual pole rental based on the contract required, and each utility is different ranging from \$2 to \$12.50/pole/year.

Labor, equipment and all materials to place (1) 6 ct Single Mode Fiber Optic Cable service to each of **(4) county and (1) city governmental buildings** as you identified. **There also will be a 144 ct SM F/O cable installed coming out of NCOESC bldg.** The facility locations and type of construction has been field surveyed to have an understanding of what will be required to reach the demarcation point in each of these facilities. The overall plant route to be constructed will involve as much as **five** miles of fiber cable plant, with an estimate of 90% aerial and 10% underground. The aerial will require a 6.6 mm galvanized EHS strand placed between existing utility poles, and the fiber cable will be double lashed to same. Slack loops will be strategically placed for future maintenance and strategic splicing purposes.

The underground will require the placement of a single 1 ¼" or 2" HDPE conduit at a three foot depth wherever poles do not exist or there is no room on the pole. The fiber cable will be pulled through this conduit to access the overall route. There will be 18" X 24" X 24" flush mount vault placed every 750 ft +/- for slack and maintenance loops, and can also be used for tap off points as a lateral service to a building.

South Shore Cable will supply the fusion splicing, panel terminations and OTDR testing per industry standards of all SM fibers to complete the route and provide a link between all (6) buildings listed below based on your needs for service and equipment.

The overall process will take a minimum of **five** months from the field work to the cable placement, building entries, splicing and testing to complete the entire project. This is subject to the approval of any City, County, ODOT, Railroad, Highway, or Federal Agency that may require a permit for the placement of the strand, fiber cable, and conduit(s) within the Public Right-of-way. Any permit costs will be passed along to the buyer with a processing fee for the SSC management and supervisory time including any engineering drawings that may be required.

**Service Request per your email dated 11/19/12.**

|   |   |
|---|---|
| <b>County Buildings with 6 ct F/O:</b>  | <b>City Building with 6 ct F/O:</b>     |
| <b>111 Madison Street, Tiffin</b>       | <b>51 E. Market Street, Tiffin</b>      |
| <b>117 E. Market Street, Tiffin</b>     |   |
| <b>109 S. Washington Street, Tiffin</b> | <b>NCOESC with 144 ct SM F/O cable:</b> |
| <b>3040 Ohio Ave., Tiffin</b>           | <b>928 W. Market Street, Tiffin</b>     |

**Payment terms are net 30 days from invoice on monthly progress invoicing.**

**Total project Cost estimate as described above: \$ 259,758.00**

ACCEPTANCE:

BY \_\_\_\_\_ DATE \_\_\_\_\_ P.O.# \_\_\_\_\_

PRINT NAME \_\_\_\_\_ TITLE \_\_\_\_\_



Attachment E-4



**ITsavvy LLC**  
 313 S. Rohlwing Road  
 Addison, Illinois 60101  
 United States  
<http://www.ITsavvy.com>



**Quotation**

|                         |   |
|-------------------------|---|
| <b>Date</b>             | Nov 29, 2012 12:58 PM EST                             |
| <b>Doc #</b>            | 864736 - rev 1 of 1                                   |
| <b>Description</b>      | 12- C2G 3M FIBER SMF LC-SC SIMPLEX                    |
| <b>SalesRep</b>         | Gibson, Scott<br>(P) 312-676-5237<br>(F) 312-676-5238 |
| <b>Customer Contact</b> | Rupp, Brian<br>(P) (419) 447-2927<br>brupp@ncoesc.org |

**Customer**  
 NCOESC (556873)  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Bill To**  
 NCOESC  
 Payable, Accounts  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Ship To**  
 NCOESC  
 Rupp, Brian  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

| Item Description  | Part # | Qty | Unit Price | Total    |
|---|--------|-----|------------|----------|
| C2G LC/SC Simplex 9/125 Single Mode Fiber Patch Cable   |        |     |            |          |
| 1 Patch cable - LC single mode (M) - SC single mode (M) - 10 ft - fiber optic - 9 / 125 micron - yellow | 37110  | 12  | \$13.00    | \$156.00 |

Subtotal: \$156.00  
 Tax (0.000%): \$0.00  
 Shipping: \$5.00  
**Total: \$161.00**

ITsavvy is always looking to deliver the lowest cost possible to our clients. This results in fluctuating prices that you will find are lower more often than not. However, prices are subject to increases without notice in the event of a manufacturer or distributor price increase. Available inventory is subject to change without notice. This document is a quotation only and is not an order or offer to sell. No contract for sale will exist unless and until a purchase order has been issued by you and accepted by ITsavvy.

We do accept credit cards for payment. However, if the credit card is provided after the order has been invoiced there will be a charge of 3% of the total purchase.

Unless specifically listed above, these prices do NOT include applicable taxes, insurance, shipping, delivery, setup fees, or any cables or cabling services or material.



Attachment E-5





**TANNER SUPPLY CO.**



Attachment E-7

|                         |                       |                          |
|-------------------------|-----------------------|--------------------------|
| Bedford Industrial Park | Mailing Address       | Ann Arbor Location       |
| 7385 Express Road       | P.O. Box 118097       | 2135 Blehop Circle, East |
| Temperance, MI 48182    | Toledo, OH 43611-8097 | Dexter, MI 48130         |
| PH: 734-847-5448        |                       | PH: 734-527-3070         |
| FAX: 734-847-5555       | www.tannersupply.com  | FAX: 734-527-2868        |

**QUOTATION**

**44848**

**ARCHITECTURAL HARDWARE • HOLLOW METAL DOORS & FRAMES  
WOOD DOORS • TOILET COMPARTMENTS • TOILET ACCESSORIES**

DATE Oct. 24, 2012

BUILDING \_\_\_\_\_

LOCATION \_\_\_\_\_

ARCHITECT \_\_\_\_\_

TO:

- North Central Ohio
- Educational Service Center
- Tiffin Campus
- Attention: Tim Chaney

We propose to furnish material as noted for the above mentioned building

**1 - Alarm Lock PDL-3000 Trilogy Electronic Digital Proximity Lock**

**Material Only, No Tax Included, Delivered.....\$ 1,033.00**

**ADDENDA INCLUDED:**

**GENERAL CONDITIONS: Price does not include any State, City or Local Sales Tax, unless otherwise noted. All quotations are F.O.B. Toledo or Factory unless otherwise noted. This quotation is made for acceptance within 20 days, conditioned upon our receiving the order with all details and information necessary for the manufacture of the goods, within ten days from the date of acceptance. Terms subject to credit approval.**

Any item on which information or details are lacking when the order is entered, or any item which is changed from the plans and specifications by subsequent details or instructions when the order is entered, shall be subject to new quotation. Any additional material required will be charged as an extra to the contract at prices in effect at the time additional material is ordered. We shall not be held responsible for any delays due to any cause beyond our control. This order is not subject to cancellation. No retainage accepted on material only contracts and invoices.

Quotation acceptance. Please sign and return copy.

**TANNER SUPPLY CO.**

Firm Name \_\_\_\_\_

John J. Wenzel

By \_\_\_\_\_

By \_\_\_\_\_



**PROPOSAL NO. 12103101**

|               |                                   |             |                                   |
|---------------|-----------------------------------|-------------|-----------------------------------|
| SUBMITTED TO: | <u>N.C.O Educational Services</u> | DATE        | <u>10/31/12</u>                   |
| ADDRESS       | <u>928 West Market Street</u>     | PROJECT     | <u>New Roof-Mounted Generator</u> |
| CITY, STATE   | <u>Tiffin, OH 44883</u>           | CITY, STATE | <u>Tiffin, Ohio</u>               |
| PHONE NO.     | <u>419-447-2927</u>               | FAX NO.     | <u>419-447-2825</u>               |

**SCOPE OF WORK**

1. Provide/install (1) new 50REZGD natural gas generator from Buckey Power Sales.
2. Provide/install (1) new 200-Amp NEMA-1 transfer switch located on the mezzanine.
3. Provide/install (1) new 1" conduit from the nearest panelboard to the generator for the block heater and battery charger.
4. Provide/install (1) new 1" conduit with control cable to the maintenance shop interior wall for the remote annunciator.
5. Provide/install all related conductors from the transfer switch to the main distribution panel (MDP), and from the transfer switch to the generator.
6. Provide/install all copper conductors for the new 200-Amp service/generator feeds.
7. Provide a service crane to lift the generator to the location of the roof curb. Cost for this is included in this price.
8. Relocate circuits from the MDP to panel PP-3 for the rooftop unit that controls the A/C unit for the I.T. room.
9. Provide/install new Square-D breaker in the PP-3 panel for rooftop unit. Turn over any breakers that would have been removed to the owner.
10. Dundor P&H to install and provide all material for new gas line to the lower roof to the new generator.

Total Proposal..... \$ 40,614.00

**DOES NOT INCLUDE**

1. Permit Fees
2. Any engineering fees, structure or electrical.
3. New roof curb and any associated cost for installing

\*Note: Owner shall be responsible for making sure that the area in which the generator is to be installed will support the weight of the new generator. Any additional support shall be the responsibility of the owner and all associated cost for this work. Clouse Electric recommends that an engineer review the area. Clouse Electric shall not be responsible for any damage or repair cost of the build or roof structure.

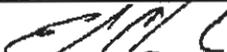
All material is guaranteed to be as specified, and the above work to be performed in accordance with the drawings and specifications submitted for above work and completed in a substantial workmanlike manner for the sum of:

Forty Thousand Six Hundred Fourteen 00/100 Dollars \$ 40,614.00

With payments to be as follows: Net 30 Days

A service charge of 2% per month, which is an annual rate of 24%, will be added to all amounts 30 days or more old. Any alterations or deviation from above specifications involving extra costs will be executed only upon written order, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents, or delays beyond our control.

Respectfully submitted

  
Ed Clark Estimator

10/31/12

Date

Per Clouse Electric, Ltd.

**ACCEPTANCE OF PROPOSAL**

The above prices, specifications, and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payments will be made as outlined above.

Signature \_\_\_\_\_ Date \_\_\_\_\_ Purchase Order No. \_\_\_\_\_

Printed Name \_\_\_\_\_



Vology  
 4027 Tampa Road, Suite 3900  
 Oldsmar, FL 34677  
 (813)-852-6400 office (813)-490-7090 fax  
 Sales@vology.com



Attachment E-9



|                    |
|--------------------|
| <b>SALES QUOTE</b> |
| SQ-355560          |
| 11/27/2012         |

| Customer  |   | Contact     |                                     | Ship To  |               |                 |        |
|---|---|-------------|-------------------------------------|--|---------------|-----------------|--------|
| NCOESC<br>928 W. Market St.<br>Tiffin, OH 44883<br>US<br>740-361-8082                 |   | Rupp, Brian |                                     | NCOESC<br>928 W. Market St.<br>Tiffin, OH 44883<br>US<br>740-361-8082                              |               |                 |        |
| Account   | Terms   | Due Date    | Account Manager                     |  | Schedule Date | Ship VIA        | P.O. # |
| 38846 /   | CC  | 11/20/2012  | Bill Billings<br>Ph# (813) 490-7086 | bbillings@vology.com<br>(813) 464-8175   | 11/20/2012    | UPS Ground      |        |
| Line #  | Manufacturer/ Model / Description   |             | Product Condition                   | Qty  | Unit Price    | Extended Amount |        |
| 1   | Cisco / WS-C3560G-24TS-S / Cisco Catalyst 3560 24 10/100/1000T + 4 SFP Standard Image                             |             | Certified Refurbished               | 10   | 1,655.00      | 16,550.00       |        |
| 2   | GenCom Networks / GLC-BX-D / Cisco Compatible 1000BASE-BX SFP, 1490NM   |             | Certified Refurbished               | 6  | 205.00        | 1,230.00        |        |
| 3   | GenCom Networks / GLC-BX-U / Cisco Compatible 1000BASE-BX SFP, 1310NM   |             | Certified Refurbished               | 6  | 205.00        | 1,230.00        |        |
| 4   | / / Certified Pre-owned ships with 5 Year Warranty  |             |                                     | 0  | 0.00          | 0.00            |        |
| 5   | / /<br>Thanks for the Business!<br><br>Bill Billings<br>DID 813-490-7086<br>Fax 813-464-8175<br>bbillings@vds.com |             |                                     | 0  | 0.00          | 0.00            |        |
| Estimated Monthly Lease Payment Option Only \$617.83 / month + tax for a 36 months ** |   |             |                                     |  | SubTotal:     | \$19,010.00     |        |
|   |   |             |                                     | DON'T FORGET We stock a full line of CABLES, GBICs and ACCESSORIES INCLUDE with this ORDER & SAVE! | Est. Freight  | \$0.00          |        |
| Memo :  |   |             |                                     |  | Total Amount  | \$19,010.00     |        |

\*\*Leasing information. For US based sales only. Not for international shipments. The monthly payment provided is an estimate only, excludes all applicable taxes and is non-binding on both parties herein. The actual rate and payment is based upon the credit quality of the customer as determined solely by Summit Funding Group, Inc. For more information and additional financing options including payment deferrals, please contact your account manager.

Generally, all hardware above is refurbished, has passed our 5 Star Certification process and is backed by our five year warranty (End-User Customers Only). For detailed information regarding our five year warranty, 5 Star Certified process and returns policy, please visit our website at [www.vology.com/company/warranty-solutions.aspx](http://www.vology.com/company/warranty-solutions.aspx). This is a hardware sale only and the purchaser is responsible for any software licensing agreements with the original manufacturer. This agreement will expire 7 days from the quote date above. Prices are subject to change without notice. Unless noted, this quote does not include shipping charges or taxes.

Check out how the products you order are processed - Video Tour  
[www.vology.com/company/vology-virtual-tour.aspx](http://www.vology.com/company/vology-virtual-tour.aspx)

Accept this quote - Signature: \_\_\_\_\_

Purchase Order # \_\_\_\_\_

Cisco ° Juniper Networks ° Extreme ° Avaya/Nortel ° HP ProCurve ° Brocade/Foundry ° Gencom



**ITsavvy LLC**  
 313 S. Rohlwing Road  
 Addison, Illinois 60101  
 United States  
<http://www.ITsavvy.com>



### Quotation

**Date**  
Nov 30, 2012 10:40 AM EST

**Doc #**  
865113 - rev 1 of 1

**Description**  
5- Apc SMT1500R2X180 Ups

**SalesRep**  
Gibson, Scott  
(P) 312-676-5237  
(F) 312-676-5238

**Customer Contact**  
Rupp, Brian  
(P) (419) 447-2927  
brupp@ncoesc.org

**Customer**  
 NCOESC (556873)  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Bill To**  
 NCOESC  
 Payable, Accounts  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Ship To**  
 NCOESC  
 Rupp, Brian  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

| Item Description  | Part #        | Qty | Unit Price | Total      |
|---|---------------|-----|------------|------------|
| APC Smart-UPS 1500 LCD<br>1 UPS ( rack-mountable ) - AC 120 V - 1 kW - 1500 VA - RS-232, USB - 6 output connector(s) - 2U - with APC UPS Network Management Card AP9630 | SMT1500R2X180 | 5   | \$955.00   | \$4,775.00 |

Subtotal: \$4,775.00  
 Tax (0.000%): \$0.00  
 Shipping: \$100.00  
**Total: \$4,875.00**

| Lease Options     |  |
|-------------------|--|
| FAIR MARKET VALUE | \$223.71 / mo. for 24 mos.<br>\$160.68 / mo. for 36 mos.<br>\$129.53 / mo. for 48 mos.<br>\$111.00 / mo. for 60 mos. |
| \$1 BUYOUT        | \$242.14 / mo. for 24 mos.<br>\$172.14 / mo. for 36 mos.<br>\$137.47 / mo. for 48 mos.<br>\$116.90 / mo. for 60 mos. |

ITsavvy is always looking to deliver the lowest cost possible to our clients. This results in fluctuating prices that you will find are lower more often than not. However, prices are subject to increases without notice in the event of a manufacturer or distributor price increase. Available inventory is subject to change without notice. This document is a quotation only and is not an order or offer to sell. No contract for sale will exist unless and until a purchase order has been issued by you and accepted by ITsavvy.

We do accept credit cards for payment. However, if the credit card is provided after the order has been invoiced there will be a charge of 3% of the total purchase.

Unless specifically listed above, these prices do NOT include applicable taxes, insurance, shipping, delivery, setup fees, or any cables or cabling services or material.



Attachment E-10



**ITsavvy LLC**  
 313 S. Rohlwing Road  
 Addison, Illinois 60101  
 United States  
<http://www.ITsavvy.com>



**Quotation**

**Date**  
 May 7, 2012 9:18 AM EDT

**Doc #**  
 794921 - rev 1 of 1

**Description**  
 3- Fortinet FortiGate 800 \*\*\*

**SalesRep**  
 Gibson, Scott  
 (P) 312-676-5237  
 (F) 312-676-5238

**Customer Contact**  
 Rupp, Brian  
 (P) (419) 447-2927  
[brupp@ncoesc.org](mailto:brupp@ncoesc.org)

**Customer**  
 NCOESC (556873)  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Bill To**  
 NCOESC  
 Payable, Accounts  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Ship To**  
 NCOESC  
 Rupp, Brian  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

| Item Description   | Part #            | Qty | Unit Price  | Total       |
|--|-------------------|-----|-------------|-------------|
| Fortinet FortiGate 800   |                   |     |             |             |
| 1 Security appliance - Ethernet, Fast Ethernet, Gigabit Ethernet - 1U with 1 year FortiCare 24X7 Comprehensive Support + 1 year FortiGuard | FG-800-BDL-950-12 | 3   | \$10,120.00 | \$30,360.00 |

Subtotal: \$30,360.00  
 Tax (0.000%): \$0.00  
 Shipping: \$20.00  
**Total: \$30,380.00**

| Lease Options     |  |
|-------------------|--|
| FAIR MARKET VALUE | \$1,363.15 / mo. for 24 mos.<br>\$968.51 / mo. for 36 mos.<br>\$772.56 / mo. for 48 mos.<br>\$655.90 / mo. for 60 mos.   |
| \$1 BUYOUT        | \$1,481.03 / mo. for 24 mos.<br>\$1,042.34 / mo. for 36 mos.<br>\$824.82 / mo. for 48 mos.<br>\$695.09 / mo. for 60 mos. |

ITsavvy is always looking to deliver the lowest cost possible to our clients. This results in fluctuating prices that you will find are lower more often than not. However, prices are subject to increases without notice in the event of a manufacturer or distributor price increase. Available inventory is subject to change without notice. This document is a quotation only and is not an order or offer to sell. No contract for sale will exist unless and until a purchase order has been issued by you and accepted by ITsavvy.

We do accept credit cards for payment. However, if the credit card is provided after the order has been invoiced there will be a charge of 3% of the total purchase.

Unless specifically listed above, these prices do NOT include applicable taxes, insurance, shipping, delivery, setup fees, or any cables or cabling services or material.



Attachment E-11

November 16, 2012

**North Central Ohio ESC**

**Brian Rupp**

928 W. Market St, Suite A  
Tiffin, OH 44883

**Sent via email to**

**Proposal # PRP-17211-X8H0 Rev. 1**

Dear Brian Rupp,

Insight Investments LLC , through its Insight Systems Exchange division ("Insight") , is pleased to submit to North Central Ohio ESC ("Customer") the following proposal for the purchase of the following Equipment :

| Qty | Mfr | Description   | Warranty                               | Unit Price | Extended Price |
|-----|-----|---|--|------------|----------------|
| 1   | HP  | HP DL380 G5 2U<br>2 x Xeon Quad Core E5430 2.66GHz 12MB<br>Cache 1333 FSB 16GB PC2-5300F (8x2GB)<br>Fully Buffered DIMMs @ 667MHz<br>8 x 1TB 5.4K SATA 2.5" in Hot Swap Sled<br>P400i Raid Adapter DVD-ROM Dual Power<br>Supplies HP DL380 G5 4 Post Rail Kit<br>(Square Holes) | 3-Year Advance<br>Replacement Warranty | \$5,670.00 | \$5,670.00     |

**Freight ID:** server

**Subtotal:** \$5,670.00

**Shipping:** \$0.00

**Estimated Tax:** \$0.00

**Total Purchase Price:** \$5,670.00

**Additional Comments:**

**Limited Warranty:** The attached Limited Warranty will govern during the Warranty Period(s) designated above  
**Delivery Date:** 2 weeks after acceptance of order by ISE  
**Freight Terms:** FOB Origin  
**Proposal Expiration Date:** While quantities last  
**Payment Terms:** Net 30  
**Remit To:** Insight Investments LLC, Accounts Receivable, 611 Anton Blvd, Ste 700, Costa Mesa, CA 92626

This Purchase Price does not include taxes, delivery and/or installation charges which shall be payable by Customer, unless specifically listed above. This proposal is subject to Insight's Sales Agreement Terms and Conditions, which are attached hereto and made a part hereof, and equipment availability.

To accept our offer, please sign and fax the Sales Proposal and the attached Sales Terms and Conditions back to us at (714) 751-3613. If you desire to have your purchase order number referenced on packing slips and invoices, please also fax a signed copy of your purchased order.



Druva Inc.  
150 Mathilda Place, Suite 300  
Sunnyvale, CA 94086  
USA



Customer Details:

NCOESC

Quote #: Quote-12-11-19-4987  
Quote Expires On: Dec 31, 2012  
Amount: USD 9,140.00

| Product   | Quantity | List Price | Sale Price | Total Price |
|---|----------|------------|------------|-------------|
| 1. Druva Phoenix Agent for Windows/Linux Servers- Perpetual License | 5.0      | 900.00     | 900.00     | 4,500.00    |
| 2. Druva Phoenix Server - Perpetual License                         | 1.0      | 2,000.00   | 2,000.00   | 2,000.00    |
| 3. inSync Enterprise 1-Year SafePoint License                       | 30.0     | 24.00      | 24.00      | 720.00      |
| 4. inSync Enterprise 1-Year Client License                          | 30.0     | 54.00      | 54.00      | 1,620.00    |
| 5. Druva Phoenix Support for Windows/Linux Servers- Gold Support    | 1.0      | 300.00     | 300.00     | 300.00      |

**Total** 9,140.00  
**Net Amount** 9,140.00  
**All Price In USD**

**Comments / Special Mention:** Phoenix is a perpetual license, the only renewal is the support. Insync is a subscription. I included the DLP for the mobile backup. Let me know if you want to add share or remove DLP.

Please feel free to contact me with any questions. Thanks for your business!

Regards,

Dani Derrick  
Account Executive  
Direct (650) 458-4291  
Cell  
<http://www.druva.com>

**Terms and Conditions**

Payment Method:  
Payment Terms: Net-15  
Billing Frequency: Annual

**Payment Options**



ITSavvy LLC
313 S. Rohlwing Road
Addison, Illinois 60101
United States
http://www.ITSavvy.com



Quotation

Date: Nov 9, 2012 6:00 PM EST
Doc #: 859134 - rev 1 of 1
Description: Hp Essential Rack HA Smart Bundle
SalesRep: Gibson, Scott
Customer Contact: Rupp, Brian

Customer
NCOESC (556873)
928 W Market St
Tiffin, Ohio 44883

Bill To
NCOESC
Payable, Accounts
928 W Market St
Tiffin, Ohio 44883

Ship To
NCOESC
Rupp, Brian
928 W Market St
Tiffin, Ohio 44883

Table with columns: Item Description, Part #, Qty, Unit Price, Total. Contains 15 line items for server hardware, storage, and support services.

|   |  |            |   |            |            |
|---|--|------------|---|------------|------------|
| 16  | 6600-24, E2810-24, E2910-24, E3500-24, E6200-24, E6600-24; HP ProCurve Switch 2900-24  | U2L00E     | 2 | \$1,280.00 | \$2,560.00 |
| Microsoft Windows Server 2008 R2 Datacenter Edition |  |            |   |            |            |
| 17  | License and media - 2 CPU - OEM - ROK - DVD - BIOS lock - English - for ProLiant DL120 G7, DL165 G7, DL360 G7, DL360p Gen8, DL380p Gen8, ML110 G7, ML350p Gen8 | 589258-B21 | 1 | \$3,845.00 | \$3,845.00 |

Subtotal: \$53,453.00  
Tax (0.000%): \$0.00  
Shipping: \$0.00  
**Total: \$53,453.00**

| Lease Options     |                              |
|-------------------|------------------------------|
| FAIR MARKET VALUE | \$2,392.02 / mo. for 24 mos. |
|                   | \$1,697.67 / mo. for 36 mos. |
|                   | \$1,352.36 / mo. for 48 mos. |
|                   | \$1,147.10 / mo. for 60 mos. |
| \$1 BUYOUT        | \$2,599.95 / mo. for 24 mos. |
|                   | \$1,828.09 / mo. for 36 mos. |
|                   | \$1,444.30 / mo. for 48 mos. |
|                   | \$1,271.11 / mo. for 60 mos. |

ITSavvy is always looking to deliver the lowest cost possible to our clients. This results in fluctuating prices that you will find are lower more often than not. However, prices are subject to increases without notice in the event of a manufacturer or distributor price increase. Available inventory is subject to change without notice. This document is a quotation only and is not an order or offer to sell. No contract for sale will exist unless and until a purchase order has been issued by you and accepted by ITSavvy.

We do accept credit cards for payment. However, if the credit card is provided after the order has been invoiced there will be a charge of 3% of the total purchase.

Unless specifically listed above, these prices do NOT include applicable taxes, insurance, shipping, delivery, setup fees, or any cables or cabling services or material.



Attachment E-15



ISO 9001:2008 Certified

CXtec is a DBA of Cablexpress Corporation

CXtec
5404 South Bay Road
P.O. Box 4799
Syracuse NY 13221-4799
www.cxtec.com

North American Offices: 315-476-3000
North American Fax: 315-455-1800
International Offices: 011-315-476-3100
International Fax: 011-315-455-1800



Attachment E-16

Donald Scalise phone extension 3768, email dscalise@cxtec.com

Notes:

Brian,

BASE UNIT IS THE FRAME AND RAILS ONLY.

BASE UNIT INCLUDES TWO (2) PAIR OF POWDER COATED 19 UNIVERSAL (M6) RAILS AND M6 HARDWARE.

2 to 3 days to ship

thanks,

Don

North Central Ohio ESC
Quote 10709113, 11/29/2012 01:15 PM
Expires 29-Dec-2012
Payment Terms: 30 Days

Table with 3 columns: Requested By, Ship To, Bill To. Contains contact information for Brian Rupp, Kathleen Mohr, and Accounts Payable.

Table with 5 columns: QTY, Mfr Part No., Description, Unit Price, Ext Price. Row 1: 2, 8401E-2432, 202144:8401E-2432 BASE UNIT ONLY, \$1,177.49, \$2,354.98. Row 2: Subtotal, \$2,354.98.

Summary table with 2 columns: Description, Price. Rows: Combined Subtotals (\$2,354.98), Freight (\$337.68), Tax (\$0.00), TOTAL PURCHASE PRICE (\$2,692.66).

MAKE YOUR VOICE HEARD! Save money on a wide variety of equal2new® phones and voice hardware.

RAPIDCARE™ GET IT NEXT DAY UP TO 50% LESS THAN OEM PROGRAMS NEXT BUSINESS DAY ADVANCE REPLACEMENT

UP TO 90% OFF LIST equal2new® Certified Pre-owned Networking & Voice Hardware





**ITsavvy LLC**  
 313 S. Rohlwing Road  
 Addison, Illinois 60101  
 United States  
<http://www.ITsavvy.com>

Formerly



**Quotation**

**Date**  
 Nov 29, 2012 4:42 PM EST

**Doc #**  
 864935 - rev 1 of 1

**Description**  
 4- CyberPower CPS-1215RMS

**SalesRep**  
 Gibson, Scott  
 (P) 312-676-5237  
 (F) 312-676-5238

**Customer Contact**  
 Rupp, Brian  
 (P) (419) 447-2927  
[brupp@ncoesc.org](mailto:brupp@ncoesc.org)

**Customer**  
 NCOESC (556873)  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Bill To**  
 NCOESC  
 Payable, Accounts  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Ship To**  
 NCOESC  
 Rupp, Brian  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

| Item Description   | Part #      | Qty | Unit Price | Total    |
|--|-------------|-----|------------|----------|
| CyberPower CPS-1215RMS   |             |     |            |          |
| 1 Surge suppressor ( rack-mountable ) - AC 110/120 V - 1800 VA - 12 output connector(s) - 1U - 19" | CPS-1215RMS | 4   | \$41.25    | \$165.00 |
| <b>Note:</b> price good till 12-31-12  |             |     |            |          |

Subtotal: \$165.00  
 Tax (0.000%): \$0.00  
 Shipping: \$8.00  
**Total: \$173.00**

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Attachment E-18



CDWG.com | 800.594.4239

OE400SPS

# SALES QUOTATION

| QUOTE NO. | ACCOUNT NO. | DATE       |
|-----------|-------------|------------|
| DCSG605   | 2219574     | 11/30/2012 |

**BILL TO:**  
 NORTH CENTRAL OH EDUC  
 SERVICE CNTR  
 928 W MARKET ST

**SHIP TO:**  
 NORTH CENTRAL OH EDUC SERVICE  
 CNTR  
 928 W MARKET ST



Attachment E-19

Accounts Payable  
 TIFFIN , OH 44883-2529

TIFFIN , OH 44883-2529  
 Contact: BRIAN RUPP 419.447.2927

Customer Phone #419.447.2927

Customer P.O. # WINDOWS SERVER LIC

| ACCOUNT MANAGER            |          | SHIPPING METHOD   | TERMS               | EXEMPTION CERTIFICATE |
|----------------------------|----------|---|---------------------|-----------------------|
| SCOTT GERRITS 866.465.9894 |          | ELECTRONIC DISTRIBUTION   | NET 30 Days-Govt/Ed | GOVT-EXEMPT           |
| QTY                        | ITEM NO. | DESCRIPTION   | UNIT PRICE          | EXTENDED PRICE        |
| 10                         | 2803076  | ACAD MS SEL+ WIN SRV DC 2012 2PROC<br>Mfg#: P71-07283<br>Contract: Management Council Ohio Education<br>Computer Network<br>20105   | 969.81              | 9,698.10              |
| 1                          | 2669603  | Electronic distribution - NO MEDIA<br>ACAD MS SEL+ SQL SRV STD CORE 2012<br>Mfg#: 7NQ-00293<br>Contract: Management Council Ohio Education<br>Computer Network<br>20105                                       | 722.94              | 722.94                |
| 2                          | 2669600  | Electronic distribution - NO MEDIA<br>ACAD MS SEL+ SQL SRV ENT CORE 2012<br>Mfg#: 7JQ-00344<br>Contract: Management Council Ohio Education<br>Computer Network<br>20105<br>Electronic distribution - NO MEDIA | 2,772.24            | 5,544.48              |
| SUBTOTAL                   |          |   |                     | 15,965.52             |
| FREIGHT                    |          |   |                     | 0.00                  |
| TAX                        |          |   |                     | 0.00                  |

US Currency

**TOTAL** 15,965.52

CDW Government  
 230 North Milwaukee Ave.  
 Vernon Hills, IL 60061

Fax: 312.705.6419

**Please remit payment to:**  
 CDW Government  
 75 Remittance Drive  
 Suite 1515  
 Chicago, IL 60675-1515



**ITsavvy LLC**  
 313 S. Rohlwing Road  
 Addison, Illinois 60101  
 United States  
<http://www.ITsavvy.com>



**Quotation**

**Date**  
Nov 29, 2012 1:00 PM EST

**Doc #**  
861910 - rev 1 of 1

**Description**  
APC SmartUPS 3000VA & Batt Pack

**SalesRep**  
Gibson, Scott  
(P) 312-676-5237  
(F) 312-676-5238

**Customer Contact**  
Rupp, Brian  
(P) (419) 447-2927  
[brupp@ncoesc.org](mailto:brupp@ncoesc.org)

**Customer**  
 NCOESC (556873)  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Bill To**  
 NCOESC  
 Payable, Accounts  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

**Ship To**  
 NCOESC  
 Rupp, Brian  
 928 W Market St  
 Tiffin, Ohio 44883  
 (P) (419) 447-2927

| Item Description  | Part #           | Qty | Unit Price | Total      |
|---|------------------|-----|------------|------------|
| 1 APC Smart-UPS 3000VA XL<br>UPS - AC 120 V - 2.7 kW - 3000 VA - Ethernet 10/100, RS-232 - 11 output connector(s) | SUA3000XL-NETPKG | 2   | \$1,521.00 | \$3,042.00 |
| 2 APC Smart-UPS XL 48V Battery Pack<br>Battery enclosure - 48 V - 2 x lead acid - 5U - for P/N: SUA2200RMXL13U    | SUA48XLBP        | 2   | \$580.00   | \$1,160.00 |

Subtotal: \$4,202.00  
 Tax (0.000%): \$0.00  
 Shipping: \$200.00  
**Total: \$4,402.00**

| Lease Options     |  |
|-------------------|--|
| FAIR MARKET VALUE | \$202.01 / mo. for 24 mos.<br>\$145.09 / mo. for 36 mos.<br>\$116.96 / mo. for 48 mos.<br>\$100.23 / mo. for 60 mos. |
| \$1 BUYOUT        | \$218.65 / mo. for 24 mos.<br>\$155.43 / mo. for 36 mos.<br>\$124.14 / mo. for 48 mos.<br>\$105.56 / mo. for 60 mos. |

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Unless specifically listed above, these prices do NOT include applicable taxes, insurance, shipping, delivery, setup fees, or any cables or cabling services or material.





*Proposal*

From Dundore Plumbing, Heating, Cooling, LTD  
P.O. Box 6  
36 Leitner Avenue  
Tiffin, OH 44883  
(419) 447-7961

Proposal No 3988  
Sheet No. 1  
Date 11/29/12

Proposal Submitted To

Work To Be Performed At

|               |                      |               |                        |
|---------------|----------------------|---------------|------------------------|
| Name          | <b>NCO ESC</b>       | Street        | <b>Server Room A/C</b> |
| Street        | <b>W. Market St.</b> | City          | <b>Tiffin</b>          |
| City          | <b>Tiffin</b>        | State         | <b>Ohio</b>            |
| State         | <b>Ohio</b>          | Date Of Plans |                        |
| Telephone No. | <b>419-443-7941</b>  | Designed By   | <b>Tim Gassner</b>     |

We hereby propose to furnish all the materials and perform all the labor necessary for the completion of

**Total cost to provide a two ton Mitsubishi mini-split system is \$11,750.00.**

**Included is outdoor unit with rails and flashing of rails, indoor unit, refrigerant lines, drain assembly and Clouse Electric providing electric.**

**If redundant cooling is needed, the total cost to install two 2 ton Mitsubishi systems is \$23,500.00.**

All materials are guaranteed to be as specified, and our work will be performed in a workmanlike manner in accordance with the drawings and specifications given to us by the owner, architect or general contractors. The cost for this project will be the sum of

\$  
With payments to be made as follows: **Monthly Draws**

Any and all alterations or deviations from the drawings and specifications requested by the owner, architect or general contractor would only be furnished after a supplemental proposal is prepared and accepted. The owner, architect or general contractor shall carry fire, tornado and other necessary insurance for the work project. The materials supplied for this project may have manufacturers' warranties that will be given to the owner of the property upon completion of the project.

Respectfully submitted Tim Gassner  
Per Dundore Plumbing, Heating, Cooling, LTD.

Note---This proposal may be withdrawn by us if not accepted within 30 days

**ACCEPTANCE OF PROPOSAL**

The above prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payment will be made as outlined above.

Date \_\_\_\_\_ Signature \_\_\_\_\_

\_\_\_\_\_



**North Central Ohio**  
Educational Service Center



*Attachment F-1*

---

**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENT F**

# **VIABLE REPAYMENT SOURCES**



**Tiffin Campus**

928 W. Market St., Suite A  
Tiffin, Ohio 44883  
419-447-2927

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625

North Central Ohio ESC demonstrates the following physical assets on balance as of June 30, 2012:

|   | Balance<br><u>June 30, 2011</u> | Additions        | Disposals      | Balance<br><u>June 30, 2012</u> |
|---|---------------------------------|------------------|----------------|---------------------------------|
| Governmental activities:                    |                                 |                  |                |                                 |
| Capital assets, not being depreciated       |                                 |                  |                |                                 |
| Land  | \$148,850                       | \$0              | \$0            | \$148,850                       |
| Total capital assets, not depreciated       | <u>148,850</u>                  | <u>0</u>         | <u>0</u>       | <u>148,850</u>                  |
| Capital assets, depreciated                 |                                 |                  |                |                                 |
| Buildings and improvements                  | 3,730,058                       | 29,777           | 0              | 3,759,835                       |
| Furniture and equipment                     | 790,010                         | 124,257          | (1,013)        | 913,254                         |
| Software                                    | 54,631                          | 0                | 0              | 54,631                          |
| Total capital assets, depreciated           | <u>4,574,699</u>                | <u>154,034</u>   | <u>(1,013)</u> | <u>4,727,720</u>                |
| Less: accumulated depreciation              |                                 |                  |                |                                 |
| Buildings and improvements                  | (6,214)                         | (76,308)         | 0              | (82,522)                        |
| Furniture and equipment                     | (480,691)                       | (123,645)        | 1,013          | (603,323)                       |
| Software                                    | (16,389)                        | (10,926)         | 0              | (27,315)                        |
| Total accumulated depreciation              | <u>(503,294)</u>                | <u>(210,879)</u> | <u>1,013</u>   | <u>(713,160)</u>                |
| Governmental activities capital assets, net | <u>\$4,220,255</u>              | <u>\$56,845</u>  | <u>\$0</u>     | <u>\$4,163,410</u>              |

Possible secondary sources to support loan award for North Central Ohio ESC consist of "loan insurance" backed by an insurance company. This option has not been secured, but is a possibility through an insurance vendor.

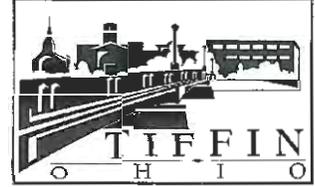


Attachment F-3

# City of Tiffin

Office of the Finance Director, Gwynn Reinhart

City Hall Annex • 53 E. Market Street • P.O. Box 455 • Tiffin, Ohio 44883  
419/448-5403 Fax 419/448-5406 [financedirector@tiffinohio.gov](mailto:financedirector@tiffinohio.gov)



November 29, 2012

LGIF Council

Dear Council Members:

The City of Tiffin transfers 10% of the income tax revenues to capital funds by electoral vote. Please see Ordinance No. 12-19 for our most recent income tax allocation ordinance.

The sum of all funds in our capital accounts is \$728,269.31 as shown on the Year-to-date Fund Report dated November 29, 2012.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gwynn A. Reinhart'.

Finance Director



ORDINANCE NO. 12-19

INTRODUCED BY: [Signature] DATE: 2/21/12

ORDINANCE AMENDING SECTION 191.14 OF THE TIFFIN CODIFIED ORDINANCES ESTABLISHING A NEW ALLOCATION FOR THE USE OF EARNED INCOME TAX REVENUES, AND DECLARING AN EMERGENCY.

The Council of the City of Tiffin, Ohio finds: Section 191.14 of the Tiffin Codified Ordinances prescribes the allocation of funds collected by the City earned income tax. It is now advisable and recommended by the Finance Committee that based on a thorough review of the 2012 budget, this Ordinance should be approved to adequately fund the various services and functions the City should provide to its citizens. Since 1991, City Council has changed the allocation seven times after examining the balances of the City's various funds and determining the expected costs of providing the required and necessary services to the public for the upcoming fiscal year. In the past, changes have included reducing an allocation to zero if warranted by the availability of funds and expected expenses for the year.

THE COUNCIL OF THE CITY OF TIFFIN, OHIO THEREFORE ORDAINS:

Section 1: Section 191.14 of the Tiffin Codified Ordinance is hereby amended to read as follows:

191.14 ALLOCATION OF FUNDS.

The funds collected under the provisions of this chapter shall be allocated and used as follows: 86% for the general municipal operations, maintenance, new equipment, extension and enlargement of municipal services and capital improvements, including the payment of debt service charges on bonds and notes issued for that purpose, all as determined and directed by Council; 10% for Capital Improvement Fund; and 4% for Park and Recreation Fund.



**Section 2:** Council declares this to be an emergency because the public peace health, welfare, and safety require this Ordinance take effect March 1, 2012, the reason being: It is necessary that the allocation of collected income tax funds be authorized as soon as possible to provide adequate funding for the General Fund.

Authenticated:

Paul L. Elbert Jr. and Acting Clerk Judy Rydley  
President of Council Clerk of Council

Feb 21 2012  
Date

2/21/12  
Date

Approved by:

A. J. M.  
Mayor

February 22nd 2012  
Date

Effective date: 2/22/2012

| Fund Description.....              | Beg Yr Bal.... | Ytd Receipts.. | Ytd Expenses.. | Unexp bal..... | Encumbrances.. | Unenc bal..... |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 101 GENERAL FUND                   | 611,031.16     | 9,300,894.21   | 8,580,328.62   | 1,331,596.75   | 187,977.64     | 1,143,619.11   |
| 211 STREET MAINTENANCE             | 194,231.92     | 709,615.45     | 667,121.04     | 236,726.33     | 87,702.32      | 149,024.01     |
| 213 STATE HIGHWAY IMPROVEMENT      | 171,988.77     | 48,116.08      | 40,225.00      | 179,879.85     | 0.00           | 179,879.85     |
| 214 RAILROAD CROSSING IMPROVEMENT  | 100.00         | 0.00           | 0.00           | 100.00         | 0.00           | 100.00         |
| 231 BLOCK GRANT                    | 34,763.36      | 74,006.42      | 7,304.22       | 101,465.56     | 0.00           | 101,465.56     |
| 232 CHIP (CDBG) PROGRAM            | 59,880.06      | 42,341.00      | 94,455.20      | 7,765.86       | 723.00         | 7,042.86       |
| 233 CHIP (HOME) PROGRAM            | 51,370.00      | 110,307.00     | 333,825.00     | -172,148.00    | 7,228.00       | -179,376.00    |
| 234 CHIP (OHTF) PROGRAM            | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           |
| 236 CHIP REVOLVING LOAN            | 58,338.30      | 450.00         | 20,947.35      | 37,840.95      | 0.00           | 37,840.95      |
| 237 CDBG DISCRETIONARY FUND        | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           |
| 242 PARK & RECREATION              | 66,935.38      | 324,728.52     | 352,477.37     | 39,186.53      | 13,789.51      | 25,397.02      |
| 249 INDIG DRVS ALCOHOL MONIT.-IDAM | 13,962.33      | 6,957.49       | 14,151.00      | 6,768.82       | 2,882.00       | 3,886.82       |
| 250 WOMEN VICTIM ASSISTANCE FUND   | 186,574.40     | 18,099.17      | 18,332.60      | 186,340.97     | 1,667.40       | 184,673.57     |
| 251 DUI INDIGENT DVRS ALCOHOL TRMT | 79,602.75      | 11,549.45      | 0.00           | 91,152.20      | 0.00           | 91,152.20      |
| 252 DUI LAW ENFORCEMENT EDUCATION  | 15,952.53      | 2,041.00       | 14,160.00      | 3,833.53       | 0.00           | 3,833.53       |
| 253 DUI HOUSING & INCARCERATION    | 365.00         | 0.00           | 0.00           | 365.00         | 0.00           | 365.00         |
| 254 N SANDUSKY ST/OPWC GRANT FUND  | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           |
| 255 TRAFFIC ENHANCEMENT GRANT      | 0.00           | 211,835.29     | 211,835.29     | 0.00           | 359,026.96     | -359,026.96    |
| 257 US EPA BROWNFIELD GRANT        | 0.00           | 56,736.53      | 73,002.06      | -16,265.53     | 8,627.69       | -24,893.22     |
| 260 D.A.R.E. FUND                  | 16,405.48      | 0.00           | 0.00           | 16,405.48      | 0.00           | 16,405.48      |
| 266 MUNICIPAL COURT GEN. PROJECTS  | 274,150.82     | 68,693.05      | 55,920.05      | 286,923.82     | 4,017.91       | 282,905.91     |
| 267 MUNI-COURT PROBATION SERVICES  | 418,031.85     | 95,795.90      | 101,307.52     | 412,520.23     | 11,717.49      | 400,802.74     |
| 273 LAW ENFORCEMENT TRUST FUND     | 5,433.82       | 671.50         | 0.00           | 6,105.32       | 0.00           | 6,105.32       |
| 280 TIFFIN VENTURE CAPITAL         | 174,519.28     | 16,169.75      | 0.00           | 190,689.03     | 0.00           | 190,689.03     |
| 281 REVOLVING LOAN FUND            | 48,606.68      | 125.84         | 0.00           | 48,732.52      | 0.00           | 48,732.52      |
| 282 DRUG LAW ENFORCEMENT FUND      | 19,766.02      | 3,496.00       | 18,824.64      | 4,437.38       | 0.00           | 4,437.38       |
| 290 POLICE PENSION & DISABILITY FD | 36,150.80      | 78,488.94      | 75,687.44      | 38,952.30      | 0.00           | 38,952.30      |
| 291 FIRE PENSION & DISABILITY FUND | 35,299.18      | 78,412.64      | 75,687.52      | 38,024.30      | 0.00           | 38,024.30      |
| 292 FIRE SAFER GRANT               | 6,702.00       | 155,435.00     | 97,313.75      | 64,823.25      | 4,245.14       | 60,578.11      |
| 331 GENERAL CAPITAL IMPROVEMENTS   | 249,475.29     | 828,294.47     | 730,868.96     | 346,900.80     | 44,397.80      | 302,503.00     |
| 333 2002-2011 FIRE VEHICLE FUND    | 156,652.74     | 126.19         | 156,778.93     | 0.00           | 0.00           | 0.00           |
| 335 NORTHSTAR IND EST              | 55,156.12      | 23,900.83      | 17,339.31      | 61,717.64      | 177.93         | 61,539.71      |
| 337 SIDEWALK IMPROVEMENT FUND      | 146,145.16     | 35,117.66      | 27,148.55      | 154,114.27     | 0.00           | 154,114.27     |
| 338 2012-2021 FIRE VEHICLE FUND    | 0.00           | 207,112.33     | 0.00           | 207,112.33     | 0.00           | 207,112.33     |
| 339 SOUTH SIDE SEWER FUND          | 7,753.91       | 0.00           | 7,753.91       | 0.00           | 0.00           | 0.00           |
| 443 MIAMI ST DRAINAGE ASSESSMENT   | 21,230.91      | 54,899.97      | 9,043.13       | 67,087.75      | 0.00           | 67,087.75      |
| 444 2010 S SHAFFER PK DR BOND      | 0.00           | 69,247.66      | 37,234.37      | 32,013.29      | 0.00           | 32,013.29      |
| 445 2010 RIVERFRONT IMPROV BOND    | 0.00           | 13,877.34      | 14,430.34      | -553.00        | 0.00           | -553.00        |
| 552 SEWER / WPC                    | 1,938,345.37   | 4,208,814.69   | 2,973,806.03   | 3,173,354.03   | 113,810.17     | 3,059,543.86   |
| 553 2007 SEWER BOND FUND           | 0.00           | 108,495.00     | 108,495.00     | 0.00           | 0.00           | 0.00           |
| 554 '98'SANITARY SEWER IMP BONDS   | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           | 0.00           |
| 556 SEWER REPLACEMENT/IMPROVEMENT  | 241,128.47     | 120,120.00     | 44,260.75      | 316,987.72     | 13,222.15      | 303,765.57     |
| 557 COMBINED SEWER SEPARATION FUND | 1,190,933.69   | 750,000.00     | 10,988.10      | 1,929,945.59   | 39,250.00      | 1,890,695.59   |
| 558 2010 SEWER BOND FUND           | 0.00           | 89,897.50      | 89,117.50      | 780.00         | 0.00           | 780.00         |
| 559 WPCLF LOAN ROCK CREEK          | 0.00           | 1,182,369.06   | 1,182,369.06   | 0.00           | 73,735.42      | -73,735.42     |
| 650 FLEXIBLE SPENDING FUND         | 31,425.32      | 113,135.29     | 113,964.27     | 30,596.34      | 0.00           | 30,596.34      |
| 775 OAKLEY PARK TRUST FUND         | 31,271.21      | 101.56         | 0.00           | 31,372.77      | 0.00           | 31,372.77      |
| 777 UNCLAIMED MONEY                | 2,842.15       | 0.00           | 0.00           | 2,842.15       | 0.00           | 2,842.15       |
| 780 FIRE CLAIMS ESCROW FUND        | 17,643.84      | 40,013.35      | 57,657.19      | 0.00           | 0.00           | 0.00           |
| 785 STATE PATROL TRANSFER          | 0.00           | 13,336.30      | 13,336.30      | 0.00           | 0.00           | 0.00           |
| 786 PAYROLL FUND                   | 0.00           | 131,282.24     | 155,194.76     | -23,912.52     | 0.00           | -23,912.52     |
| 790 MUNICIPAL COURT FUND           | 147,070.40     | 1,452,375.41   | 1,445,119.40   | 154,326.41     | 0.00           | 154,326.41     |
| ***                                | 6,817,236.47   | 20,857,483.08  | 18,047,811.53  | 9,626,908.02   | 974,198.53     | 8,652,709.49   |

# 728,269.31



# SENECA COUNTY COMMISSIONERS

Benjamin E. Nutter ◊

Jeffrey D. Wagner ◊

David G. Sauber

---

November 29, 2012

LGIF Council

RE: Capital Improvement Fund

Dear Council members,

This County has a Capital Improvement Fund in place with a current balance of \$490,561.71. The Commissioners have dedicated revenue from our leases and rental income deposited annually.

Please feel free to contact, Stacy Wilson, County Administrator at 419-447-4550 ext. 103 for any questions.

Sincerely,

Seneca County Government

Stacy Wilson  
County Administrator



*Attachment F-7*

\*\*\*\*\*

COMMISSIONERS' OFFICE



Attachment F-8

May 10, 2012

**IN THE MATTER OF: RESOLUTION ALL LEASES AND RENTALS PAID INTO ACCOUNT LINES 010-0002-4004.00 AND 010-0002-4013.00 PAID INTO GENERAL FUND (010) AND AUTHORIZING THE AUDITORS OFFICE TO IMMEDIATELY TRANSFER INTO (215-0002-4004.00) CAPITAL PROJECTS FUND**

Mr. Wagner \_\_\_\_\_ offered the following resolution and moved the adoption of the same, which was duly seconded by Mr. Sauber \_\_\_\_\_.

**WHEREAS**, This Board of Commissioners, Benjamin E. Nutter, Jeffrey D. Wagner, and David G. Sauber met this 10<sup>th</sup> day of May, 2012 in open session, and

**WHEREAS**, It is the desire of this Board to have all Leases and Rentals paid into account line 010-0002-4004.00 and 010-0002-4013.00 to be paid into (010) General Fund and immediately transferred into (215-0002-4004.00) Capital Projects by the Auditor with a receipt sent to the Commissioners once the transfer is complete, now therefore be it

**RESOLVED**, That this Board of Commissioners, Seneca County, Ohio, be and it does hereby approve Board to have all Leases and Rentals paid into account line 010-0002-4004.00 and 010-0002-4013.00 to be paid into (010) General Fund and immediately transferred into (215-0002-4004.00) Capital Projects by the Auditor with a receipt sent to the Commissioners once the transfer is complete, and be it further

**RESOLVED**, That the Clerk to the Board and is hereby authorized and instructed to certify a copy of this resolution to the Seneca County Auditor and Treasurer in line with this action, and be it further

**RESOLVED**, That it is found and determined that all formal actions of this Board concerning and related to the adoption of this resolution were taken in an open meeting of the Board and that all deliberations of this Board may and any if its committees that resulted in such formal actions, were in meetings open to the public, in compliance with the law.

Mr. Sauber- yes

Mr. Wagner- yes

Mr. Nutter - yes

Benjamin E. Nutter

Jeffrey D. Wagner

David G. Sauber

Attest: Nicole Smith  
Clerk to the Board

I, the undersigned, Clerk to the Board County Commissioners, Seneca County, Ohio, do hereby certify that the foregoing is a true and correct copy from the official record of said Board of County Commissioners as recorded in Journal 88, Page 215.

Nicole Smith  
Clerk to the Board

\*\*\*\*\*  
COMMISSIONERS' OFFICE



January 31, 2012

**IN THE MATTER OF: RESOLUTION REDIRECTING THE RENTAL AND LEASES PORTION OF THE REVENUE LINE FROM GENERAL FUND (010) TO CAPITAL PROJECTS (215)**

Mr. Wagner offered the following resolution and moved the adoption of the same, which was duly seconded by Mr. Sauber.

**WHEREAS**, This Board of Commissioners, Benjamin E. Nutter, Jeffrey D. Wagner, and David G. Sauber met this 31<sup>st</sup> day of January, 2012 in open session, and

**WHEREAS**, This Board has been requested by Olivia Lang from the State Auditor's Office to redirect the Rental and Leases Portion of the Revenue Line from General Fund (010) to Capital Projects (215), and

**WHEREAS**, It is the desire of this Board to redirect the Rental and Leases Portion of the Revenue Line from General Fund (010) to Capital Projects (215), now therefore be it

**RESOLVED**, That this Board of Commissioners, Seneca County, Ohio, be and it does hereby approve redirecting the Rental and Leases Portion of the Revenue Line from General Fund (010) to Capital Projects (215), and be it further

**RESOLVED**, That the Clerk to the Board and is hereby authorized and instructed to certify a copy of this resolution to the Seneca County Auditor and Treasurer in line with this action, and be it further

**RESOLVED**, That it is found and determined that all formal actions of this Board concerning and related to the adoption of this resolution were taken in an open meeting of the Board and that all deliberations of this Board may and any if its committees that resulted in such formal actions, were in meetings open to the public, in compliance with the law.

Mr. Sauber - yes

Mr. Wagner - yes

Mr. Nutter - yes

Benjamin E. Nutter

Jeffrey D. Wagner

David G. Sauber

Attest: Nicole Smith  
Clerk to the Board

I, the undersigned, Clerk to the Board County Commissioners, Seneca County, Ohio, do hereby certify that the foregoing is a true and correct copy from the official record of said Board of County Commissioners as recorded in Journal 88, Page 462.

Nicole Smith  
Clerk to the Board



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**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENT G**

# **FISCAL/BUDGET INFORMATION**

## **THREE YEAR HISTORICAL/ THREE YEAR PROJECTED**

**\*PLEASE NOTE:**

The following pages for our PROGRAM BUDGET are taken directly from our "Roadmap to IT Solutions" grant application. The two exceptions are the information pages for "North Central Academy" (NCA) and "North Central Ohio Regional Council of Governments" (NCORcog) because they are two additional new partners in the LGIF Loan Application.

## 4.0 Financial Documentation

### 4.1 Detained Financial Information:

The financial history for the past three years (2009, 2010 and 2011) for NCOESC, Seneca County, the City of Tiffin, the Village of New Riegel and Clinton Township are in Attachment A-1. For added reference, the IT financial history of all five collaborative partners is listed below.

| Local Government Innovation Fund<br>Technology Costs 3 Years Historical FY2011 |                           |                         |                           |                           |                           |
|--|---------------------------|-------------------------|---------------------------|---------------------------|---------------------------|
| <-----NCOESC----->   |                           | <----Seneca County----> |                           | <----City of Tiffin-----> |                           |
| Description  | FY 11<br>Actual<br>Amount | Description             | FY 11<br>Actual<br>Amount | Description               | FY 11<br>Actual<br>Amount |
| Salary   | 329,847.06                | Salary                  | 0.00                      | Salary                    | 0.00                      |
| Benefits   | 94,183.63                 | Benefits                | 0.00                      | Benefits                  | 0.00                      |
| Purchased Services   |                           | Purchased Services      |                           | Purchased Services        |                           |
| Contracts  | 12,740.35                 | Contracts               | 38,440.00                 | Contracts                 | 74,627.00                 |
| Copies   | 888.64                    | Copies                  | 0.00                      | Copies                    | 33,000.00                 |
| Mileage  | 9,093.78                  | Mileage                 | 0.00                      | Mileage                   | 0.00                      |
| Meetings   | 2,359.58                  | Meetings                | 0.00                      | Meetings                  | 0.00                      |
| Phone  | 3,742.77                  | Phone                   | 0.00                      | Phone                     | 55,673.00                 |
| Postage  | 1,584.72                  | Postage                 | 0.00                      | Postage                   | 2,920.00                  |
| Supplies   | 56,611.83                 | Supplies                | 2,188.00                  | Supplies                  | 38,383.00                 |
| Equipment  | 35,099.57                 | Equipment               | 62,878.00                 | Equipment                 | 55,350.00                 |
| <b>Total</b>   | <b>546,151.93</b>         | <b>Total</b>            | <b>103,506.00</b>         | <b>Total</b>              | <b>259,953.00</b>         |
|  |                           |                         |                           |                           |                           |
| <Village of New Riegel>  |                           | <---Clinton Township--> |                           | <--Total All Partners-->  |                           |
| Description  | FY 11<br>Actual<br>Amount | Description             | FY 11<br>Actual<br>Amount | Description               | FY 11<br>Actual<br>Amount |
| Salary   | 0.00                      | Salary                  | 0.00                      | Salary                    | 329,847.06                |
| Benefits   | 0.00                      | Benefits                | 0.00                      | Benefits                  | 94,183.63                 |
| Purchased Services   |                           | Purchased Services      |                           | Purchased Services        |                           |
| Contracts  | 7,045.00                  | Contracts               | 2,800.00                  | Contracts                 | 135,652.35                |
| Copies   | 0.00                      | Copies                  | 30.00                     | Copies                    | 33,918.64                 |
| Mileage  | 0.00                      | Mileage                 | 0.00                      | Mileage                   | 9,093.78                  |
| Meetings   | 0.00                      | Meetings                | 0.00                      | Meetings                  | 2,359.58                  |
| Phone  | 0.00                      | Phone                   | 50.00                     | Phone                     | 59,465.77                 |
| Postage  | 0.00                      | Postage                 | 0.00                      | Postage                   | 4,504.72                  |
| Supplies   | 300.00                    | Supplies                | 50.00                     | Supplies                  | 97,532.83                 |
| Equipment  | 650.00                    | Equipment               | 100.00                    | Equipment                 | 154,077.57                |
| <b>Total</b>   | <b>7,995.00</b>           | <b>Total</b>            | <b>3,030.00</b>           | <b>Total</b>              | <b>920,635.93</b>         |



| Local Government Innovation Fund<br>Technology Costs 3 Years Historical FY2010 |                   |                            |                  |                               |                   |
|--|-------------------|----------------------------|------------------|-------------------------------|-------------------|
| <-----NCOESC----->   |                   | <-----Seneca County----->  |                  | <-----City of Tiffin----->    |                   |
|  | FY 10<br>Actual   |                            | FY 10<br>Actual  |                               | FY 10<br>Actual   |
| Description  | Amount            | Description                | Amount           | Description                   | Amount            |
| Salary   | 279,893.76        | Salary                     | 0.00             | Salary                        | 0.00              |
| Benefits   | 68,948.73         | Benefits                   | 0.00             | Benefits                      | 0.00              |
| Purchased Services   |                   | Purchased Services         |                  | Purchased Services            |                   |
| Contracts  | 1,974.85          | Contracts                  | 38,838.00        | Contracts                     | 77,836.00         |
| Copies   | 737.76            | Copies                     | 0.00             | Copies                        | 33,000.00         |
| Mileage  | 5,542.40          | Mileage                    | 0.00             | Mileage                       | 0.00              |
| Meetings   | 2,829.36          | Meetings                   | 0.00             | Meetings                      | 0.00              |
| Phone  | 3,385.24          | Phone                      | 0.00             | Phone                         | 60,285.00         |
| Postage  | 1,735.49          | Postage                    | 0.00             | Postage                       | 1,905.00          |
| Supplies   | 41,151.27         | Supplies                   | 369.00           | Supplies                      | 40,187.00         |
| Equipment  | 42,054.74         | Equipment                  | 38,875.00        | Equipment                     | 47,019.00         |
| <b>Total</b>   | <b>448,253.60</b> | <b>Total</b>               | <b>78,082.00</b> | <b>Total</b>                  | <b>260,232.00</b> |
|  |                   |                            |                  |                               |                   |
| <--Village of New Riegel-->  |                   | <----Clinton Township----> |                  | <----Total All Partners-----> |                   |
|  | FY 10<br>Actual   |                            | FY 10<br>Actual  |                               | FY 10<br>Actual   |
| Description  | Amount            | Description                | Amount           | Description                   | Amount            |
| Salary   | 0.00              | Salary                     | 0.00             | Salary                        | 279,893.76        |
| Benefits   | 0.00              | Benefits                   | 0.00             | Benefits                      | 68,948.73         |
| Purchased Services   |                   | Purchased Services         |                  | Purchased Services            |                   |
| Contracts  | 4,055.00          | Contracts                  | 1,300.00         | Contracts                     | 124,003.85        |
| Copies   | 0.00              | Copies                     | 30.00            | Copies                        | 33,767.76         |
| Mileage  | 0.00              | Mileage                    | 0.00             | Mileage                       | 5,542.40          |
| Meetings   | 0.00              | Meetings                   | 0.00             | Meetings                      | 2,829.36          |
| Phone  | 0.00              | Phone                      | 50.00            | Phone                         | 63,720.24         |
| Postage  | 0.00              | Postage                    | 0.00             | Postage                       | 3,640.49          |
| Supplies   | 300.00            | Supplies                   | 50.00            | Supplies                      | 82,057.27         |
| Equipment  | 0.00              | Equipment                  | 150.00           | Equipment                     | 128,098.74        |
| <b>Total</b>   | <b>4,355.00</b>   | <b>Total</b>               | <b>1,580.00</b>  | <b>Total</b>                  | <b>792,502.60</b> |



| Local Government Innovation Fund<br>Technology Costs 3 Years Historical FY2009 |                           |                              |                           |                                |                           |
|--|---------------------------|------------------------------|---------------------------|--------------------------------|---------------------------|
| <-----COESC----->  |                           | <---Seneca County----->      |                           | <-----City of Tiffin----->     |                           |
| Description  | FY 09<br>Actual<br>Amount | Description                  | FY 09<br>Actual<br>Amount | Description                    | FY 09<br>Actual<br>Amount |
| Salary   | 225,734.42                | Salary                       | 0.00                      | Salary                         | 0.00                      |
| Benefits   | 54,003.37                 | Benefits                     | 0.00                      | Benefits                       | 0.00                      |
| Purchased Services   |                           | Purchased Services           |                           | Purchased Services             |                           |
| Contracts  | 6,997.00                  | Contracts                    | 26,426.00                 | Contracts                      | 59,376.00                 |
| Copies   | 1,185.10                  | Copies                       | 0.00                      | Copies                         | 33,000.00                 |
| Mileage  | 3,337.23                  | Mileage                      | 0.00                      | Mileage                        | 0.00                      |
| Meetings   | 1,284.60                  | Meetings                     | 0.00                      | Meetings                       | 0.00                      |
| Phone  | 2,695.74                  | Phone                        | 0.00                      | Phone                          | 67,716.00                 |
| Postage  | 1,149.95                  | Postage                      | 0.00                      | Postage                        | 1,784.00                  |
| Supplies   | 16,441.89                 | Supplies                     | 1,911.00                  | Supplies                       | 36,219.00                 |
| Equipment  | 49,389.67                 | Equipment                    | 11,233.00                 | Equipment                      | 10,600.00                 |
| <b>Total</b>   | <b>362,218.97</b>         | <b>Total</b>                 | <b>39,570.00</b>          | <b>Total</b>                   | <b>208,695.00</b>         |
|  |                           |                              |                           |                                |                           |
| <--Village of New Riegel----->   |                           | <-----Clinton Township-----> |                           | <-----Total All Partners-----> |                           |
| Description  | FY 09<br>Actual<br>Amount | Description                  | FY 09<br>Actual<br>Amount | Description                    | FY 09<br>Actual<br>Amount |
| Salary   | 0.00                      | Salary                       | 0.00                      | Salary                         | 225,734.42                |
| Benefits   | 0.00                      | Benefits                     | 0.00                      | Benefits                       | 54,003.37                 |
| Purchased Services   |                           | Purchased Services           |                           | Purchased Services             |                           |
| Contracts  | 6,055.00                  | Contracts                    | 3,100.00                  | Contracts                      | 101,954.00                |
| Copies   | 0.00                      | Copies                       | 30.00                     | Copies                         | 34,215.10                 |
| Mileage  | 0.00                      | Mileage                      | 0.00                      | Mileage                        | 3,337.23                  |
| Meetings   | 0.00                      | Meetings                     | 0.00                      | Meetings                       | 1,284.60                  |
| Phone  | 0.00                      | Phone                        | 50.00                     | Phone                          | 70,461.74                 |
| Postage  | 0.00                      | Postage                      | 0.00                      | Postage                        | 2,933.95                  |
| Supplies   | 300.00                    | Supplies                     | 50.00                     | Supplies                       | 54,921.89                 |
| Equipment  | 1,566.00                  | Equipment                    | 0.00                      | Equipment                      | 72,788.67                 |
| <b>Total</b>   | <b>7,921.00</b>           | <b>Total</b>                 | <b>3,230.00</b>           | <b>Total</b>                   | <b>621,634.97</b>         |

Anticipated Project Cost and Funds Requested:

We are requesting a \$100,000 GRANT for our "Roadmap to IT Solutions" feasibility study. The anticipated project cost is described in the following document.



Three Years IT Projections with Anticipated Savings:

The three year (2012, 2013 and 2014) IT financial projections for NCOESC, Seneca County, the City of Tiffin, the Village of New Riegel and Clinton Township are as follows:

| Local Government Innovation Fund<br>Technology 3 Year Projections FY2012 |                               |                              |                               |                                |                               |
|--|-------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| <-----NCOESC----->   |                               | <-----Seneca County----->    |                               | <-----City of Tiffin----->     |                               |
| Description  | FY 12<br>Forecasted<br>Amount | Description                  | FY 12<br>Forecasted<br>Amount | Description                    | FY 12<br>Forecasted<br>Amount |
| Salary   | 296,186.00                    | Salary                       | 0.00                          | Salary                         | 0.00                          |
| Benefits   | 112,233.11                    | Benefits                     | 0.00                          | Benefits                       | 0.00                          |
| Purchased Services   |                               | Purchased Services           |                               | Purchased Services             |                               |
| Contracts  | 32,019.24                     | Contracts                    | 25,000.00                     | Contracts                      | 75,000.00                     |
| Copies   | 1,350.00                      | Copies                       | 0.00                          | Copies                         | 33,000.00                     |
| Mileage  | 7,250.00                      | Mileage                      | 0.00                          | Mileage                        | 0.00                          |
| Meetings   | 4,400.00                      | Meetings                     | 0.00                          | Meetings                       | 0.00                          |
| Phone  | 3,025.00                      | Phone                        | 0.00                          | Phone                          | 56,000.00                     |
| Postage  | 2,734.06                      | Postage                      | 0.00                          | Postage                        | 3,186.00                      |
| Supplies   | 73,125.34                     | Supplies                     | 500.00                        | Supplies                       | 55,902.00                     |
| Equipment  | 145,148.04                    | Equipment                    | 10,000.00                     | Equipment                      | 145,000.00                    |
| <b>Total</b>   | <b>677,470.79</b>             | <b>Total</b>                 | <b>35,500.00</b>              | <b>Total</b>                   | <b>368,088.00</b>             |
|  |                               |                              |                               |                                |                               |
| <---Village of New Riegel-->   |                               | <-----Clinton Township-----> |                               | <-----Total All Partners-----> |                               |
| Description  | FY 12<br>Forecasted<br>Amount | Description                  | FY 12<br>Forecasted<br>Amount | Description                    | FY 12<br>Forecasted<br>Amount |
| Salary   | 0.00                          | Salary                       | 0.00                          | Salary                         | 296,186.00                    |
| Benefits   | 0.00                          | Benefits                     | 0.00                          | Benefits                       | 112,233.11                    |
| Purchased Services   |                               | Purchased Services           |                               | Purchased Services             |                               |
| Contracts  | 4,640.00                      | Contracts                    | 4,100.00                      | Contracts                      | 140,759.24                    |
| Copies   | 0.00                          | Copies                       | 30.00                         | Copies                         | 34,380.00                     |
| Mileage  | 0.00                          | Mileage                      | 110.00                        | Mileage                        | 7,360.00                      |
| Meetings   | 0.00                          | Meetings                     | 200.00                        | Meetings                       | 4,600.00                      |
| Phone  | 0.00                          | Phone                        | 50.00                         | Phone                          | 59,075.00                     |
| Postage  | 0.00                          | Postage                      | 0.00                          | Postage                        | 5,920.06                      |
| Supplies   | 250.00                        | Supplies                     | 50.00                         | Supplies                       | 129,827.34                    |
| Equipment  | 0.00                          | Equipment                    | 2,000.00                      | Equipment                      | 302,148.04                    |
| <b>Total</b>   | <b>4,890.00</b>               | <b>Total</b>                 | <b>6,540.00</b>               | <b>Total</b>                   | <b>1,092,488.79</b>           |



Local Government Innovation Fund  
Technology 3 Year Projections FY2013

| <-----NCOESC-----><br>FY 13<br>Forecasted         |                   | <-----Seneca County-----><br>FY 13<br>Forecasted  |                  | <-----City of Tiffin-----><br>FY 13<br>Forecasted     |                   |
|---|-------------------|---|------------------|---|-------------------|
| Description                                       | Amount            | Description                                       | Amount           | Description   | Amount            |
| Salary  | 290,984.00        | Salary  | 0.00             | Salary  | 0.00              |
| Benefits  | 118,558.20        | Benefits  | 0.00             | Benefits  | 0.00              |
| Purchased Services                                |                   | Purchased Services                                |                  | Purchased Services                                    |                   |
| Contracts   | 5,812.00          | Contracts   | 25,000.00        | Contracts   | 75,000.00         |
| Copies  | 1,100.00          | Copies  | 0.00             | Copies  | 33,000.00         |
| Mileage   | 9,000.00          | Mileage   | 0.00             | Mileage   | 0.00              |
| Meetings  | 5,000.00          | Meetings  | 0.00             | Meetings  | 0.00              |
| Phone   | 5,000.00          | Phone   | 0.00             | Phone   | 56,000.00         |
| Postage   | 125.00            | Postage   | 0.00             | Postage   | 3,186.00          |
| Supplies  | 24,500.00         | Supplies  | 500.00           | Supplies  | 10,000.00         |
| Equipment   | <u>66,000.00</u>  | Equipment   | <u>10,000.00</u> | Equipment   | <u>14,000.00</u>  |
| Total   | <u>526,079.20</u> | Total   | <u>35,500.00</u> | Total   | <u>191,186.00</u> |
|   |                   |   |                  |   |                   |
| <-Village of New Riegel--><br>FY 13<br>Forecasted |                   | <----Clinton Township----><br>FY 13<br>Forecasted |                  | <-----Total All Partners-----><br>FY 13<br>Forecasted |                   |
| Description                                       | Amount            | Description                                       | Amount           | Description   | Amount            |
| Salary  | 0.00              | Salary  | 0.00             | Salary  | 290,984.00        |
| Benefits  | 0.00              | Benefits  | 0.00             | Benefits  | 118,558.20        |
| Purchased Services                                |                   | Purchased Services                                |                  | Purchased Services                                    |                   |
| Contracts   | 5,000.00          | Contracts   | 4,500.00         | Contracts   | 115,312.00        |
| Copies  | 0.00              | Copies  | 30.00            | Copies  | 34,130.00         |
| Mileage   | 0.00              | Mileage   | 110.00           | Mileage   | 9,110.00          |
| Meetings  | 0.00              | Meetings  | 125.00           | Meetings  | 5,125.00          |
| Phone   | 0.00              | Phone   | 50.00            | Phone   | 61,050.00         |
| Postage   | 0.00              | Postage   | 0.00             | Postage   | 3,311.00          |
| Supplies  | 250.00            | Supplies  | 50.00            | Supplies  | 35,300.00         |
| Equipment   | <u>0.00</u>       | Equipment   | <u>2,500.00</u>  | Equipment   | <u>92,500.00</u>  |
| Total   | <u>5,250.00</u>   | Total   | <u>7,365.00</u>  | Total   | <u>765,380.20</u> |



| Local Government Innovation Fund<br>Technology 3 Year Projections FY2014 |                   |                              |                   |                                |                   |
|--|-------------------|------------------------------|-------------------|--------------------------------|-------------------|
| <-----NCOESC----->   |                   | <-----Seneca County----->    |                   | <-----City of Tiffin----->     |                   |
| FY 14  |                   | FY 14                        |                   | FY 14                          |                   |
| Description  | Forecasted Amount | Description                  | Forecasted Amount | Description                    | Forecasted Amount |
| Salary   | 290,984.00        | Salary                       | 0.00              | Salary                         | 0.00              |
| Benefits   | 124,248.77        | Benefits                     | 0.00              | Benefits                       | 0.00              |
| Purchased Services   |                   | Purchased Services           |                   | Purchased Services             |                   |
| Contracts  | 6,000.00          | Contracts                    | 25,000.00         | Contracts                      | 75,000.00         |
| Copies   | 1,100.00          | Copies                       | 0.00              | Copies                         | 33,000.00         |
| Mileage  | 10,000.00         | Mileage                      | 0.00              | Mileage                        | 0.00              |
| Meetings   | 6,000.00          | Meetings                     | 0.00              | Meetings                       | 0.00              |
| Phone  | 5,000.00          | Phone                        | 0.00              | Phone                          | 56,000.00         |
| Postage  | 125.00            | Postage                      | 0.00              | Postage                        | 3,186.00          |
| Supplies   | 24,500.00         | Supplies                     | 500.00            | Supplies                       | 10,000.00         |
| Equipment  | 33,000.00         | Equipment                    | 10,000.00         | Equipment                      | 14,000.00         |
| <b>Total</b>   | <b>500,957.77</b> | <b>Total</b>                 | <b>35,500.00</b>  | <b>Total</b>                   | <b>191,186.00</b> |
|  |                   |                              |                   |                                |                   |
| <---Village of New Riegel-->   |                   | <-----Clinton Township-----> |                   | <-----Total All Partners-----> |                   |
| FY 14  |                   | FY 14                        |                   | FY 14                          |                   |
| Description  | Forecasted Amount | Description                  | Forecasted Amount | Description                    | Forecasted Amount |
| Salary   | 0.00              | Salary                       | 0.00              | Salary                         | 290,984.00        |
| Benefits   | 0.00              | Benefits                     | 0.00              | Benefits                       | 124,248.77        |
| Purchased Services   |                   | Purchased Services           |                   | Purchased Services             |                   |
| Contracts  | 5,000.00          | Contracts                    | 4,500.00          | Contracts                      | 115,500.00        |
| Copies   | 0.00              | Copies                       | 30.00             | Copies                         | 34,130.00         |
| Mileage  | 0.00              | Mileage                      | 110.00            | Mileage                        | 10,110.00         |
| Meetings   | 0.00              | Meetings                     | 125.00            | Meetings                       | 6,125.00          |
| Phone  | 0.00              | Phone                        | 50.00             | Phone                          | 61,050.00         |
| Postage  | 0.00              | Postage                      | 0.00              | Postage                        | 3,311.00          |
| Supplies   | 250.00            | Supplies                     | 50.00             | Supplies                       | 35,300.00         |
| Equipment  | 0.00              | Equipment                    | 3,000.00          | Equipment                      | 60,000.00         |
| <b>Total</b>   | <b>5,250.00</b>   | <b>Total</b>                 | <b>7,865.00</b>   | <b>Total</b>                   | <b>740,758.77</b> |



The total three year projected IT cost for all collaborative partners is \$2,598,627. Even using a conservative 30% reduction of cost, there would be an anticipated savings of \$779,588.

| Local Government Innovation Fund<br>Total Costs Per Collaborative Partners and 30% Savings |                |                |                  |                  |
|--|----------------|----------------|------------------|------------------|
|  | FY 14          | FY 13          | FY 12            | Total            |
| NCOESC   | 500,958        | 526,079        | 677,471          | 1,704,508        |
| Seneca County  | 35,500         | 35,500         | 35,500           | 106,500          |
| City of Tiffin   | 191,186        | 191,186        | 368,088          | 750,460          |
| Village of New Riegel  | 5,250          | 5,250          | 4,890            | 15,390           |
| Clinton Township   | 7,865          | 7,365          | 6,540            | 21,770           |
|  | <u>740,759</u> | <u>765,380</u> | <u>1,092,489</u> | <u>2,598,628</u> |
| Total Costs For Collaborative Partners   |                |                |                  | \$2,598,628      |
| Estimated 30% Savings  |                |                |                  | \$779,588        |

4.2 Documentation for Loan Projects: N/A

NORTH CENTRAL ACADEMY - FREMONT  
SANDUSKY COUNTY



Attachment G-9

STATEMENT OF NET ASSETS  
JUNE 30, 2011

**Assets:**

Current assets:

|                       |                |
|-----------------------|----------------|
| Equity in pooled cash | \$42,270       |
| Receivables:          |                |
| Intergovernmental     | <u>175,109</u> |
| Total current assets  | <u>217,379</u> |

Noncurrent assets:

|                                 |                         |
|---------------------------------|-------------------------|
| Depreciable capital assets, net | <u>34,785</u>           |
| Total assets                    | <u><u>\$252,164</u></u> |

**Liabilities:**

Current liabilities:

|                           |               |
|---------------------------|---------------|
| Accounts payable          | \$17,251      |
| Intergovernmental payable | <u>6,611</u>  |
| Total liabilities         | <u>23,862</u> |

**Net assets:**

|                            |                         |
|----------------------------|-------------------------|
| Invested in capital assets | 34,785                  |
| Restricted for:            |                         |
| Public school support      | 453                     |
| Federally funded programs  | 152,569                 |
| Other purposes             | 187                     |
| Unrestricted               | <u>40,308</u>           |
| Total net assets           | <u><u>\$228,302</u></u> |

SEE ACCOMPANYING NOTES TO THE BASIC FINANCIAL STATEMENTS

NORTH CENTRAL ACADEMY - FREMONT  
SANDUSKY COUNTY



Attachment G-10

STATEMENT OF REVENUES, EXPENSES AND  
CHANGES IN NET ASSETS  
FOR THE FISCAL YEAR ENDED JUNE 30, 2011

|                                  |                         |
|----------------------------------|-------------------------|
| <b>Operating revenues:</b>       |                         |
| Foundation revenue               | \$272,831               |
| Special education                | 29,774                  |
| Sales/charges for services       | 1,979                   |
| Other                            | 11,150                  |
| Total operating revenues         | <u>315,734</u>          |
| <b>Operating expenses:</b>       |                         |
| Purchased services               | 336,230                 |
| Materials and supplies           | 40,773                  |
| Other                            | 23,702                  |
| Depreciation                     | 4,932                   |
| Total operating expenses         | <u>405,637</u>          |
| Operating loss                   | <u>(89,903)</u>         |
| <b>Non-operating revenues:</b>   |                         |
| Federal and State grants         | 318,137                 |
| Interest revenue                 | 68                      |
| Total non-operating revenues     | <u>318,205</u>          |
| Change in net assets             | 228,302                 |
| <b>Net assets at end of year</b> | <u><u>\$228,302</u></u> |

SEE ACCOMPANYING NOTES TO THE BASIC FINANCIAL STATEMENTS

**NORTH CENTRAL ACADEMY - FREMONT  
SANDUSKY COUNTY**



*Attachment G-11*

STATEMENT OF CASH FLOWS  
FOR THE FISCAL YEAR ENDED JUNE 30, 2011

|   |                           |
|---|---------------------------|
| <b>Cash flows from operating activities:</b>  |                           |
| Cash received from State foundation   | \$ 302,605                |
| Cash received from sales/charges for services   | 1,979                     |
| Cash received from other operations   | 11,150                    |
| Cash payments for contractual services  | (324,188)                 |
| Cash payments for materials and supplies  | (28,953)                  |
| Cash payments for other expenses  | <u>(23,702)</u>           |
| Net cash used in operating activities   | <u>(61,109)</u>           |
| <br><b>Cash flows from noncapital financing activities:</b>                               |                           |
| Federal and State grants  | <u>143,028</u>            |
| <br><b>Cash flows from capital and related financing activities:</b>                      |                           |
| Acquisition of capital assets   | <u>(39,717)</u>           |
| <br><b>Cash flows from investing activities:</b>  |                           |
| Interest received   | <u>68</u>                 |
| Net increase in cash and cash<br>cash equivalents   | 42,270                    |
| <b>Cash and cash equivalents at end of the year</b>                                       | <u><u>\$ 42,270</u></u>   |
| <br><b>Reconciliation of operating loss to net<br/>cash used in operating activities:</b> |                           |
| Operating loss  | \$ (89,903)               |
| Adjustments:  |                           |
| Depreciation  | 4,932                     |
| Changes in assets and liabilities:  |                           |
| Increase in accounts payable  | 17,251                    |
| Increase in intergovernmental payable   | <u>6,611</u>              |
| Net cash used in operating activities   | <u><u>\$ (61,109)</u></u> |

SEE ACCOMPANYING NOTES TO THE BASIC FINANCIAL STATEMENTS

NORTH CENTRAL ACADEMY  
SENECA COUNTY



Attachment G-12

STATEMENT OF NET ASSETS  
JUNE 30, 2010

**Assets:**

Current assets:

|                                  |               |
|----------------------------------|---------------|
| Equity in pooled cash            | \$18,675      |
| Receivables:                     |               |
| Intergovernmental                | 3,748         |
| Materials and supplies inventory | <u>3,248</u>  |
| Total current assets             | <u>25,671</u> |

Noncurrent assets:

|                                 |                         |
|---------------------------------|-------------------------|
| Depreciable capital assets, net | <u>98,537</u>           |
| Total assets                    | <u><u>\$124,208</u></u> |

**Liabilities:**

Current liabilities:

|                           |               |
|---------------------------|---------------|
| Accounts payable          | \$4,493       |
| Intergovernmental payable | 1,396         |
| Unearned revenue          | <u>6,122</u>  |
| Total liabilities         | <u>12,011</u> |

**Net assets:**

|                            |                         |
|----------------------------|-------------------------|
| Invested in capital assets | 98,537                  |
| Restricted for:            |                         |
| Other purposes             | 581                     |
| Federally funded programs  | 2,185                   |
| Unrestricted               | <u>10,894</u>           |
| Total net assets           | <u><u>\$112,197</u></u> |

SEE ACCOMPANYING NOTES TO THE BASIC FINANCIAL STATEMENTS



**NORTH CENTRAL ACADEMY  
SENECA COUNTY**

**STATEMENT OF REVENUES, EXPENSES AND  
CHANGES IN NET ASSETS  
FOR THE FISCAL YEAR ENDED JUNE 30, 2010**

|  |                         |
|--|-------------------------|
| <b>Operating revenues:</b>             |                         |
| Foundation revenue                     | \$456,198               |
| Special education                      | 61,887                  |
| Sales/charges for services             | 3,841                   |
| Other                                  | 52,815                  |
| Total operating revenues               | <u>574,741</u>          |
| <b>Operating expenses:</b>             |                         |
| Purchased services                     | 642,471                 |
| Materials and supplies                 | 94,342                  |
| Other                                  | 45,051                  |
| Depreciation                           | 19,746                  |
| Total operating expenses               | <u>801,610</u>          |
| Operating loss                         | <u>(226,869)</u>        |
| <b>Non-operating revenues:</b>         |                         |
| Federal and State grants               | 315,948                 |
| Interest revenue                       | 42                      |
| Total non-operating revenues           | <u>315,990</u>          |
| Change in net assets                   | 89,121                  |
| <b>Net assets at beginning of year</b> | <u>23,076</u>           |
| <b>Net assets at end of year</b>       | <u><u>\$112,197</u></u> |

SEE ACCOMPANYING NOTES TO THE BASIC FINANCIAL STATEMENTS

NORTH CENTRAL ACADEMY  
SENECA COUNTY



Attachment G-14

STATEMENT OF CASH FLOWS  
FOR THE FISCAL YEAR ENDED JUNE 30, 2010

|   |                            |
|---|----------------------------|
| <b>Cash flows from operating activities:</b>  |                            |
| Cash received from State foundation   | \$ 519,481                 |
| Cash received from sales/charges for services   | 3,841                      |
| Cash received from other operations   | 51,615                     |
| Cash payments for contractual services  | (638,011)                  |
| Cash payments for materials and supplies  | (97,557)                   |
| Cash payments for other expenses  | (45,051)                   |
| Net cash used in operating activities   | <u>(205,682)</u>           |
| <b>Cash flows from noncapital financing activities:</b>                               |                            |
| Federal and State grants  | <u>319,522</u>             |
| <b>Cash flows from capital and related financing activities:</b>                      |                            |
| Acquisition of capital assets   | <u>(118,283)</u>           |
| <b>Cash flows from investing activities:</b>  |                            |
| Interest received   | <u>42</u>                  |
| Net decrease in cash and cash<br>cash equivalents                                     | (4,401)                    |
| <b>Cash and cash equivalents at beginning of the year</b>                             | <u>23,076</u>              |
| <b>Cash and cash equivalents at end of the year</b>                                   | <u><u>\$ 18,675</u></u>    |
| <b>Reconciliation of operating loss to net<br/>cash used in operating activities:</b> |                            |
| Operating loss  | \$ (226,869)               |
| Adjustments:  |                            |
| Depreciation  | 19,746                     |
| Changes in assets and liabilities:  |                            |
| (Increase) in materials and supplies inventory  | (3,248)                    |
| (Increase) in intergovernmental receivable  | (1,200)                    |
| Increase in accounts payable  | 4,493                      |
| Increase in intergovernmental payable   | 1,396                      |
| Net cash used in operating activities   | <u><u>\$ (205,682)</u></u> |

SEE ACCOMPANYING NOTES TO THE BASIC FINANCIAL STATEMENTS



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928 W. Market Street - Suite B • Tiffin, Ohio 44883  
419-448-5786  
[www.northcentralacademy.org](http://www.northcentralacademy.org)

There are no Statement of Net Assets, Statement of Revenues, Expenses and Changes in Net Assets, or Statement of Cash Flows for North Central Academy for the Fiscal Year Ended June 30, 2009. The first year of existence for the community school was fiscal year ended June 30, 2010.



Attachment G-16



**North Central Ohio Regional  
Council of Governments**

*"A Regional Source For  
Shared Services"*

928 West Market Street – Suite A Tiffin, Ohio 44883 419-447-2927

August 28, 2012

Auditor of State of Ohio  
Local Government Services  
88 E Broad St.  
Columbus, OH 43215

To Whom it May Concern:

Please accept this letter to meet the financial statement filing requirement for North Central Ohio Regional Council of Governments (NCORcog). NCORcog was established by Articles of Incorporation on February 23, 2012. June 30 has been established as the fiscal year end as stated in the Bylaws.

As of June 30, 2012 NCORcog has not received any monetary consideration, therefore no financial statements have been prepared.

If you need any further information please feel free to contact me at 419-447-2927 ext. 116 or [lcameron@ncoesc.org](mailto:lcameron@ncoesc.org).

Respectfully submitted,

Lynette Cameron  
Fiscal Officer

Dr. Jim Lahoski, Chair – Lynette Cameron, Fiscal Officer – John Davoli, Director

[www.NCORcog.org](http://www.NCORcog.org)



**North Central Ohio**  
Educational Service Center



*Attachment H-1*

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**Tiffin Campus**

928 W. Market Street - Suite A  
Tiffin, Ohio 44883  
419-447-2927  
419-447-2825 Fax

**Mansfield Campus**

State Support Team Region 7  
1495 West Longview Ave. - Suite 200  
Mansfield, Ohio 44906  
419-747-4808

**Marion Campus**

333 East Center Street  
Marion, Ohio 43302  
740-387-6625  
740-383-4804 Fax

## **ATTACHMENT H**

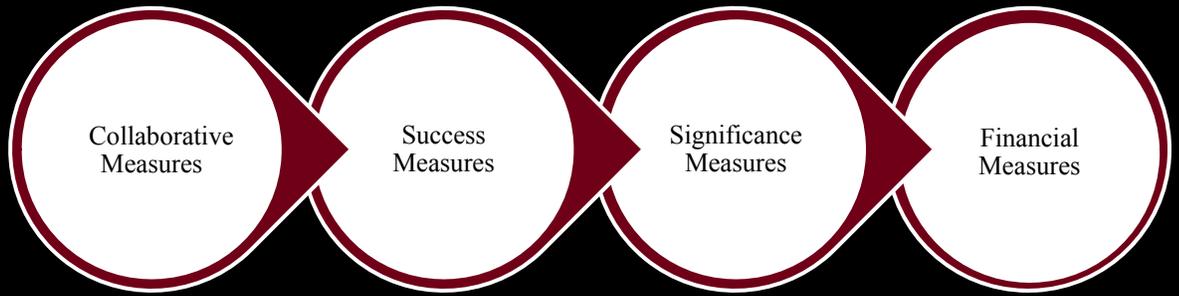
### **CERTIFICATE**

### **OF**

### **LIABILITY**

### **INSURANCE**





Round : Application Form

# Local Government Innovation Fund

Step One: Fill out this Application Form in its entirety.

Step Two: Fill out the online submission form and submit your application materials. All supplemental application materials should be combined into one file for submission.

## LGIF: Applicant Profile

|   |  |
|---|--|
| <b>Lead Applicant</b>                   |  |
| <b>Project Name</b>                     |  |
| <b>Type of Request</b>                  |  |
| <b>Funding Request</b>                  |  |
| <b>JobsOhio Region</b>                  |  |
| <b>Number of Collaborative Partners</b> |  |

### Office of Redevelopment

Website: <http://development.ohio.gov>

Email: [LGIF@development.ohio.gov](mailto:LGIF@development.ohio.gov)

Phone: 614 | 995 2292

|                |  |                 |  |
|----------------|--|-----------------|--|
| Lead Applicant |  | <b>Round 4</b>  |  |
| Project Name   |  | Type of Request |  |

| Lead Applicant  |                |                |                   |  |
|---|----------------|----------------|-------------------|--|
| <b>Mailing Address:</b>                                 | Address Line 1 |                |                   |  |
|   | Address Line 2 |                |                   |  |
|   | City           | State          | Zip Code          |  |
| City, Township or Village                               |                |                | Population (2010) |  |
| County  |                |                | Population (2010) |  |
| Did the lead applicant provide a resolution of support? |                | Yes (Attached) | No (In Process)   |  |

| Project Contact   |                 |       |              |  |
|---|-----------------|-------|--------------|--|
| Complete the section below with information for the individual to be contacted on matters involving this application. |                 |       |              |  |
|   | Project Contact |       | Title        |  |
| <b>Mailing Address:</b>   | Address Line 1  |       |              |  |
|   | Address Line 2  |       |              |  |
|   | City            | State | Zip Code     |  |
| Email Address   |                 |       | Phone Number |  |

| Fiscal Officer   |                |       |              |  |
|--|----------------|-------|--------------|--|
| Complete the section below with information for the entity and individual serving as the fiscal agent for the project. |                |       |              |  |
|  | Fiscal Officer |       | Title        |  |
| <b>Mailing Address:</b>  | Address Line 1 |       |              |  |
|  | Address Line 2 |       |              |  |
|  | City           | State | Zip Code     |  |
| Email Address  |                |       | Phone Number |  |
| Is your organization registered in OAKS as a vendor?   |                | Yes   | No           |  |

Section 1  
Contacts

|                |  |                |  |
|----------------|--|----------------|--|
| Lead Applicant |  | <b>Round 4</b> |  |
| Project Name   |  | Type of        |  |

| <b>Single Applicant</b>                               |     |    |
|---|-----|----|
| Is your organization applying as a single entity?     | Yes | No |
| Participating Entity: (1 point) for single applicants |     |    |

| <b>Collaborative Partners</b>  |     |    |
|--|-----|----|
| Does the proposal involve other entities acting as collaborative partners?   | Yes | No |
| <p>Applicants applying with a collaborative partner are required to show proof of the partnership with a partnership agreement signed by each partner and resolutions of support from the governing entities. If the collaborative partner does not have a governing entity, a letter of support from the partnering organization is sufficient. Include these documents in the supporting documents section of the application.</p> <p>In the section below, applicants are required to identify population information and the nature of the partnership.</p> <p>Each collaborative partner should also be clearly and separately identified on pages 4-5.</p> |     |    |
| Number of Collaborative Partners who signed the partnership agreement, and provided resolutions of support.  |     |    |
| Participating Entity: (5 points) allocated to projects with collaborative partners.  |     |    |

| <b>Population</b>   |                       |            |
|---|-----------------------|------------|
| The applicant is required to provide information from the 2010 U.S. Census information, available at: <a href="http://factfinder2.census.gov/">http://factfinder2.census.gov/</a> |                       |            |
| Does the applicant (or collaborative partner) represent a city, township or village with a population of less than 20,000 residents?  | Yes                   | No         |
|   | List Entity           |            |
|   |                       |            |
|   | Municipality/Township | Population |
| Does the applicant (or collaborative partner) represent a county with a population of less than 235,000 residents?  | Yes                   | No         |
|   | List Entity           |            |
|   |                       |            |
|   | County                | Population |
| Population: (3-5 points) determined by the smallest population listed in the application. Applications from (or collaborating with) small communities are preferred.              |                       |            |

Section 2 Collaborative Partners

|                |  |                 |  |
|----------------|--|-----------------|--|
| Lead Applicant |  | <b>Round 4</b>  |  |
| Project Name   |  | Type of Request |  |

**Nature of Partnership (2000 character limit)**

As agreed upon in the partnership agreement, please identify the nature of the partnership, and explain how the main applicant and the partners will work together on the proposed project.

Section 2 Collaborative Partners

**List of Partners**

The applicant applying with collaborative partners (defined in §1.03 of the LGIF Policies) must include the following information for each applicant:

- Name of collaborative partners
- Contact Information
- Population data (derived from the 2010 U.S. Census)

If the project involves more than 12 collaborative partners, additional forms are available on the LGIF website.

|                |  |                 |  |  |
|----------------|--|-----------------|--|--|
| Lead Applicant |  | <b>Round 4</b>  |  |  |
| Project Name   |  | Type of Request |  |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| Number 1                      |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| Number 2                      |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| Number 3                      |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| Number 4                      |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |

Section 2 Collaborative Partners

|                |  |                 |  |  |
|----------------|--|-----------------|--|--|
| Lead Applicant |  | <b>Round 4</b>  |  |  |
| Project Name   |  | Type of Request |  |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| <b>Number 5</b>               |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| <b>Number 6</b>               |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| <b>Number 7</b>               |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| <b>Number 8</b>               |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |

Section 2 Collaborative Partners

|                |  |                 |  |  |
|----------------|--|-----------------|--|--|
| Lead Applicant |  | <b>Round 4</b>  |  |  |
| Project Name   |  | Type of Request |  |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| Number 9                      |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        |  |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| Number 10                     |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        |  |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| Number 11                     |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        |  |  |

|                               |       |                        |        |  |  |
|-------------------------------|-------|------------------------|--------|--|--|
| <b>Collaborative Partners</b> |       |                        |        |  |  |
| Number 12                     |       |                        |        |  |  |
| Address Line 1                |       | <b>Population</b>      |        |  |  |
| Address Line 2                |       | Municipality /Township |        | Population   |  |
| City                          | State | Zip Code               | County | Population   |  |
| Email Address                 |       | Phone Number           |        |  |  |
| Resolution of Support         |       | Signed Agreement       |        | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |
|                               |       |                        |        |  |  |

Section 2 Collaborative Partners

|                |  |                 |  |
|----------------|--|-----------------|--|
| Lead Applicant |  | Round 4         |  |
| Project Name   |  | Type of Request |  |

|  |  |
|--|--|
| <b>Identification of the Type of Award</b> |  |
| <b>Targeted Approach</b>                   |  |

**Project Description (4000 character limit)**

Please provide a general description of the project. The information provided will be used for council briefings, program, and marketing materials.

Section 3  
Project Information

|                |  |                 |  |
|----------------|--|-----------------|--|
| Lead Applicant |  | <b>Round 4</b>  |  |
| Project Name   |  | Type of Request |  |

| <b>Past Success</b>  | Yes | No |
|--|-----|----|
| <b>Past Success (5 points)</b>   |     |    |
| Provide a summary of past efforts to implement a project to improve efficiency, implement shared services, coproduction, or a merger. (1000 character limit) |     |    |
|  |     |    |

| <b>Scalable/Replicable Proposal</b>   | Scalable | Replicable | Both |
|---|----------|------------|------|
| <b>Scalable/Replicable (10 points)</b>  |          |            |      |
| Provide a summary of how the applicant's proposal can be replicated by other local governments or scaled for the inclusion of other local governments. (1000 character limit) |          |            |      |
|   |          |            |      |

Section 3  
Project Information

| <b>Probability of Success</b>   | Yes | No |
|---|-----|----|
| <b>Probability of Success (5 points)</b>  |     |    |
| Provide a summary of the likelihood of the grant study recommendations being implemented. Applicants requesting a loan should provide a summary of the probability of savings from the loan request. (1000 character limit) |     |    |
|   |     |    |

|                |  |                 |  |
|----------------|--|-----------------|--|
| Lead Applicant |  | <b>Round 4</b>  |  |
| Project Name   |  | Type of Request |  |

|  |     |    |
|--|-----|----|
| <b>Performance Audit Implementation/Cost Benchmarking</b>  | Yes | No |
| <b>Performance Audit/Benchmarking (5 points)</b>   |     |    |
| If the project is the result of recommendations from a performance audit provided by the Auditor of State under Chapter 117 of the Ohio Revised Code or a cost benchmarking study, please attach a copy with the supporting documents. In the section below, provide a summary of the performance audit or cost benchmarking study. (1000 character limit) |     |    |
|  |     |    |

|   |     |    |
|---|-----|----|
| <b>Economic Impact</b>  | Yes | No |
| <b>Economic Impact (5 points)</b>   |     |    |
| Provide a summary of how the proposal will promote a business environment (through a private business relationship) and/or provide for community attraction. (1000 character limit) |     |    |
|   |     |    |

Section 3  
Project Information

|  |     |    |
|--|-----|----|
| <b>Response to Economic Demand</b>   | Yes | No |
| <b>Response to Economic Demand (5 points)</b>  |     |    |
| Provide a summary of how the project responds to substantial changes in economic demand for local or regional government services. The narrative should include a description of the current service level. (1000 character limit) |     |    |
|  |     |    |

# Budget Information

## General Instructions

- Both the Project Budget and Program Budgets are required to be filled out in this form.
- Consolidate budget information to fit in the form. Additional budget detail may be provided in the budget narrative or in an attachment in Section 5: Supplemental Information.

### Project Budget:

- The Project Budget justification must be explained in the Project Budget Narrative section of the application. This section is also used to explain the reasoning behind any items on the budget that are not self explanatory, and provide additional detail about project expenses.
- The Project Budget should be for the period that covers the entire project. The look-back period for in-kind contributions is two (2) years. These contributions are considered a part of the total project costs.
- For the Project Budget, indicate which entity and revenue source will be used to fund each expense. This information will be used to help determine eligible project expenses.
- Please provide documentation of all in-kind match contributions in the supporting documents section. For future in-kind match contributions, supporting documentation will be provided at a later date.

### Program Budget:

- Six (6) years of Program Budgets should be provided. The standard submission should include three years previous budgets (actual), and three years of projections including implementation of the proposed project. A second set of three years of projections (one set including implementation of this program, and one set where no shared services occurred) may be provided in lieu of three years previous if this does not apply to the proposed project.
- Please use the Program Budget Narrative section to explain any unusual activities or expenses, and to defend the budget projections. If the budget requires the combining of costs on the budget template, please explain this in the narrative.

### Return on Investment:

- A Return on Investment calculation is required, and should reference cost savings, cost avoidance and/or increased revenues indicated in the budget projection sections of the application. Use the space designated for narrative to justify this calculation, using references when appropriate.

### For Loan Applications only:

- Using the space provided, outline a loan repayment structure.
- Attach three years prior financial documents related to the financial health of the lead applicant (balance sheet, income statement, and a statement of cash flows).

|                       |  |                        |  |
|-----------------------|--|------------------------|--|
| <b>Lead Applicant</b> |  | <b>Round 4</b>         |  |
| <b>Project Name</b>   |  | <b>Type of Request</b> |  |

## Project Budget

### Sources of Funds

LGIF Request:

Cash Match (List Sources Below):

|         |   |
|---------|---|
| Source: | <input style="width: 100%;" type="text"/> |

In-Kind Match (List Sources Below):

|         |   |
|---------|---|
| Source: | <input style="width: 100%;" type="text"/> |
| Source: | <input style="width: 100%;" type="text"/> |
| Source: | <input style="width: 100%;" type="text"/> |

Total Match:   
Total Sources:

### Uses of Funds

|                  | <u>Amount</u>                             | <u>Revenue Source</u>                     |
|------------------|---|---|
| Consultant Fees: | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Legal Fees:      | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: _____     | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: _____     | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: _____     | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: _____     | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: _____     | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: _____     | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: _____     | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |
| Other: _____     | <input style="width: 100%;" type="text"/> | <input style="width: 100%;" type="text"/> |

Total Uses:   
Local Match Percentage:

\* Please note that this match percentage will be included in your grant/loan agreement and cannot be changed after awards are made.

Local Match Percentage = (Match Amount/Project Cost) \* 100 (10% match required)  
10-39.99% (1 point)      40-69.99% (3 points)      70% or greater (5 points)

**Project Budget Narrative: Use this space to justify expenses (1200 character max).**

Section 4  
Financial Information

|                |  |                 |
|----------------|--|-----------------|
| Lead Applicant |  | Round 4         |
| Project Name   |  | Type of Request |

## Program Budget

| Actual ___ Projected ___                         | FY _____ | FY _____ | FY _____ |
|--|----------|----------|----------|
| Expenses   | Amount   | Amount   | Amount   |
| Salary and Benefits                              |          |          |          |
| Contract Services                                |          |          |          |
| Occupancy (rent, utilities, maintenance)         |          |          |          |
| Training and Professional Development            |          |          |          |
| Insurance  |          |          |          |
| Travel   |          |          |          |
| Capital and Equipment Expenses                   |          |          |          |
| Supplies, Printing, Copying, and Postage         |          |          |          |
| Evaluation                                       |          |          |          |
| Marketing  |          |          |          |
| Conferences, meetings, etc.                      |          |          |          |
| Administration                                   |          |          |          |
| *Other - _____                                   |          |          |          |
| *Other - _____                                   |          |          |          |
| *Other - _____                                   |          |          |          |
| <b>TOTAL EXPENSES</b>                            |          |          |          |
| Revenues   | Revenues | Revenues | Revenues |
| Contributions, Gifts, Grants, and Earned Revenue |          |          |          |
| Local Government: _____                          |          |          |          |
| Local Government: _____                          |          |          |          |
| Local Government: _____                          |          |          |          |
| State Government                                 |          |          |          |
| Federal Government                               |          |          |          |
| *Other - _____                                   |          |          |          |
| *Other - _____                                   |          |          |          |
| *Other - _____                                   |          |          |          |
| Membership Income                                |          |          |          |
| Program Service Fees                             |          |          |          |
| Investment Income                                |          |          |          |
| <b>TOTAL REVENUES</b>                            |          |          |          |

|                       |  |                 |  |
|-----------------------|--|-----------------|--|
| <b>Lead Applicant</b> |  | <b>Round 4</b>  |  |
| <b>Project Name</b>   |  | Type of Request |  |

## Program Budget

| Actual ___ Projected ___                                | FY _____ | FY _____ | FY _____ |
|---|----------|----------|----------|
| Expenses  | Amount   | Amount   | Amount   |
| Salary and Benefits                                     |          |          |          |
| Contract Services                                       |          |          |          |
| Occupancy (rent, utilities, maintenance)                |          |          |          |
| Training and Professional Development                   |          |          |          |
| Insurance   |          |          |          |
| Travel  |          |          |          |
| Capital and Equipment Expenses                          |          |          |          |
| Supplies, Printing, Copying, and Postage                |          |          |          |
| Evaluation  |          |          |          |
| Marketing   |          |          |          |
| Conferences, meetings, etc.                             |          |          |          |
| Administration  |          |          |          |
| *Other - _____  |          |          |          |
| *Other - _____  |          |          |          |
| *Other - _____  |          |          |          |
| <b>TOTAL EXPENSES</b>                                   |          |          |          |
| Revenues  | Revenues | Revenues | Revenues |
| <b>Contributions, Gifts, Grants, and Earned Revenue</b> |          |          |          |
| Local Government: _____                                 |          |          |          |
| Local Government: _____                                 |          |          |          |
| Local Government: _____                                 |          |          |          |
| State Government  |          |          |          |
| Federal Government                                      |          |          |          |
| *Other - _____  |          |          |          |
| *Other - _____  |          |          |          |
| *Other - _____  |          |          |          |
| Membership Income                                       |          |          |          |
| Program Service Fees                                    |          |          |          |
| Investment Income                                       |          |          |          |
| <b>TOTAL REVENUES</b>                                   |          |          |          |

|                       |  |                 |
|-----------------------|--|-----------------|
| <b>Lead Applicant</b> |  | <b>Round 4</b>  |
| <b>Project Name</b>   |  | Type of Request |

**Program Budget**

Use this space to justify the program budget and/or explain any unusual revenues or expenses (6000 characters max).

**Section 4: Financial Information Scoring**

- (5 points) Applicant provided complete and accurate budget information and narrative justification for a total of six fiscal years.
- (3 points) Applicant provided complete and accurate budget information and for at least three fiscal years.
- (1 point) Applicant provided complete and accurate budget information for less than three fiscal years.

|                       |  |                 |  |
|-----------------------|--|-----------------|--|
| <b>Lead Applicant</b> |  | <b>Round 4</b>  |  |
| <b>Project Name</b>   |  | Type of Request |  |

## Return On Investment

Return on Investment is a performance measure used to evaluate the efficiency of an investment. To derive the expected return on investment, divide the net gains of the project by the net costs. For these calculations, please use the implementation gains and costs, NOT the project costs (the cost of the feasibility, planning, or management study)--unless the results of this study will lead to direct savings without additional implementation costs. The gains from this project should be derived from the prior and future program budgets provided, and should be justified in the return on investment narrative.

### Return on Investment Formulas:

Consider the following questions when determining the appropriate ROI formula for the project. Check the box of the formula used to determine the ROI for the project. These numbers should refer to savings/revenues illustrated in projected budgets.

Do you expect cost savings from efficiency from the project?

Use this formula: 
$$\frac{\text{Total \$ Saved}}{\text{Total Program Costs}} * 100 = \text{ROI}$$

Do you expect cost avoidance from the implementation of the project/program?

Use this formula: 
$$\frac{\text{Total Cost Avoided}}{\text{Total Program Costs}} * 100 = \text{ROI}$$

Do you expect increased revenues as a result of the project/program?

Use this formula: 
$$\frac{\text{Total New Revenue}}{\text{Total Program Costs}} * 100 = \text{ROI}$$

Expected Return on Investment = \_\_\_\_\_ \* 100 = \_\_\_\_\_

**Return on Investment Justification Narrative:** In the space below, briefly describe the nature of the expected return on investment, using references when appropriate. (1300 character limit)

Expected Return on Investment is:

Less than 25% (10 points)
25%-74.99% (20 points)
Greater than 75% (30 points)

Questions about how to calculate ROI? Please contact the Office of Redevelopment at 614-995-2292 or [lgif@development.ohio.gov](mailto:lgif@development.ohio.gov)

Section 4  
Financial Information

|                       |  |                 |  |
|-----------------------|--|-----------------|--|
| <b>Lead Applicant</b> |  | <b>Round 4</b>  |  |
| <b>Project Name</b>   |  | Type of Request |  |

## Loan Repayment Structure

Please outline the preferred loan repayment structure. At a minimum, please include the following: the entities responsible for repayment of the loan, all parties responsible for providing match amounts, and an alternative funding source (in lieu of collateral). Applicants will have two years to complete the project upon execution of the loan agreement, and the repayment period will begin upon the final disbursement of the loan funds. A description of expected savings over the term of the loan may be used as a repayment source.

Section 4  
Financial Information

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).

|  |   |
|--|---|
| Applicant clearly demonstrates a secondary repayment source (5 points) | Applicant does not have a secondary repayment source (0 points) |
|--|---|

|                       |  |                 |  |
|-----------------------|--|-----------------|--|
| <b>Lead Applicant</b> |  | <b>Round 4</b>  |  |
| <b>Project Name</b>   |  | Type of Request |  |

## Scoring Overview

### Section 1: Collaborative Measures

| Collaborative Measures        | Description   | Max Points |  | Applicant Self Score |
|-------------------------------|---|------------|--|----------------------|
| <b>Population</b>             | 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 <b>smallest</b> population listed in the application. Applications from (or collaborating with) small communities are preferred. | 5          |  |                      |
| <b>Participating Entities</b> | 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.  | 5          |  |                      |

### Section 2: Success Measures

|                                     |   |    |  |  |
|-------------------------------------|---|----|--|--|
| <b>Past Success</b>                 | 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. | 5  |  |  |
| <b>Scalable/Replicable Proposal</b> | Applicant's proposal can be replicated by other local governments or scaled for the inclusion of other local governments.   | 10 |  |  |
| <b>Probability of Success</b>       | Applicant provides a documented need for the project and clearly outlines the likelihood of the need being met.   | 5  |  |  |

### Section 3: Significance Measures

|   |   |   |  |  |
|---|---|---|--|--|
| <b>Performance Audit Implementation/Cost Benchmarking</b> | 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.  | 5 |  |  |
| <b>Economic Impact</b>                                    | 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) | 5 |  |  |
| <b>Response to Economic Demand</b>                        | The project responds to current substantial changes in economic demand for local or regional government services.   | 5 |  |  |

### Section 4: Financial Measures

|  |   |    |  |  |
|--|---|----|--|--|
| <b>Financial Information</b>           | 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. | 5  |  |  |
| <b>Local Match</b>                     | Percentage of local matching funds being contributed to the project. This may include in-kind contributions.  | 5  |  |  |
| <b>Expected Return</b>                 | 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.   | 30 |  |  |
| <b>Repayment Structure (Loan Only)</b> | 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 fund, rainy day fund, contingency fund, etc.).   | 5  |  |  |

**Total Points**