

# Madeira Schools Planning Commission

## **Alternate Ways of Generating Revenue**

**February 14, 2013**

### **Committee Members:**

John Harrington  
Ginger Madden  
Kathy Justice  
James Smith  
Beth Pohlman  
Richard Palmer

### **Resources:**

Steve Kramer, Superintendent

# Table of Contents

<b><u>Contents</u></b>	<b><u>Page(s)</u></b>
Overall Purpose of Study	3
Open Enrollment/Tuition	3
Market Research	6
Facilities Revenue	7
THELMA Program	9
Creating Revenue Ideas	10
Summary of Recommendations	11

## **Attachments**

Attachment 1	List of Ohio Schools with Open Enrollment
Attachment 2	Survey Report
Attachment 3	Map of Adjacent School Districts
Attachment 4	Tuition Rates
Attachment 5	State of Ohio Tuition Letter
Attachment 6	Sample Parent Guardian Open Enrollment (St. Bernard Schools) Sample Open Enrollment Application (St Bernard Schools) Sample Open Enrollment Board of Education Policy (St Bernard Schools)
Attachment 7	Evaluation Matrix
Attachment 8	Facilities Revenue Example

## OVERALL PURPOSE OF THE STUDY

To investigate opportunities for Madeira City Schools to generate revenue that does not involve raising local property taxes.

## OPEN ENROLLMENT

**Idea:** Allow Open Enrollment (or Tuition) at Madeira City Schools to increase revenue.

**Background:** Many local school districts are considering an emerging practice of open enrollment due to declining tax revenue and tight budgets. Additionally, national focus on school reform and educational choice has increased its prevalence. Open enrollment allows a student who lives in one district to attend a public school in another district without paying tuition. State dollars – about \$5,700 a year in Ohio – follow that student to the new district (less administrative fees). While this process requires open eligibility, it can be prioritized by given criteria including grade capacity, adjacency, current employees, etc.

### Prevalence:

- Of 49 districts in Southwest Ohio, 29 have open enrollment policies compared to 19 in 2008.
- Policies are more common in Clermont, Butler, and Warren counties;
- 6 of 22 districts in Hamilton county have open enrollment practices;
- Lockland, Reading, Southwest, St. Bernard-Elmwood Place, Three Rivers, and Winton Woods
- Walnut Hills allows students to pay tuition
- 77% of Ohio districts have some version of open enrollment (13% are adjacent district and 64% are Statewide)

### Program Elements:

- Establish criteria for district eligibility including grade level capacity
- Transportation does **not** need to be provided
- Students need to apply for open enrollment each year.
- The Ohio High School Athletic Association, dictate eligibility of sports participation of Open Enrollment students (for example a new open enrollment high school student will not be eligible to play for one year)
- A student's application cannot be denied because of disciplinary action in his/her home school, except for a suspension for ten (10) consecutive days or more.

### Financial incentives:

- \$5,700 state dollars follow a student to open enrollment district. (MCS currently receives \$1,800 per student living in Madeira).
- The estimated number of opening is 40.
- Maximum potential revenue is \$228,000.

## Pros

- Increase in revenue
- Improve perceived quality of MSC
- Improve academic achievements – more money better programs
- School Employee satisfaction
- Defense against possible dropping enrollment as more and more districts implement OE

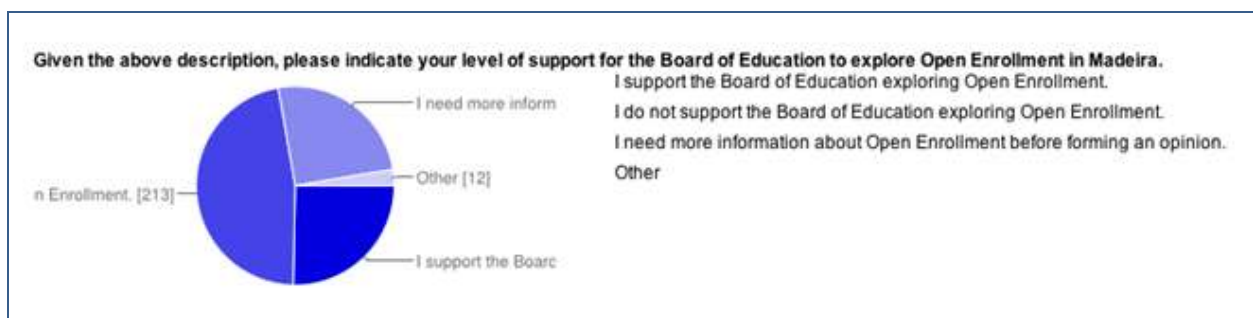
## Cons

- Impact to surrounding school districts
- Lack of Community support/understanding (see survey results below)
- Potential Integration issues of students
- Barrier to family involvement living outside the district
- Athletic / extracurricular activities impact

## Community Survey

An electronic survey was conducted to determine community support for the Board of Education exploring Open Enrollment. 1600 surveys were sent to community members, 432 responded. This was a 27% response, which is considered very high (a target of 10 to 15 % is typical). The breakdown was as follows:

- 25% would support the Board of Education exploring Open Enrollment
- 47% do not support the Board of Education exploring Open Enrollment.
- 25% need more information about Open Enrollment before forming an opinion.
- 3% other



See Attachment 2 for survey details

## Tuition

Tuition is an additional option for increasing revenue. The program elements are very similar to open enrollment. The major difference is with open enrollment tax money follows the student from the home district to the receiving school. Conversely, for a public school that charges tuition, the guardian of the student pays the tuition fees. The Tuition is set by the state and is \$10,447 per year for Madeira.

### Summary Table Open Enrollment vs. Tuition

Program Elements	Open Enrollment	Tuition
Revenue	Tax Money Follows Student (\$5,700 per)	Tuition is out of pocket to school by guardian, Set by the state (\$10,400 per)
Cost associated with student	Should be none, program set up to limit numbers for existing resources	Same
Cost associated with special needs student	District not required to create new programs and/or services for students enrolled through open enrollment	Same
Number of students allowed	School sets openings for each grade	Same
Other limits that can be set by the school	Tiers can be set. Priority can be set as below, for example:  MSC employees (was in place until year 2000)  Madeira business employee students  Border districts only  Open to all districts	None
Maximum possible revenue (assume 40 student openings)	\$228,000 (40 students x \$5,700)	\$417,880 (40 students x \$10,447)

## Open Enrollment (and Tuition) Conclusion

Open Enrollment has been an effective means of increasing revenue for many schools in Ohio. The percentage of schools offering Open Enrollment is increasing (up 147% since 2008). Some of the local schools that have benefited are St. Bernard, Reading and Lockwood.

From a financial standpoint, Open Enrollment has the opportunity to provide community benefit. However, as seen from the survey data, the community is split and would need further information regarding Open Enrollment. Our recommendation is to provide more information to the community and parents to further explore this potential for new revenue.

The Tuition option has an even higher revenue potential. Our recommendation is to investigate tuition along with open enrollment to determine the community support and pros/cons of each option

## MARKET RESEARCH

**Idea:** Utilize school facilities and student for market research

***Background:*** There is a strong demand in our area for market research participants and facilities due to the large concentration of marketing firms in Cincinnati. Research with children is particularly hard for firms to coordinate due to the logistical and legal issues of doing research with children. There appears to be an opportunity for the schools to help facilitate research with students and their parents. This could be as simple as allowing use/rental of the facilities for market research to coordinating research with students and parents and sharing in the payment to the participants. Participants are typically paid \$25 - \$50 for participating in research, which could go directly to the schools

### Concept

- Schools would recruit parents and students who are willing to do market research and donate their time to the schools (payment or part of payment for research would go directly to the schools)
- Schools would connect with market research firms to make them aware of this ready-made pool of candidates to use for research
- School would allow firms to utilize school facilities for research making logistics easy for the parents and the students
- This may be a good student project to assess the market opportunity and to develop the business plan for this concept
- This model is currently in use by committee member, Richard Palmer, whose company pays preschools to coordinate focus groups with their parents. One part day session can generate \$500 - \$1,000.

### Required Resources

- Staff, volunteers or students to further evaluate opportunity and to develop a business plan
- Resource to gather information from parents and permission to use them/their kids for research
- Resource to reach out to market research firms to discuss and promote capability
- Resource to coordinate/schedule research with firms and parents
- Legal review to understand any potential issues/risks

## **Summary**

Marketing firms are always looking for ways to connect with students. This utilizes our existing buildings and our student population to create a new revenue source for our schools.

## **FACILITIES REVENUE**

**Idea:** Rent/lease school facilities during times not utilized by students and staff

***Background:*** The district has buildings, spaces and athletic fields and gymnasiums that may be rented or leased to multiple entities for revenue generation. Income could be derived from educational training programs, social and community events, performing arts, sports programs and in conjunction with other educational organizations such as online schools, universities.

### **Madeira School Resources**

- Classrooms
- Libraries/media centers
- Computer labs
- Cafeterias with professional kitchens
- Auditoriums
- Music rooms
- Gyms
- Multi-purpose spaces
- Fields

### **Benefits of Madeira Location**

- Easy access to highways
- Parking
- Proximity to restaurants and other resources

### **Sample Concepts**

Low Revenue

- **Community Learning Center:** partner with City of Madeira and other entities to provide community services at a nominal fee. Use of public spaces to foster community engagement by developing academic programs, enrichment activities and support services for students, families and the community. Example- Winton Hills identified student health issues as a barrier to student achievement. Partnered with a pharmacy and primary care providers to offer a health clinic in a building one weekend day per week.

More Revenue- Rental rates to be determined based on space, time and entity

- **Continuing Education Center:** For lease by schools, corporations or educational companies. Could include professional seminars, adult education, professional tutoring, Saturday enrichment programs, literacy training, Test Prep classes.
- **Higher Education/distance learning:** Provide space and technology for required onsite components of distance learning programs. Partner with local colleges needing additional space, online universities and other professional training programs.
- **Meeting and conference center:** provide space, technology and food services (or use of professional kitchens) for corporate or professional meetings/certification programs.
- **Social and Community Events:** rental of space, kitchen, tables, chairs and other equipment to individuals or organizations. Could partner with catering companies, event planners.
- **Performing Arts Center:** Professional theater, music and dance programs for concert series, rehearsal space, classes and studios.
- **Sports Programs:** Fields and indoor space rental to sports vendors, sports organizations, leagues and traveling teams, exercise classes

## Required Resources

Coordinator- Options

- Manage with current staff
- New Position- Development coordinator. Bring in new businesses, coordinate resources. Tie into business partnership opportunities for students
- Partner with a property management company

Potential Investments

- Assessment of facilities and technology to meet needs. Determine if investment in facility upgrades or additional technology would enhance ability to generate revenue
- Custodial and Security Staff needs Liability/Insurance

## Summary



We recommend forming a committee (potentially a student project) to develop a business plan for marketing the facilities. This plan can help determine the revenue potential, estimated costs and other risks. We suggest starting small, then building upon early successes. Actively marketing our facilities could be done with volunteers/student marketing group. The opportunities offered to the market could grow as success is demonstrated (along with increased revenue).

## **THELMA PROGRAM – LESSONS LEARNED AND FRAME WORK TO FOLLOW**

**Idea:** Learn from others – examine the process Mariemont Schools went through to develop a product/business that may create substantial and continuous income.

***Background:*** The big idea, a business that can create a substantial continuous income for our school system that would be the best solution for increasing revenue. Below is a summary of what Mariemont Schools did to develop such a program/business.

***Review of the Business/Product:*** Mariemont Schools has developed a business/product that may achieve the goal shown above. The program allows parents to fill all contact and student information in one electronic location. This information can then populate all forms moving forward in the school year. This program is being developed by Mariemont Schools.

### **Time Line of development**

- The school system internally developed an online form for Parents to fill in Emergency Medical Form,.
- With proven success, they developed additional forms; for example, conference schedules and new student registration. Mariemont Administration made plans to market the system to other schools
- Partnered with a technology company to review the code to see if it was scalable.
- The school branded and marketed the program with the help of some volunteer professionals
- Ready to roll out on the market now.
- The above took about 18 months.

### **Lessons Learned**

- You have to think big. Think of it as a business, not a fund raiser.
- Someone with a passion for the idea needs to drive it.

### **Resources**

- Need a good Intellectual Property lawyer, to protect your idea or process.

- Seed money came from the school general fund. It takes an investment to start.
- Partner with professionals.
- The school is investigating starting a business unit to operate the program.

### **Summary**

It is very possible for a business/product to be developed and implemented by a school system. The information above can be used as a framework if or when Madeira City Schools develops the next big idea.

### **CREATING REVENUE IDEAS**

Many ideas have been generated from the process of creating this report. The scope of the ideas included was narrowed to provide a more focused report. However, we felt listing these ideas may add value for future report topics. Or perhaps one of the ideas can be championed by a community member. Included in Attachment ## is an Evaluation Matrix that may useful as we move forward in developing some of these ideas.

#### **Creating Revenue – Knowledge Based – Teaching Skills/systems.**

- Start a website selling lesson plans/techniques – i.e. [www.teachersPayTeachers.com](http://www.teachersPayTeachers.com)
- Online classes for our students but allow others to attend for \$
- Reduce costs by on line classes shared with other districts
- Host training classes for teacher CEU's. Give teachers % of profit.
- Sell lessons/systems for Home School

#### **Creating Revenue – Knowledge Based – Management, Processes, Marketing**

- Host seminars for other school districts on selected Planning Commission Studies
- Host seminars on How to Pass a School Levee
- Host seminar on How to Create a Top Performing School
- Sell Planning Commission Studies
- Start a School Consulting Business on above topics (or Partner with an existing one?)

#### **Creating Revenue – Physical Assets**

- Cell Tower on School property
- Rent out our Computer Labs for Training (Private Company's)
- Large Solar Array on Roof or Land (review previous PC study on this one)
- Educational Trade Shows
- Rent Gym for Exercise Classes
- Rent Auditorium
- Rent Outside Athletic Facilities.

## **Creating Revenue – Combining Knowledge and Facilities (i.e. Open Enrollment)**

- Open Enrollment ( Walnut Hills has good success)
- Partner with Community Colleges, Trade Schools, Private Schools, share revenue
- Use resource in existing Media Center (upgraded High School Media Center)

## **Creating Revenue – Fund Raising**

- Student Internship – School gets \$ students get good experience
- School Foundation – Do we maximize money from this source?
- Alumni Donations – Can we become more proactive?
- Partner with Community Colleges, Trade Schools, Private Schools and share revenue.
- Can we implement more Kroger Card type fund raising programs?

## **Creating Revenue – Partnerships**

- Provide students, teachers and community members for Marketing Focus Groups
- Sell Advertising Space – Inside and outside

## **SUMMARY OF RECOMMENDATIONS**

### **Open Enrollment**

- Board should investigate and Tuition as a potential way to increase revenue.
- Need to include community discussion to increase understanding of pros/cons of open enrollment/tuition.

### **Market Research**

- Create student/volunteer project to assess the market opportunity and develop a business plan for this concept.

### **Rent Facilities**

- Form committee (or student project) to develop a plan for generating revenue from facilities (define revenue potential, estimated costs, risks, etc.)

**ATTACHMENT 1:**

**SCHOOL IN**

**OHIO—OPEN**

**ENROLLMENT**

Summary Information

Total Districts

Interdistrict Open Enrollment

664

No
Adjacent
Statewide

148

91

425

22.29%

13.70%

64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
61903	Adams County/Ohio Valley Local	Adams	14			X
442	Manchester Local	Adams	14			X
45757	Allen East Local Schools	Allen	06			X
50773	Apollo JVS	Allen	06			X
45765	Bath Local Schools	Allen	06			X
45211	Bluffton Exempted Vil. Schools	Allen	06			X
43885	Delphos City Schools	Allen	06			X
45773	Elida Local Schools	Allen	06			X
44222	Lima City Schools	Allen	06			X
45781	Perry Local Schools	Allen	06			X
45799	Shawnee Local Schools	Allen	06			X
45807	Spencerville Local Schools	Allen	06		X	
43505	Ashland City	Ashland	07			X
62042	Ashland County-West Holmes JVS	Ashland	07		X	
45823	Hillsdale Local	Ashland	07			X
45468	Loudonville-Perrysville Local	Ashland	07			X
45831	Mapleton Local	Ashland	07			X
43513	Ashtabula Area City	Ashtabula	05			X
45856	Buckeye Local	Ashtabula	05			X
43810	Conneaut Area City	Ashtabula	05			X
44057	Geneva Area City	Ashtabula	05			X
45864	Grand Valley Local	Ashtabula	05			X
45872	Jefferson Area Local	Ashtabula	05			X
45880	Pymatuning Valley Local	Ashtabula	05			X
45906	Alexander Local Schools	Athens	16			X
43521	Athens City Schools	Athens	16			X
45914	Federal Hocking Local Schools	Athens	16			X
44446	Nelsonville-York City Schools	Athens	16			X
51607	Tri County JVSD	Athens	16			X
45922	Trimble Local Schools	Athens	16			X
45948	Minster Local Schools	Auglaize	06		X	
45955	New Bremen Local Schools	Auglaize	06	X		
45963	New Knoxville Local Schools	Auglaize	06			X
44727	St Marys City Schools	Auglaize	06			X
44982	Wapakoneta City Schools	Auglaize	06		X	
45971	Waynesfield-Goshen Local Schoo	Auglaize	06		X	
45203	Barnesville Exempted Vil. Scho	Belmont	12			X
43570	Bellaire Local Schools	Belmont	12			X
50856	Belmont-Harrison JVS	Belmont	12			X

Summary Information

Total Districts

664

Interdistrict Open Enrollment

No	Adjacent	Statewide
148	91	425
22.29%	13.70%	64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
45237	Bridgeport Exempted Vil. Schoo	Belmont	12			X
44347	Martins Ferry City Schools	Belmont	12			X
46003	Shadyside Local Schools	Belmont	12			X
45997	St Clairsville-Richland City S	Belmont	12			X
46011	Union Local Schools	Belmont	12			X
46037	Eastern Local Schools	Brown	14			X
46045	Fayetteville-Perry Local Schoo	Brown	14			X
45377	Georgetown Exempted Vil. Schoo	Brown	14			X
46078	Ripley-Union-Lewis-Huntington	Brown	14			X
50799	Southern Hills JVSD	Brown	14			X
46060	Western Brown Local Schools	Brown	14			X
50880	Butler Tech	Butler	13			X
46094	Edgewood City Schools	Butler	13	X		
46102	Fairfield City Schools	Butler	13	X		
46110	Lakota Local Schools	Butler	13	X		
46128	Madison Local Schools	Butler	13			X
44404	Middletown City Schools	Butler	13			X
39303	Monroe Local Schools	Butler	13			X
46136	New Miami Local Schools	Butler	13		X	
46144	Ross Local Schools	Butler	13	X		
46151	Talawanda City Schools	Butler	13			X
44107	Hamilton City Schools	Butler	13			X
46177	Brown Local Schools	Carroll	12			X
45278	Carrollton Exempted Vil. Schoo	Carroll	12			X
46193	Graham Local Schools	Champaign	06			X
45484	Mechanicsburg Exempted Vil. Sc	Champaign	06			X
46201	Triad Local Schools	Champaign	06			X
44941	Urbana City Schools	Champaign	06			X
46219	West Liberty-Salem Local Schoo	Champaign	06			X
46284	Clark-Shawnee Local Schools	Clark	10			X
46235	Greenon Local Schools	Clark	10			X
46250	Northeastern Local Schools	Clark	10			X
46268	Northwestern Local Schools	Clark	10			X
46276	Southeastern Local Schools	Clark	10			X
44818	Springfield City Schools	Clark	10		X	
51532	Springfield-Clark JVS	Clark	10		X	
46243	Tecumseh Local Schools	Clark	10			X
46300	Batavia Local Schools	Clermont	13			X
46318	Bethel-Tate Local Schools	Clermont	13			X
46326	Clermont-Northeastern Local Sc	Clermont	13			X

<u>Summary Information</u>	Total Districts	Interdistrict Open Enrollment		
	664	<u>No</u>	<u>Adjacent</u>	<u>Statewide</u>
		148	91	425
		22.29%	13.70%	64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
46334	Felicity-Franklin Local School	Clermont	13			X
46342	Goshen Local Schools	Clermont	13			X
45500	Milford Exempted Vil. Schools	Clermont	13			X
45559	New Richmond Exempted Vil. Sch	Clermont	13			X
62802	US Grant JVSD	Clermont	13	X		
46359	West Clermont Local Schools	Clermont	13	X		
46367	Williamsburg Local Schools	Clermont	13			X
46383	Blanchester Local Schools	Clinton	14			X
46391	Clinton-Massie Local Schools	Clinton	14	X		
46409	East Clinton Local Schools	Clinton	14			X
45112	Wilmington City Schools	Clinton	14			X
46425	Beaver Local Schools	Columbiana	09			X
50906	Columbiana County JVS	Columbiana	09			X
45328	Columbiana Exempted Vil. Schoo	Columbiana	09			X
46433	Crestview Local Schools	Columbiana	09			X
43919	East Liverpool City Schools	Columbiana	09			X
43927	East Palestine City Schools	Columbiana	09			X
45443	Leetonia Exempted Vil. Schools	Columbiana	09			X
45450	Lisbon Exempted Vil. Schools	Columbiana	09			X
44735	Salem City Schools	Columbiana	09			X
46441	Southern Local Schools	Columbiana	09			X
46458	United Local Schools	Columbiana	09			X
45039	Wellsville Local Schools	Columbiana	09			X
43828	Coshocton City Schools	Coshocton	12			X
65277	Coshocton County JVS	Coshocton	12			X
46474	Ridgewood Local Schools	Coshocton	12		X	
46482	River View Local Schools	Coshocton	12		X	
46508	Buckeye Central Local Schools	Crawford	07			X
43687	Bucyrus City Schools	Crawford	07			X
46516	Colonel Crawford Local Schools	Crawford	07		X	
45344	Crestline Exempted Vil. School	Crawford	07			X
44024	Galion City Schools	Crawford	07			X
46524	Wynford Local Schools	Crawford	07		X	
43547	Bay Village City	Cuyahoga	03	X		
43554	Beachwood City	Cuyahoga	03	X		
43562	Bedford City	Cuyahoga	03	X		
43612	Berea City	Cuyahoga	03	X		
43646	Brecksville-Broadview Hts. City	Cuyahoga	03	X		
43653	Brooklyn City	Cuyahoga	03	X		
45286	Chagrin Falls Ex. Village	Cuyahoga	03	X		

<u>Summary Information</u>	Total Districts	Interdistrict Open Enrollment		
	664	<u>No</u>	<u>Adjacent</u>	<u>Statewide</u>
		148	91	425
		22.29%	13.70%	64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
43786	Cleveland City	Cuyahoga	03			X
43794	Cleveland -University Hts. City	Cuyahoga	03	X		
46557	Cuyahoga Heights Local	Cuyahoga	03	X		
46532	Cuyahoga Valley JVS	Cuyahoga	03		X	
43901	East Cleveland City	Cuyahoga	03		X	
43950	Euclid City	Cuyahoga	03	X		
43976	Fairview Park City	Cuyahoga	03	X		
44040	Garfield Heights City	Cuyahoga	03	X		
46565	Independence Local	Cuyahoga	03	X		
44198	Lakewood City	Cuyahoga	03	X		
44305	Maple Hts. City	Cuyahoga	03	X		
44370	Mayfield City	Cuyahoga	03	X		
44529	North Olmsted City	Cuyahoga	03	X		
44545	North Royalton City	Cuyahoga	03	X		
46573	Olmsted Falls City	Cuyahoga	03	X		
46581	Orange City	Cuyahoga	03	X		
44636	Parma City	Cuyahoga	03	X		
50948	Polaris JVS	Cuyahoga	03	X		
46599	Richmond Heights Local	Cuyahoga	03	X		
44701	Rocky River City	Cuyahoga	03	X		
44750	Shaker Heights City	Cuyahoga	03	X		
46607	Solon City	Cuyahoga	03	X		
44792	South Euclid-Lyndhurst City	Cuyahoga	03	X		
44842	Strongsville City	Cuyahoga	03	X		
45005	Warrensville Heights City	Cuyahoga	03	X		
45062	Westlake City	Cuyahoga	03	X		
46623	Ansonia Local Schools	Darke	10			X
46631	Arcanum Butler Local Schools	Darke	10			X
46649	Franklin Monroe Local Schools	Darke	10			X
44099	Greenville City Schools	Darke	10			X
46672	Mississinawa Valley Local Scho	Darke	10			X
46680	Tri-Village Local Schools	Darke	10			X
45633	Versailles Exempted Vil. Schoo	Darke	10		X	
46706	Ayersville Local Schools	Defiance	01			X
46714	Central Local Schools	Defiance	01			X
43869	Defiance City Schools	Defiance	01			X
45419	Hicksville Exempted Vil. Schoo	Defiance	01			X
46722	Northeastern Local Schools	Defiance	01			X
46748	Big Walnut Local Schools	Delaware	11	X		
46755	Buckeye Valley Local Schools	Delaware	11			X



<u>Summary Information</u>	Total Districts	Interdistrict Open Enrollment		
	664	<u>No</u>	<u>Adjacent</u>	<u>Statewide</u>
		148	91	425
		22.29%	13.70%	64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
50989	Delaware Area Career Center	Delaware	11			X
43877	Delaware City Schools	Delaware	11	X		
46763	Olentangy Local Schools	Delaware	11	X		
46789	Berlin Milan Local	Erie	02			X
51029	Ehove Career Center	Erie	02			X
44131	Huron City	Erie	02			X
46979	Kellys Island	Erie	02	X		
46805	Margaretta Local	Erie	02			X
46813	Perkins Local	Erie	02			X
44743	Sandusky City	Erie	02			X
46821	Vermillion Local	Erie	02		X	
46847	Amanda-Clearcreek Local School	Fairfield	11			X
46854	Berne Union Local Schools	Fairfield	11			X
46862	Bloom-Carroll Local Schools	Fairfield	11		X	
46870	Fairfield Union Local Schools	Fairfield	11		X	
44206	Lancaster City Schools	Fairfield	11			X
46888	Liberty Union-Thurston Local S	Fairfield	11		X	
46896	Pickerington Local Schools	Fairfield	11	X		
46904	Walnut Township Local Schools	Fairfield	11		X	
46920	Miami Trace Local Schools	Fayette	14		X	
45013	Washington Court House City Sc	Fayette	14			X
43620	Bexley City Schools	Franklin	11	X		
46946	Canal Winchester Local Schools	Franklin	11	X		
43802	Columbus City Schools	Franklin	11			X
47027	Dublin City Schools	Franklin	11	X		
51033	Eastland-Fairfield JVSD	Franklin	11		X	
46961	Gahanna-Jefferson City Schools	Franklin	11	X		
44073	Grandview Heights City Schools	Franklin	11	X		
46979	Groveport Madison Local School	Franklin	11	X		
46953	Hamilton Local Schools	Franklin	11	X		
47019	Hilliard City Schools	Franklin	11	X		
46995	Plain Local Schools	Franklin	11	X		
47001	Reynoldsburg City Schools	Franklin	11	X		
44800	South-Western City Schools	Franklin	11	X		
44933	Upper Arlington City Schools	Franklin	11	X		
45047	Westerville City Schools	Franklin	11	X		
45070	Whitehall City Schools	Franklin	11	X		
45138	Worthington City Schools	Franklin	11	X		
47043	Archbold-Area Local Schools	Fulton	01			X
47050	Evergreen Local Schools	Fulton	01			X

Summary Information

Total Districts

Interdistrict Open Enrollment

664

No

Adjacent

Statewide

148

91

425

22.29%

13.70%

64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
50963	Four County JVSD	Fulton	01			X
47068	Gorham Fayette Local Schools	Fulton	01			X
47076	Pettisville Local Schools	Fulton	01			X
47084	Pike-Delta-York Local Schools	Fulton	01			X
47092	Swanton Local Schools	Fulton	01			X
45641	Wauseon Exempted Vil. Schools	Fulton	01			X
65680	Gallia County Local Schools	Gallia	16			X
62067	Gallia-Jackson-Vinton JVSD	Gallia	16		X	
44032	Gallipolis City Schools	Gallia	16			X
47167	Berkshire Local	Geauga	04		X	
47175	Cardinal Local	Geauga	04			X
47183	Chardon Local	Geauga	04	X		
47191	Kenston Local	Geauga	04	X		
47209	Ledgemont Local	Geauga	04			X
47217	Newbury Local	Geauga	04			X
47225	West Geauga Local	Geauga	04			X
47241	Beavercreek City Schools	Greene	10	X		
47258	Cedar Cliff Local Schools	Greene	10			X
43968	Fairborn City Schools	Greene	10	X		
51045	Greene County JVS	Greene	10			X
47266	Greeneview Local Schools	Greene	10			X
47274	Sugarcreek Local Schools	Greene	10		X	
45153	Xenia Community City Schools	Greene	10		X	
45674	Yellow Springs Exempted Vil. S	Greene	10			X
43695	Cambridge City Schools	Guernsey	12			X
69682	East Guernsey Local Schools	Guernsey	12			X
47308	Rolling Hills Local Schools	Guernsey	12			X
43752	Cincinnati City Schools	Hamilton	13	X		
43851	Deer Park Community City Schoo	Hamilton	13	X		
47332	Finneytown Local Schools	Hamilton	13	X		
47340	Forest Hills Local Schools	Hamilton	13	X		
51060	Great Oaks Inst Of Technology	Hamilton	13	X		
45435	Indian Hill Exempted Vil. Scho	Hamilton	13	X		
44230	Lockland City Schools	Hamilton	13			X
44271	Loveland City Schools	Hamilton	13	X		
44289	Madeira City Schools	Hamilton	13	X		
44313	Mariemont City Schools	Hamilton	13	X		
44412	Mt Healthy City Schools	Hamilton	13	X		
44511	North College Hill City School	Hamilton	13	X		
47365	Northwest Local Schools	Hamilton	13	X		

<u>Summary Information</u>	Total Districts	Interdistrict Open Enrollment		
	664	<u>No</u>	<u>Adjacent</u>	<u>Statewide</u>
		148	91	425
		22.29%	13.70%	64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
44578	Norwood City Schools	Hamilton	13	X		
47373	Oak Hills Local Schools	Hamilton	13	X		
44677	Princeton City Schools	Hamilton	13	X		
44693	Reading Community City Schools	Hamilton	13			X
47381	Southwest Local Schools	Hamilton	13			X
44719	St Bernard-Elmwood Place City	Hamilton	13			X
71811	Summit Behavioral Healthcare	Hamilton	13	X		
44867	Sycamore Community City School	Hamilton	13	X		
47399	Three Rivers Local Schools	Hamilton	13			X
44081	Winton Woods City Schools	Hamilton	13			X
45146	Wyoming City Schools	Hamilton	13	X		
47415	Arcadia Local Schools	Hancock	01			X
47423	Arlington Local Schools	Hancock	01			X
47431	Cory-Rawson Local Schools	Hancock	01			X
43984	Findlay City Schools	Hancock	01			X
47449	Liberty-Benton Local Schools	Hancock	01			X
47456	McComb Local Schools	Hancock	01			X
47464	Van Buren Local Schools	Hancock	01			X
47472	Vanlue Local Schools	Hancock	01			X
45187	Ada Exempted Vil. Schools	Hardin	06			X
47498	Hardin Northern Local Schools	Hardin	06			X
44172	Kenton City Schools	Hardin	06			X
47506	Ridgemont Local Schools	Hardin	06			X
47514	Riverdale Local Schools	Hardin	06			X
47522	Upper Scioto Valley Local Scho	Hardin	06		X	
47548	Conotton Valley Union Local Sc	Harrison	12			X
45245	Harrison Hills City Schools	Harrison	12			X
47571	Holgate Local Schools	Henry	01			X
47589	Liberty Center Local Schools	Henry	01			X
44438	Napoleon Area City Schools	Henry	01			X
47597	Patrick Henry Local Schools	Henry	01			X
47613	Bright Local Schools	Highland	14			X
47621	Fairfield Local Schools	Highland	14			X
45401	Greenfield Exempted Vil. Schoo	Highland	14			X
44123	Hillsboro City Schools	Highland	14			X
47639	Lynchburg-Clay Local Schools	Highland	14			X
44248	Logan-Hocking Local Schools	Hocking	16		X	
47688	East Holmes Local Schools	Holmes	12			X
47696	West Holmes Local Schools	Holmes	12			X
43596	Bellevue City	Huron	02			X

Summary Information

Total Districts

Interdistrict Open Enrollment

664

No
Adjacent
Statewide

148

91

425

22.29%

13.70%

64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
47712	Monroeville Local	Huron	02		X	
47720	New London Local	Huron	02			X
44560	Norwalk City	Huron	02		X	
47738	South Central Local	Huron	02		X	
47746	Western Reserve Local	Huron	02			X
45096	Willard City	Huron	02			X
44156	Jackson City Schools	Jackson	16			X
47761	Oak Hill Union Local Schools	Jackson	16			X
45021	Wellston City Schools	Jackson	16			X
47787	Buckeye Local Schools	Jefferson	12			X
47795	Edison Local Schools	Jefferson	12			X
47803	Indian Creek Local Schools	Jefferson	12			X
51128	Jefferson County JVS	Jefferson	12			X
44826	Steubenville City Schools	Jefferson	12			X
44917	Toronto City Schools	Jefferson	12			X
47829	Centerburg Local Schools	Knox	07	X		
47823	Danville Local Schools	Knox	07			X
47845	East Knox Local Schools	Knox	07			X
47852	Fredericktown Local Schools	Knox	07		X	
51144	Knox County Career Center	Knox	07		X	
44420	Mount Vernon City Schools	Knox	07			X
51169	Auburn Career Center	Lake	04		X	
45369	Fairport Harbor Ex. Village	Lake	04			X
47878	Kirtland Local	Lake	04	X		
47886	Madison Local	Lake	04			X
45492	Mentor Ex. Village	Lake	04	X		
47894	Painesville Twp. Local	Lake	04			X
47902	Perry Local	Lake	04	X		
44628	Riverside Local	Lake	04		X	
45088	Wickliffe City	Lake	04	X		
45104	Willoughby-Eastlake City	Lake	04	X		
45294	Chesapeake Union Exempted Vil.	Lawrence	15		X	
47928	Dawson-Bryant Local Schools	Lawrence	15			X
47936	Fairland Local Schools	Lawrence	15			X
44149	Ironton City Schools	Lawrence	15			X
51185	O.C. Collins Career Center (JVS)	Lawrence	15			X
47944	Rock Hill Local Schools	Lawrence	15		X	
47951	South Point Local Schools	Lawrence	15			X
47969	Symmes Valley Local Schools	Lawrence	15		X	
51201	CTEC	Licking	11		X	

<u>Summary Information</u>	Total Districts	Interdistrict Open Enrollment		
	664	<u>No</u>	<u>Adjacent</u>	<u>Statewide</u>
		148	91	425
		22.29%	13.70%	64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
45393	Granville Exempted Vil. School	Licking	11	X		
44115	Heath City Schools	Licking	11	X		
47985	Johnstown-Monroe Local Schools	Licking	11			X
47993	Lakewood Local Schools	Licking	11		X	
48009	Licking Heights Local Schools	Licking	11			X
48017	Licking Valley Local Schools	Licking	11			X
44453	Newark City Schools	Licking	11			X
48025	North Fork Local Schools	Licking	11		X	
48033	Northridge Local Schools	Licking	11			X
48041	Southwest Licking Local School	Licking	11	X		
43588	Bellefontaine City Schools	Logan	06			X
48074	Benjamin Logan Local Schools	Logan	06			X
48082	Indian Lake Local Schools	Logan	06			X
51334	Ohio Hi-Point JVS	Logan	06			X
48090	Riverside Local Schools	Logan	06			X
45195	Amherst E.V.	Lorain	02			X
48124	Avon Lake City	Lorain	02	X		
48116	Avon Local	Lorain	02	X		
48132	Clearview Local	Lorain	02			X
48140	Columbia Local	Lorain	02			X
43943	Elyria City	Lorain	02			X
48157	Firelands Local	Lorain	02			X
48165	Keystone Local	Lorain	02			X
44263	Lorain City	Lorain	02			X
51227	Lorain County JVS	Lorain	02		X	
48173	Midview Local	Lorain	02			X
44537	North Ridgeville City	Lorain	02			X
44594	Oberlin City	Lorain	02			X
44768	Sheffield-Sheffield Lake City	Lorain	02			X
45658	Wellington E.V.	Lorain	02			X
48207	Anthony Wayne Local Schools	Lucas	01	X		
44362	Maumee City Schools	Lucas	01	X		
44602	Oregon City Schools	Lucas	01			X
48215	Ottawa Hills Local Schools	Lucas	01	X		
48223	Springfield Local Schools	Lucas	01	X		
44875	Sylvania City Schools	Lucas	01	X		
44909	Toledo City Schools	Lucas	01			X
48231	Washington Local Schools	Lucas	01	X		
63511	Central Ohio JVS	Madison	11	X		
48256	Jefferson Local Schools	Madison	11		X	

Summary Information

Total Districts

Interdistrict Open Enrollment

664

No
Adjacent
Statewide

148

91

425

22.29%

13.70%

64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
48264	Jonathan Alder Local Schools	Madison	11			X
44255	London City Schools	Madison	11			X
48272	Madison-Plains Local Schools	Madison	11			X
63511	Tolles CTC	Madison	11		X	
48298	Austintown Local Schools	Mahoning	05	X		
48306	Boardman Local Schools	Mahoning	05	X		
43703	Campbell City Schools	Mahoning	05	X		
48314	Canfield Local Schools	Mahoning	05	X		
48322	Jackson-Milton Local Schools	Mahoning	05			X
48330	Lowellville Local Schools	Mahoning	05			X
51243	Mahoning County JVS	Mahoning	05			X
48348	Poland Local Schools	Mahoning	05	X		
48355	Sebring Local Schools	Mahoning	05			X
48363	South Range Local Schools	Mahoning	05	X		
48371	Springfield Local Schools	Mahoning	05	X		
44859	Struthers City Schools	Mahoning	05			X
48389	West Branch Local Schools	Mahoning	05			X
48397	Western Reserve Local Schools	Mahoning	05			X
45161	Youngstown City Schools	Mahoning	05		X	
48413	Elgin Local Schools	Marion	07			X
44339	Marion City Schools	Marion	07			X
48421	Pleasant Local Schools	Marion	07			X
48439	Ridgedale Local Schools	Marion	07			X
48447	River Valley Local Schools	Marion	07			X
65268	Tri Rivers JVSD	Marion	07		X	
48462	Black River Local	Medina	08		X	
43661	Brunswick City	Medina	08		X	
48470	Buckeye Local	Medina	08			X
48488	Cloverleaf Local	Medina	08			X
48496	Highland Local Schools	Medina	08	X		
44388	Medina City	Medina	08	X		
62109	Medina County JVS	Medina	08			X
44974	Wadsworth City	Medina	08		X	
48512	Eastern Local Schools	Meigs	16			X
48520	Meigs Local Schools	Meigs	16			X
48538	Southern Local Schools	Meigs	16			X
43729	Celina City Schools	Mercer	06			X
45310	Coldwater Exempted Vil. School	Mercer	06			X
48595	Fort Recovery Local Schools	Mercer	06			X
48553	Marion Local Schools	Mercer	06		X	

<u>Summary Information</u>	Total Districts	Interdistrict Open Enrollment		
	664	<u>No</u>	<u>Adjacent</u>	<u>Statewide</u>
		148	91	425
		22.29%	13.70%	64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
48579	Parkway Local Schools	Mercer	06		X	
48587	St Henry Consolidated Local Sc	Mercer	06			X
48611	Bethel Local Schools	Miami	10			X
45229	Bradford Exempted Vil. Schools	Miami	10		X	
45336	Covington Exempted Vil. School	Miami	10		X	
48629	Miami East Local Schools	Miami	10		X	
45518	Milton-Union Exempted Vil. Sch	Miami	10		X	
48637	Newton Local Schools	Miami	10			X
44644	Piqua City Schools	Miami	10			X
45617	Tipp City Exempted Vil. School	Miami	10	X		
44925	Troy City Schools	Miami	10		X	
62125	Upper Valley JVS	Miami	10			X
48652	Switzerland of Ohio Local Scho	Monroe	16			X
48678	Brookville Local Schools	Montgomery	10	X		
43737	Centerville City Schools	Montgomery	10	X		
43844	Dayton City Schools	Montgomery	10	X		
48751	Huber Heights City Schools	Montgomery	10	X		
48686	Jefferson Township Local Schoo	Montgomery	10		X	
44180	Kettering City Schools	Montgomery	10	X		
48702	Mad River Local Schools	Montgomery	10			X
51284	Miami Valley Career Tech	Montgomery	10			X
44396	Miamisburg City Schools	Montgomery	10	X		
48710	New Lebanon Local Schools	Montgomery	10			X
48728	Northmont City Schools	Montgomery	10	X		
48736	Northridge Local Schools	Montgomery	10			X
44586	Oakwood City Schools	Montgomery	10	X		
48694	Trotwood-Madison City Schools	Montgomery	10	X		
48744	Valley View Local Schools	Montgomery	10	X		
44958	Vandalia-Butler City Schools	Montgomery	10	X		
45054	West Carrollton City Schools	Montgomery	10	X		
48777	Morgan Local Schools	Morgan	16			X
48793	Cardington-Lincoln Local Schoo	Morrow	07			X
48801	Highland Local Schools	Morrow	07			X
45534	Mount Gilead Exempted Vil. Sch	Morrow	07			X
48819	Northmor Local Schools	Morrow	07			X
48835	East Muskingum Local Schools	Muskingum	12			X
48843	Franklin Local Schools	Muskingum	12			X
48850	Maysville Local Schools	Muskingum	12			X
51300	Mid East Career Center	Muskingum	12			X
48876	Tri-Valley Local Schools	Muskingum	12			X



Summary Information

Total Districts

Interdistrict Open Enrollment

664

No
Adjacent
Statewide

148

91

425

22.29%

13.70%

64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
48884	West Muskingum Local Schools	Muskingum	12			X
45179	Zanesville City Schools	Muskingum	12			X
45252	Caldwell Exempted Vil. Schools	Noble	12			X
48900	Noble Local Schools	Noble	12			X
48926	Benton-Carroll-Salem	Ottawa	01			X
48934	Danbury Local Schools	Ottawa	01			X
48942	Genoa Area Local Schools	Ottawa	01			X
48959	Middle Bass Local Schools	Ottawa	01	X		
48967	North Bass Local Schools	Ottawa	01	X		
44651	Port Clinton City	Ottawa	01			X
48975	Put-in-Bay Local Schools	Ottawa	01	X		
48991	Antwerp Local Schools	Paulding	01			X
45575	Paulding Exempted Vil. Schools	Paulding	01			X
49031	Wayne Trace Local Schools	Paulding	01			X
45351	Crooksville Exempted Vil. Scho	Perry	16			X
44479	New Lexington City Schools	Perry	16		X	
49056	Northern Local Schools	Perry	16		X	
49064	Southern Local Schools	Perry	16			X
43760	Circleville City Schools	Pickaway	11			X
49080	Logan Elm Local Schools	Pickaway	11		X	
49098	Teays Valley Local Schools	Pickaway	11		X	
49106	Westfall Local Schools	Pickaway	11			X
49122	Eastern Local Schools	Pike	15			X
51375	Pike County JVSD	Pike	15			X
49130	Scioto Valley Local Schools	Pike	15			X
49148	Waverly City Schools	Pike	15		X	
49155	Western Local Schools	Pike	15			X
49171	Aurora City	Portage	08	X		
49189	Crestwood Local	Portage	08			X
49197	Field Local	Portage	08			X
49205	Garfield Local	Portage	08			X
44164	Kent City	Portage	08			X
51391	Maplewood Career Center	Portage	08			X
44685	Ravenna City	Portage	08			X
49213	Rootstown Local	Portage	08		X	
49221	Southeast Local	Portage	08	X		
49239	Streetsboro City	Portage	08			X
49247	Waterloo Local	Portage	08			X
45666	Windham Ex. Village	Portage	08			X
64964	College Corner Local Schools	Preble	10		X	



<u>Summary Information</u>	Total Districts	Interdistrict Open Enrollment		
	664	<u>No</u>	<u>Adjacent</u>	<u>Statewide</u>
		148	91	425
		22.29%	13.70%	64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
43935	Eaton Community Schools City S	Preble	10		X	
49270	National Trail Local Schools	Preble	10		X	
49288	Preble Shawnee Local Schools	Preble	10			X
91397	Tri-County North Local Schools	Preble	10		X	
49296	Twin Valley Community Local Sc	Preble	10		X	
49312	Columbus Grove Local Schools	Putnam	01		X	
49320	Continental Local Schools	Putnam	01			X
49338	Jennings Local Schools	Putnam	01			X
49346	Kalida Local Schools	Putnam	01			X
49353	Leipsic Local Schools	Putnam	01			X
49361	Miller City-New Cleveland Loca	Putnam	01			X
49379	Ottawa-Glandorf Local Schools	Putnam	01			X
49387	Ottoville Local Schools	Putnam	01		X	
49395	Pandora-Gilboa Local Schools	Putnam	01			X
49411	Clear Fork Valley Local School	Richland	07			X
49429	Crestview Local Schools	Richland	07	X		
49437	Lexington Local Schools	Richland	07	X		
49445	Lucas Local Schools	Richland	07		X	
49452	Madison Local Schools	Richland	07		X	
44297	Mansfield City Schools	Richland	07			X
49478	Ontario Local Schools	Richland	07	X		
51417	Pioneer JVSD	Richland	07	X		
49460	Plymouth-Shiloh Local Schools	Richland	07		X	
44776	Shelby City Schools	Richland	07		X	
49494	Adena Local Schools	Ross	15			X
43745	Chillicothe City Schools	Ross	15			X
49502	Huntington Local Schools	Ross	15			X
49510	Paint Valley Local Schools	Ross	15			X
51433	Pickaway-Ross JVSD	Ross	15			X
49528	Southeastern Local	Ross	15			X
49536	Union-Scioto Local Schools	Ross	15			X
49544	Zane Trace Local Schools	Ross	15			X
45302	Clyde-Green Springs Exempted V	Sandusky	01			X
44016	Fremont City Schools	Sandusky	01			X
45385	Gibsonburg Exempted Vil. Schoo	Sandusky	01			X
49569	Lakota Local Schools	Sandusky	01		X	
49577	Woodmore Local Schools	Sandusky	01			X
49593	Bloom-Vernon Local Schools	Scioto	15			X
49601	Clay Local Schools	Scioto	15			X
49619	Green Local Schools	Scioto	15			X

<u>Summary Information</u>	Total Districts	Interdistrict Open Enrollment		
	664	<u>No</u>	<u>Adjacent</u>	<u>Statewide</u>
		148	91	425
		22.29%	13.70%	64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
49627	Minford Local Schools	Scioto	15			X
44461	New Boston Local Schools	Scioto	15			X
49635	Northwest Local Schools	Scioto	15			X
44669	Portsmouth City Schools	Scioto	15			X
51490	Scioto County JVS	Scioto	15		X	
49643	Valley Local Schools	Scioto	15			X
49650	Washington-Nile Local Schools	Scioto	15			X
49668	Wheelerburg Local Schools	Scioto	15			X
49692	Bettsville Local Schools	Seneca	01			X
43992	Fostoria City Schools	Seneca	01			X
49700	Hopewell-Loudon Local Schools	Seneca	01			X
49718	New Riegel Local Schools	Seneca	01			X
49726	Old Fort Local Schools	Seneca	01			X
49684	Seneca East Local Schools	Seneca	01			X
44891	Tiffin City Schools	Seneca	01			X
51458	Vanguard-Sentinel Career Center	Seneca	01		X	
49759	Anna Local Schools	Shelby	06		X	
49767	Botkins Local Schools	Shelby	06			X
49775	Fairlawn Local Schools	Shelby	06			X
49783	Fort Loramie Local Schools	Shelby	06	X		
49791	Hardin-Houston Local Schools	Shelby	06			X
49809	Jackson Center Local Schools	Shelby	06			X
49817	Russia Local Schools	Shelby	06		X	
44784	Sidney City Schools	Shelby	06			X
43497	Alliance City Schools	Stark	09			X
43711	Canton City Schools	Stark	09	X		
49833	Canton Local Schools	Stark	09			X
49841	Fairless Local Schools	Stark	09			X
49858	Jackson Local Schools	Stark	09	X		
49866	Lake Local Schools	Stark	09	X		
49874	Louisville City Schools	Stark	09			X
49882	Marlington Local Schools	Stark	09			X
44354	Massillon City Schools	Stark	09			X
49890	Minerva Local Schools	Stark	09			X
44503	North Canton City Schools	Stark	09	X		
49908	Northwest Local Schools	Stark	09		X	
49916	Osnaburg Local Schools	Stark	09		X	
49924	Perry Local Schools	Stark	09			X
49932	Plain Local Schools	Stark	09	X		
49940	Sandy Valley Local Schools	Stark	09		X	

<u>Summary Information</u>	Total Districts	Interdistrict Open Enrollment		
	664	<u>No</u>	<u>Adjacent</u>	<u>Statewide</u>
		148	91	425
		22.29%	13.70%	64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
62026	Stark County JVS	Stark	09			X
49957	Tuslaw Local Schools	Stark	09			X
43489	Akron City Schools	Summit	08			X
43539	Barberton City Schools	Summit	08	X		
49981	Copley-Fairlawn City Schools	Summit	08	X		
49999	Coventry Local Schools	Summit	08			X
43836	Cuyahoga Falls City Schools	Summit	08			X
50013	Green Local Schools	Summit	08	X		
50021	Hudson City Schools	Summit	08	X		
50005	Manchester Local Schools	Summit	08			X
50039	Mogadore Local Schools	Summit	08		X	
50047	Nordonia Hills City Schools	Summit	08	X		
44552	Norton City Schools	Summit	08			X
63495	Portage Lakes Career Center	Summit	08			X
50054	Revere Local Schools	Summit	08	X		
50062	Springfield Local Schools	Summit	08			X
44834	Stow-Munroe Falls City Schools	Summit	08			X
44883	Tallmadge City Schools	Summit	08	X		
50070	Twinsburg City Schools	Summit	08	X		
49973	Woodridge Local Schools	Summit	08			X
50096	Bloomfield-Mespo Local	Trumbull	05		X	
50112	Bristol Local	Trumbull	05			X
50120	Brookfield Local	Trumbull	05			X
50138	Champion Local	Trumbull	05		X	
44065	Girard City	Trumbull	05			X
50161	Howland Local	Trumbull	05			X
45427	Hubbard Ex. Village	Trumbull	05			X
50179	Joseph Badger Local	Trumbull	05		X	
50245	LaBrae Local	Trumbull	05			X
50187	Lakeview Local	Trumbull	05			X
50195	Liberty Local	Trumbull	05			X
50203	Lordstown Local	Trumbull	05			X
50211	Maplewood Local	Trumbull	05			X
50153	Mathews Local	Trumbull	05			X
50229	McDonald Local	Trumbull	05			X
45567	Newton Falls Ex. Village	Trumbull	05		X	
44495	Niles City	Trumbull	05			X
50237	Southington Local	Trumbull	05		X	
51631	Trumbull County Career Center	Trumbull	05			X
44990	Warren City	Trumbull	05			X

<u>Summary Information</u>	Total Districts	Interdistrict Open Enrollment		
	664	<u>No</u>	<u>Adjacent</u>	<u>Statewide</u>
		148	91	425
		22.29%	13.70%	64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
50252	Weathersfield Local	Trumbull	05			X
51656	Buckeye JVS	Tuscarawas	12			X
43778	Claymont City Schools	Tuscarawas	12			X
43893	Dover City Schools	Tuscarawas	12			X
50278	Garaway Local Schools	Tuscarawas	12		X	
50286	Indian Valley Local Schools	Tuscarawas	12			X
44487	New Philadelphia City Schools	Tuscarawas	12			X
45542	Newcomerstown Exempted Vil. Sc	Tuscarawas	12			X
50294	Strasburg-Franklin Local Schoo	Tuscarawas	12			X
50302	Tuscarawas Valley Local School	Tuscarawas	12			X
50328	Fairbanks Local Schools	Union	11			X
45476	Marysville Exempted Vil. Schoo	Union	11	X		
50336	North Union Local Schools	Union	11			X
50351	Crestview Local Schools	Van Wert	01			X
50369	Lincolnview Local Schools	Van Wert	01		X	
44966	Van Wert City Schools	Van Wert	01			X
51672	Vantage Co JVS	Vanwert	01			X
50393	Vinton County Local Schools	Vinton	16		X	
50419	Carlisle Local	Warren	13			X
44008	Franklin City Schools	Warren	13			X
50435	Kings Local	Warren	13			X
44214	Lebanon City Schools	Warren	13	X		
50443	Little Miami	Warren	13	X		
50450	Mason City	Warren	13			X
50427	Springboro	Warren	13	X		
51474	Warren County Career Center	Warren	13			X
50468	Wayne Local	Warren	13			X
43604	Belpre City Schools	Washington	16			X
50484	Fort Frye Local Schools	Washington	16		X	
50492	Frontier Local Schools	Washington	16		X	
44321	Marietta City Schools	Washington	16			X
50500	Warren Local Schools	Washington	16			X
51698	Washington County JVSD	Washington	16			X
50518	Wolf Creek Local Schools	Washington	16		X	
50534	Chippewa Local Schools	Wayne	09			X
50542	Dalton Local Schools	Wayne	09			X
50559	Green Local Schools	Wayne	09			X
50567	North Central Local Schools	Wayne	09			X
50575	Northwestern Local Schools	Wayne	09			X
44610	Orrville City Schools	Wayne	09			X

<u>Summary Information</u>	Total Districts	Interdistrict Open Enrollment		
	664	<u>No</u>	<u>Adjacent</u>	<u>Statewide</u>
		148	91	425
		22.29%	13.70%	64.01%

IRN	School District	county	area office	No O.E.	only adjacent	statewide
45591	Rittman Exempted Vil. Schools	Wayne	09			X
50583	Southeast Local Schools	Wayne	09		X	
50591	Triway Local Schools	Wayne	09			X
51714	Wayne County JVS	Wayne	09			X
45120	Wooster City Schools	Wayne	09			X
43679	Bryan City Schools	Williams	01			X
50617	Edgerton Local Schools	Williams	01			X
50625	Edon-Northwest Local Schools	Williams	01			X
50633	Millcreek-West Unity Local Sch	Williams	01			X
45526	Montpelier Exempted Vil. Schoo	Williams	01			X
50641	North Central Local Schools	Williams	01			X
50658	Stryker Local Schools	Williams	01			X
43658	Bowling Green City Schools	Wood	01		X	
50674	Eastwood Local Schools	Wood	01		X	
50682	Elmwood Local Schools	Wood	01			X
50690	Lake Local Schools	Wood	01		X	
50708	North Baltimore Local Schools	Wood	01			X
50716	Northwood Local Schools	Wood	01			X
50724	Otsego Local Schools	Wood	01			X
51359	Penta JVSD	Wood	01	X		
45583	Perrysburg Exempted Vil. Schoo	Wood	01	X		
45609	Rossford Exempted Vil. Schools	Wood	01	X		
45260	Carey Exempted Vil. Schools	Wyandot	07		X	
50740	Mohawk Local Schools	Wyandot	07			X
45625	Upper Sandusky Exempted Vil. S	Wyandot	07			X

# **ATTACHMENT 2: SURVEY REPORT**

## Madeira City Schools Planning Commission Opinion Poll Alternate Revenue Sources

The following survey was sent via email to the Madeira parent listservs 12/12/12 on the topic of Open Enrollment.

Hello Madeira School Parent,

The Madeira Schools Planning Commission is studying opportunities to bring more revenue to our school district without raising taxes. One of the options we are studying is Open Enrollment. Open Enrollment is a practice that brings additional state dollars (about \$5,700 per student) into our district by allowing students to enroll in our school system who do not live within our school boundaries. For example, enrollment could be established to give first priority to students of non-resident employees of the Madeira City Schools, followed by students of adjacent/contiguous communities, followed by students whose parents work at a business in Madeira. Parameters limiting enrollment numbers can also be established in order to not adversely effect class size. Please take a moment below to provide us your opinion on the Board of Education exploring this alternate revenue source.

Thank you for your time.

Madeira City Schools Planning Commission

**\* Required**

**Given the above description, please indicate your level of support for the Board of Education to explore Open Enrollment in Madeira. \***

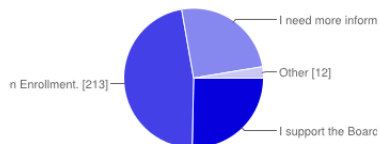
- ☐ I support the Board of Education exploring Open Enrollment.
- ☐ I do not support the Board of Education exploring Open Enrollment.
- ☐ I need more information about Open Enrollment before forming an opinion.
- ☐ Other:

### Data Results:

**454** [responses](#)

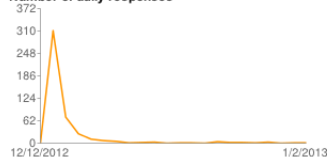
### Summary [See complete responses](#)

Given the above description, please indicate your level of support for the Board of Education to explore Open Enrollment in Madeira.



I support the Board of Education exploring Open Enrollment.	115	25%
I do not support the Board of Education exploring Open Enrollment.	213	47%
I need more information about Open Enrollment before forming an opinion.	114	25%
Other	12	3%

Number of daily responses



**Comments:**

I support exploration of open enrollment as long as the exploration itself does not cost the district money

I would first grant staff members the opportunity to have their children come to Madeira. I like the idea looking in to open enrollment if a person owns a business to allow their child to come to MCS. That would be an interesting study.

support all but neighboring communities

low class size vs. ratio is more important to higher learning. Madeira has class sizes of 18 to 22. Anything over will jeopardize our learning. More revenue will come with the increases in new home building. I am in no way in support of increasing class size by generating revenue with open enrollment

I would need more information, but am leary. I recognize the need to be more innovative with \$, but am hesitant to what that may open up...we like our class sizes, small town feel, knowing the kids in the rooms and their parents for that matter....would there be a cap/limit on student numbers?

I could support limiting open enrollment to students whose parents work for the district. I would not support open enrollment in any other manner.

yes....but limit special needs students please.

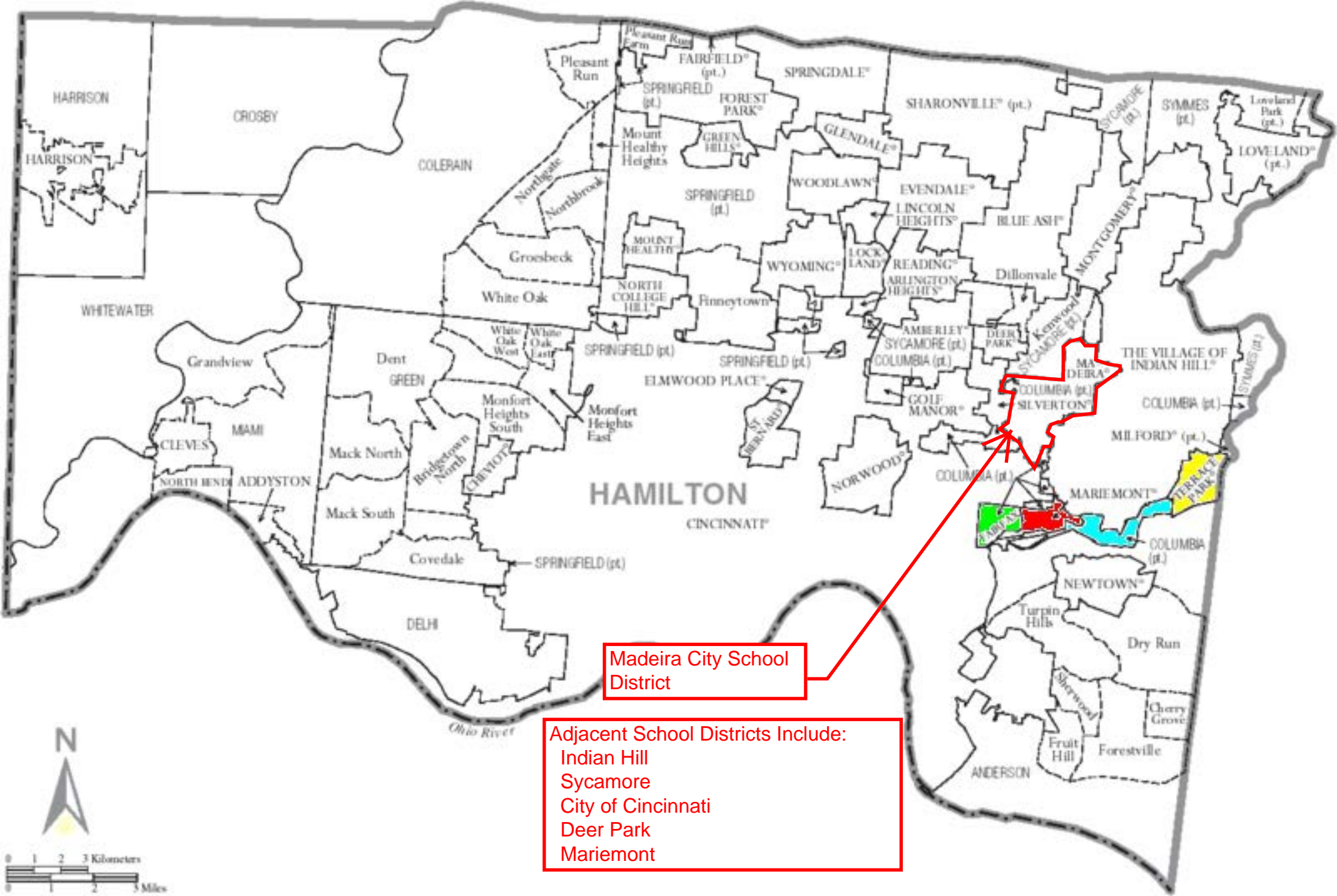
How long will open enrollment last? Some non-resident employee kids attend Madeira schools (Eades). Do they currently pay?

I would say yes to only Madeira School employee children. I would say NO to people being allowed in through the government voucher program.

Perhaps a limited open enrollment. i.e. children of Madeira teachers/employees



**ATTACHMENT 3:**  
**MAP OF ADJA-**  
**CENT SCHOOL**  
**DISTRICTS**



Madeira City School District

Adjacent School Districts Include:  
Indian Hill  
Sycamore  
City of Cincinnati  
Deer Park  
Mariemont

**OHIO DEPARTMENT OF EDUCATION  
CENTER FOR QUALITY SCHOOL CHOICE AND FUNDING**

**REVISED TUITION CALCULATION FOR FY13**

IRN	DISTRICT	COUNTY	TOTAL TAX REVENUE	SCHOOL INCOME TAX REVENUE	PROPERTY & INCOME TAX REVENUE	STATE EDUCATION AID	DISTRICT FORMULA ADM	ANNUAL IN-STATE TUITION RATE	MONTHLY IN-STATE TUITION RATE	OUT-STATE ADDITIONAL TUITION RATE	ANNUAL OUT-STATE TUITION RATE	MONTHLY OUT-STATE TUITION RATE
43752	Cincinnati City SD	Hamilton	\$278,131,470	\$0	\$278,131,470	\$136,400,872.74	41,937.07	\$6,632.11	\$736.90	\$3,252.51	\$9,884.63	\$1,098.29
43851	Deer Park Community City SD	Hamilton	\$9,731,009	\$0	\$9,731,009	\$2,761,009.24	1,298.39	\$7,494.67	\$832.74	\$2,126.49	\$9,621.16	\$1,069.02
47332	Finneytown Local SD	Hamilton	\$11,920,330	\$0	\$11,920,330	\$5,263,023.82	1,469.40	\$8,112.38	\$901.38	\$3,581.75	\$11,694.13	\$1,299.35
47340	Forest Hills Local SD	Hamilton	\$44,695,411	\$0	\$44,695,411	\$15,850,565.98	7,442.07	\$6,005.78	\$667.31	\$2,129.86	\$8,135.64	\$903.96
45435	Indian Hill Ex Vill SD	Hamilton	\$28,766,649	\$0	\$28,766,649	\$953,405.16	1,966.55	\$14,627.98	\$1,625.33	\$484.81	\$15,112.79	\$1,679.20
44230	Lockland City SD	Hamilton	\$2,810,868	\$0	\$2,810,868	\$1,848,244.48	580.73	\$4,840.23	\$537.80	\$3,182.62	\$8,022.85	\$891.43
44271	Loveland City SD	Hamilton	\$29,908,774	\$0	\$29,908,774	\$10,085,813.87	4,656.19	\$6,423.44	\$713.72	\$2,166.11	\$8,589.55	\$954.39
44289	Madeira City SD	Hamilton	\$14,730,271	\$0	\$14,730,271	\$2,648,618.91	1,409.88	\$10,447.89	\$1,160.88	\$1,878.61	\$12,326.50	\$1,369.61
44313	Mariemont City SD	Hamilton	\$17,412,700	\$0	\$17,412,700	\$2,774,357.29	1,589.64	\$10,953.86	\$1,217.10	\$1,745.27	\$12,699.14	\$1,411.02
44412	Mount Healthy City SD	Hamilton	\$13,727,290	\$0	\$13,727,290	\$20,813,791.47	3,914.99	\$3,506.34	\$389.59	\$5,316.44	\$8,822.78	\$980.31
44511	North College Hill City SD	Hamilton	\$4,407,920	\$0	\$4,407,920	\$7,555,789.14	1,651.79	\$2,668.57	\$296.51	\$4,574.30	\$7,242.88	\$804.76
47365	Northwest Local SD	Hamilton	\$45,960,343	\$0	\$45,960,343	\$25,130,891.60	9,172.33	\$5,010.76	\$556.75	\$2,739.86	\$7,750.62	\$861.18
44578	Norwood City SD	Hamilton	\$16,791,211	\$0	\$16,791,211	\$7,120,321.84	2,161.00	\$7,770.11	\$863.35	\$3,294.92	\$11,065.03	\$1,229.45
47373	Oak Hills Local SD	Hamilton	\$27,448,413	\$0	\$27,448,413	\$23,014,326.17	7,910.89	\$3,469.70	\$385.52	\$2,909.20	\$6,378.90	\$708.77
44677	Princeton City SD	Hamilton	\$44,558,438	\$0	\$44,558,438	\$3,993,294.78	5,291.74	\$8,420.38	\$935.60	\$754.63	\$9,175.00	\$1,019.44
44693	Reading Community City SD	Hamilton	\$8,648,168	\$0	\$8,648,168	\$3,256,034.99	1,391.30	\$6,215.89	\$690.65	\$2,340.28	\$8,556.17	\$950.69
47381	Southwest Local SD	Hamilton	\$12,742,208	\$3,357,210	\$16,099,418	\$12,746,441.80	3,355.64	\$4,797.72	\$533.08	\$3,798.51	\$8,596.23	\$955.14
44719	St Bernard-Elmwood Place Cit	Hamilton	\$5,407,809	\$0	\$5,407,809	\$2,892,581.06	881.67	\$6,133.60	\$681.51	\$3,280.80	\$9,414.40	\$1,046.04
44867	Sycamore Community City SD	Hamilton	\$60,363,227	\$0	\$60,363,227	\$2,518,393.58	5,285.06	\$11,421.48	\$1,269.05	\$476.51	\$11,898.00	\$1,322.00
47399	Three Rivers Local SD	Hamilton	\$12,941,301	\$0	\$12,941,301	\$3,302,786.25	1,891.83	\$6,840.63	\$760.07	\$1,745.82	\$8,586.44	\$954.05
44081	Winton Woods City SD	Hamilton	\$26,134,967	\$0	\$26,134,967	\$13,101,576.24	3,661.71	\$7,137.37	\$793.04	\$3,577.99	\$10,715.36	\$1,190.60
45146	Wyoming City SD	Hamilton	\$10,064,098	\$5,840,830	\$15,904,928	\$5,110,357.20	1,932.40	\$8,230.66	\$914.52	\$2,644.56	\$10,875.23	\$1,208.36
	Moeller High School	Hamilton						\$10,590.00				
	Seven Hills Schools	Hamilton						\$21,565.00				
	Cincinnati Country Day	Hamilton						\$22,750.00				

# **ATTACHMENT 4: TUITION RATES**

**ATTACHMENT 5:**  
**STATE OF OHIO**  
**TUITION CALCU-**  
**LATION LETTER**

IRN: 044289  
11/16/2012

State of Ohio  
Department of Education  
Columbus, Ohio 43215

To: Superintendent/Treasurer of: MADEIRA CITY S.D.  
COUNTY

HAMILTON

From: Eric Bode, Executive Director, Center for Quality School Choice and  
Funding

Subject: School Districts' Tuition Rate for 2012-2013 School Year

ORC Section 3317.08 provides a formula whereby the tuition rate for city,  
exempted village, and local school districts shall be calculated.

Your school district's tuition rate for the 2012-2013 school year is  
calculated to be \$10,447.89.

ORC Section 3317.08 provides that a district's tuition charge for any child  
except a handicapped preschool child be calculated by dividing the sum of the  
local revenue from current operating taxes charged and payable for the tax  
year preceding the tax year in which the fiscal year begins as certified  
under ORC Section 3317.021 (A)(3) plus any current operating school district  
income tax proceeds disbursed to the district during the preceding fiscal  
year ( \$14,730,271.00) by the district's formula ADM ( 1,409.88) certified  
pursuant to ORC Section 3317.03 for the preceding fiscal year.

The per-pupil state education aid your district received in FY 2011-2012  
Was \$1,878.61.

The per-pupil state education aid together with your tuition rate constitutes  
the amount per pupil per school year to be charged to a home, as defined in  
ORC Section 3313.64, for a non-handicapped child who is not a resident of  
this state pursuant to ORC Section 3317.081 (\$12,326.50).

Please call your region 03 coordinator at: 513-313-4304 should you have any  
questions.

**ATTACHMENT 6:  
SAMPLE OPEN  
ENROLLMENT  
POLICY AND  
FORMS**

**PARENT/GUARDIAN AGREEMENT**  
**TO AN INTER-DISTRICT OPEN ENROLLMENT**

We have been properly informed that our child is to be enrolled in a school we have selected in an open enrollment district and agree to the following conditions:

- A. Our/my child may not be admitted or may need to be transferred back to his/her home school at the end of the semester or the school year, if the maximum number of enrollments in the classroom or program he/she is attending become filled by students of that school district or by tuition students.
- B. If our/my child should require special education services or a reasonable accommodation for a Section 504 disability, he/she may be transferred back to a school in their home district or to a school in that district that currently provides such services or can make the accommodation, if the school he/she is attending is not providing the services or cannot make the reasonable accommodation.
- C. We/I shall provide the transportation for our child either to the school he/she will be attending or to a school bus stop within that school district if transportation is available. Transportation is not available for high school students.
- D. We/I understand that the enrollment is only for the current school year, and we must make the application again next year.

\_\_\_\_\_  
Student Name

\_\_\_\_\_  
Date of Birth

\_\_\_\_\_  
Student's Home Address

\_\_\_\_\_  
Parent Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Parent Signature

\_\_\_\_\_  
Parent's Home Address



INTER-DISTRICT OPEN ENROLLMENT APPLICATION

Application Deadline: June 1, 2012

Date \_\_\_\_\_ Grade Level for 2012-2013 School Year \_\_\_\_\_

Name of Student \_\_\_\_\_ Birth Date \_\_\_\_\_

Parent/Guardian's Name \_\_\_\_\_ Phone # \_\_\_\_\_  
Cell Phone \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ ZIP \_\_\_\_\_

Student's Race: ☐Caucasian ☐African-American ☐Hispanic ☐Multiracial ☐Asian ☐Other Gender: ☐Male ☐Female

School District Student Currently Attends \_\_\_\_\_ Building \_\_\_\_\_

School District of Residence \_\_\_\_\_ Building \_\_\_\_\_

Special Education Classes/Services Required ☐YES ☐NO Type of Program \_\_\_\_\_

Has this applicant been expelled or suspended from school ☐YES ☐NO Date of expulsion/suspension \_\_\_\_\_

Have you previously applied for Open Enrollment? ☐YES ☐NO

I agree to abide by the established procedures for St. Bernard-Elmwood Place City Schools Open Enrollment program.

If my child is approved for the transfer, I know that:

- I must arrange for transportation for him/her.
- I also agree that my child must retain in this alternate school for the entire 2012-2013 school year.
- I further understand that the approval of this application is dependent upon building/class capacity, my child's discipline record and the racial balance of the sending and receiving schools.
- I realize that if my child participates in middle school or high school athletics, he/she will be subject to the rules of the Ohio High School Athletic Association and must have a superintendent's letter of release in order to participate in SBEP athletics.
- I understand the superintendent retains the right to approve or deny this application based solely upon extenuating circumstances deemed to be in the best interest of my child and the school district.
- I understand that a conference with the superintendent is necessary prior to acceptance upon appointment only and only with all required documents. Call 513-482-7121 to schedule a conference.

Were you referred by a student or employee of SBEP School District? ☐Yes ☐No If so, by whom? \_\_\_\_\_

Note: Requests will be acted upon no later than **June 30**. Parents must indicate acceptance of transfer on or before **July 14**.

I certify that all information contained in this application is true and complete, and I understand that the falsification of any of the above information will void this application and/or the enrollment of my child in the St. Bernard-Elmwood Place City Schools.

Signature of Parent/Guardian \_\_\_\_\_ Date \_\_\_\_\_

\*\*\*\*\*

FOR OFFICE USE ONLY

Received by: \_\_\_\_\_ Date & Time Received: \_\_\_\_\_

Title \_\_\_\_\_

Mandatory transition meeting between the Superintendent or designee and building principal

Meeting Date: \_\_\_\_\_

☐Approved ☐Rejected Reason (s) \_\_\_\_\_

Superintendent's Signature \_\_\_\_\_

## INTER-DISTRICT OPEN ENROLLMENT

The Board of Education shall permit the enrollment of students from an Ohio district in a school or program of this district, provided each enrollment is in accordance with laws and regulations of the State concerning Inter-District Open Enrollment, the provisions of this policy, and the administrative guidelines established to implement this policy. The following is a list of terms relevant to this policy/procedure.

### Home District

The school district from which the student emanates.

### Open Enrollment

State-mandated options, policies, and regulations concerning the Board's authority to adopt resolutions regarding intra-district and inter-district enrollment policies and guidelines. Inter-district open enrollment permits the admission of students to this District from adjacent districts or any other district in Ohio.

### District Student

A student who resides in this district and is referred to in the statute as a Resident Native Student.

### Other-District

Any school district in Ohio.

### Other-District Student

A resident student of any other district who enrolls, or seeks to enroll, in this District.

### Tuition Student

A non-resident student who is enrolled in this District on a tuition basis.

### Program

Any one of the specific course offerings of this District.

### Program Size

The restrictions on a number of students in a program due to circumstances unique to that specific program, the terms of a collectively bargained, negotiated agreement, and/or financial or operating conditions of the District.

### Racial Balance

"Racial" refers to minorities classified as African-American, Asian-American, Hispanic-American, or Native-American students. "Balance" refers to the percentage of "racial" students in a District program, classroom, or school.

### Racially Isolated Building

A racially isolated building refers to a school district building in which the racial composition of the students varies significantly from the overall composition of the school district.

### Maintaining Appropriate Racial Balance

It is the intent of the Board to maintain an appropriate racial balance as required by law.

The Superintendent shall prepare guidelines for the implementation of this policy in ways that comply with relevant State laws and guidelines and establish procedures that provide for the following:

- A. Nondiscrimination on the basis of grade level, including preschool disabled; academic ability; English language proficiency; or any level of artistic, athletic, or extra-curricular skills. A student's application cannot be denied because of disciplinary action in his/her home school, except for a suspension or expulsion for ten (10) consecutive days or more that occurs in the current semester or the semester immediately preceding the application. If the district does not currently provide services required for a disabled, adjacent-district student, his/her application may be denied.
- B. Application procedures including the criteria by which applications from adjacent-district and other-district students shall be reviewed and prioritized. District students and any adjacent-district or other-school district students previously enrolled under the provisions of this policy shall be given priority.
- C. Maintenance of appropriate racial balance in district schools, classrooms, and programs.
- D. Communications with applicants and their parents concerning this policy and the district's guidelines, including the timelines for application and notification of acceptance or rejection.
- E. Athletic eligibility complies with State regulations and the provisions set forth by the Ohio High School Athletic Association.
- F. Any transportation provided by the district for an adjacent-district or other-district student takes place within established bus routes and bus stops within the district. High school students are not transported.
- G. Set district capacity limits by grade level, school building, and educational program.

This policy shall be reviewed annually by the Board to determine whether to adopt a resolution to continue the policy or to rescind Inter-District Open Enrollment.

Legal Refs: ORC 3313.98

[Adoption Date: February 23, 2009]

# **ATTACHMENT 7: EVALUATION MATRIX**

# Revenue Projects

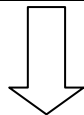
## Decision Matrix

DRAFT

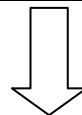
November 2013

<b>Resources</b>	<input type="checkbox"/> Little or no monies, supplies or change in resources	<input checked="" type="checkbox"/> Requires moderate resources	<input type="checkbox"/> Requires significant and/ or additional FTEs
<b>Multidisciplinary or Multi-stakeholder</b>	<input type="checkbox"/> 1 stakeholder/school involved/low impact	<input checked="" type="checkbox"/> 2-3 stakeholders/schools impacted/medium impacts	<input type="checkbox"/> More than 3 individuals/schools & community/ high impact
<b>Technology/ Infrastructure</b>	<input type="checkbox"/> No technology changes	<input checked="" type="checkbox"/> IS consult needed	<input type="checkbox"/> IS resources needed
<b>Approvals/ Regulatory</b>	<input type="checkbox"/> None needed	<input checked="" type="checkbox"/> Approval by immediate supervisor	<input type="checkbox"/> Executive level approval
<b>Potential Risk Level</b>	<input type="checkbox"/> Minimal impact on customer	<input checked="" type="checkbox"/> Moderate impact on customer	<input type="checkbox"/> Significant impact on customer
<b>Staff Commitment</b>	<input type="checkbox"/> Involvement of 2-3 people for solution	<input checked="" type="checkbox"/> Small team needed to generate solutions	<input type="checkbox"/> Requires large team of multiple schools involvement for improvement
<b>Communication and Education</b>	<input type="checkbox"/> Simple communication plan or unit based education only	<input checked="" type="checkbox"/> Moderate communication plan; Requires education across departments	<input type="checkbox"/> Complex communication/ education plan with various media
<b>Metrics</b>	<input type="checkbox"/> Requires at least one time follow up check	<input checked="" type="checkbox"/> Improvement will be tracked	<input type="checkbox"/> Baseline and ongoing tracking of data
<b>Complexity</b>	<input type="checkbox"/> Little complexity	<input checked="" type="checkbox"/> Moderate complexity; Affects care delivery	<input type="checkbox"/> Very complex

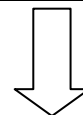
If the majority of your checks lie in this area:



**Establish Implementation Steps**



**Evaluate for Implementation**



**Do Not Consider**

**ATTACHMENT 8:**

**FACILITY REVE-**

**NUE EXAMPLE**

***Sponsorship Resources, Inc.***

---

# Alternative Revenue Sources

# Program Goals

---

## Goals of Alternative Revenue Center

- Create Sustainable Annual Revenue Center
- Leverage Existing Sources of Revenue
  - Non-Educational Programs
- Identify New Sources of Revenue
- Support the BOE Mission
- Enhance the Student Experience
- Minimum Impact on School Activities
- Provide Benefits to the Larger Montclair Community
  - Generate Jobs for Students and Community



# Categories of Opportunities

---

- Rental Income
  - Social & Community Events
  - Film and TV Production
  - Sports Programs
  - Performing Arts
- School Related Merchandise
- Food Concessions
- Advertising & Sponsorship

# Inventory of Facilities

---

- **8 Stage Venues: 6509 Seats**
  - HS Auditorium: 1500 Seats
  - 3 Auditoriums with 700+ Seats
  - 1 Amphitheater- 700 (Cement) to 1500 (with Folding Chairs) Seats
- **Dance Studios:**
  - 3 spaces with a total of 4440 Sq/Ft
- **7 Multi-Purpose Spaces 25,000 Sq/Ft**
  - All with Professional Kitchens
- **7 Cafeterias with Professional Kitchens**
- **14 Professional Kitchens**
- **12 Libraries with Media Centers**
- **Music Rehearsal Spaces**
- **Planetarium**

# Sports Assets

---

- **18 Gyms Spaces 76,000 Sq/Ft**
  - 11 Gym Spaces: 50,000 sq/ft
  - 7 Multi-Purpose Spaces: 25,000 Sq/Ft
    - Many with wood floors, Basketball Courts
  - Basketball Courts
  - Gymnastic Equipment
  - Locker rooms with Showers
- **12 Full Fields: 33 Acres**
  - Soccer, Football, Baseball , Track
- **Woodman Field Complex**
  - Full Service Exercise and Training Facility

# Interior Capacity

---

School Year: Over 2000 Rental Hours \* per space

- Weekday 5 PM to 11 PM: 30 hours per week
- Weekend 7 AM to 8 PM: 26 Hours Per week
- Total Availability: 56 Hours per Week X 37 Weeks

Summer Hours: Over 1000 Summer Rental Hours per space

– 7 AM to 8 PM X 7 Days a week X 12 Weeks

Total Capacity per year

- 3000 Total Rental Hours per Space X 60+ rental Spaces
- **180,000 Rental Hours**
- **2009 Rental Hours: 220**

\* Assumes no School events scheduled

# Income Example

---

## High School Gym Rental

Winter Months: Over 1120 Rental Hours \*

- November to March, 20 Weeks
- Weekday 5 PM to 11 PM: 30 hours per week
- Weekend 7 AM to 8 PM: 26 Hours Per week
- Total Availability: 56 Hours per Week X 20 Weeks
- \$150 per Hour X 1120 Hours = **\$168,000**

\* Assumes no School events scheduled

# 2009 Rental Income Summary

---

Total Rental Income \$95,000

- Educational Groups (PTA, YMCA) \$16,000
- Adult School \$29,000
- Arts Groups (4 Rentals) \$12,258
- Film & TV Rentals (14 Rentals) \$ 8,000
- Sports Total (Fields) \$29,800
  
- Total Rental Income \$49,900
- Non-Sports Total \$20,200

# Current Rental Policy

---

- Cultural Issues : Resistant to Non-Educational uses
- No Marketing materials or Directory
- Approval Process:
  - Approval by Principal for each school
  - Advance Scheduling a challenge
  - Unresponsive to requests
  - Access to Building
- Liability Issues: Insurance
- Alcohol Service: Against BOE Policy
- Staffing Costs: Custodian Overtime
  - \$52 per hour Mon- Sat, \$71 per hour Sundays and Holidays
  - 1/3 to 1/2 of all rental income covers the costs of Custodian OT
- Result: Limited Rental Incomes from Rentals

# Staffing Costs Example

---

- Arts Rentals 2009 \$12,258.00
  - 4 Groups (61 Hours)
- Custodian Overtime
  - \$71 per hour X 20 HRs (Sunday) \$ 2,132.00
  - \$52 per Hour X 41 Hrs (Weekday) \$ 1,460.00
- Custodian Fees Total \$ 3,592.00
- Net Rental Fees **\$8,666.00**
- 6/13/09 Sunday Rental Fee: \$714
  - \$714 for 8 Hours= \$89.25 per hour
  - \$586 Custodian Overtime 8 Hours= \$71 per hour
  - Net Fee \$128 or \$16 per hour



# Adult School Rentals

---

## Adult School of Montclair

- 50 Evenings
- Monday and Tuesday Nights, 4 Hours a night
- 30 Rooms in HS, 20 Rooms in Annex
- Year Round Office space
- ASM School Schedule: Oct thru Dec, March thru May
- District Payments : \$29,000
  - Custodian Fees: \$19,000
  - **Net Rental Fee: \$10,000\***
- \*Based on the District Non-profits rental rates, the fee should be \$336 for the first Classroom and \$45 for each additional classroom. The fee would be \$2541 per evening. Annual fee for 50 evenings for a total of \$110,250 per year

# Rand Rental

---

- **Option to Close or Relocate Renaissance at Rand**
  - Lease Building to be reclaimed and convert back in future
- **Rand Building**
  - 21 Classrooms & 5 Offices
  - 37,000 Sq/ft & 2 Acres Field with Access to Parking
- **Conversion for Short Term Leases: 5 to 20 years plus**
  - Commercial, Medical and Professional Offices
- **Creation of SWIS program**
- **Potential Net Income: \$500,000 to \$1,000,000 per year**
  - Conversion Costs: \$500,000 to \$2,000,000 plus
- **Budget Committee Report Savings: \$840,000**
- **Net Savings and Income: \$1,340,000 to \$1,840,000**

# Shared Library Services

---

- 12 Full Service Libraries in District
- Shared Services and Costs with Library Board
  - Access to District Libraries
  - Shared Expenses for operating costs
- Evening, Weekend and Summer Hours at District Schools
- Example: Mt Hebron 2,100 Sq/Ft Library is 100 yards from Bellevue Branch
- Potential Benefits
  - Shared Operational Costs with Library
  - Expanded Services for community
  - Increased Community Involvement with the schools

# Categories of Opportunities

---

- Rental Income
  - Social Events
  - Film and TV Production
  - Sports Programs
  - Performing Arts
- School Related Merchandise
- Food Concessions
- Advertising & Sponsorship

# Social Events

---

- Social Events
  - Weddings, Confirmations, Bar Mitzvahs, Birthdays,
  - Sports Theme events, Reunions, Dances
- Corporate Training Events
  - break-out rooms for smaller meetings
  - Professional Certification programs
- Community Groups
  - Fund Raisers, Formal Events , Meetings, Seminars
  - Sports Groups Banquets
  - Non-profit Children's groups (i.e. Girl/Boy Scouts)
- Specialized Events
  - Cooking Classes, Planetarium, Media Rooms, Library

# Related Services

---

Meeting and Event Services provided by the District and/or third party vendors.

- Catering Services
- Catering Preparation (for off-site events)
- Rentals of existing Inventory of Chairs, Tables and Furnishings
- Meeting Planning Services
- Rentals of existing Audio and meeting equipment (may require additional equipment)
- Staffing services
  - Custodial, Security, Event Staff, Wait Staff, AV Technicians, Musicians

# Educational Services

---

## For Profit and Privately Arranged Services Not Offered by the District

- Tutoring Services
  - For Profit Companies
  - Private Tutors (non-district employees)
    - Teachers are not permitted to offer Tutoring services in School
  - Performing Arts Lessons
- College Preparation
  - SAT, PSAT
  - College Advisors
- Professional Services for Students
  - Disability counseling

# Television and Film Production

---

- Feature films
- TV Shows
- Broadcast Commercials
- Infomercials
- Still Photography Shoots
- Casting Locations
- Corporate Communications



# Sports Programs

---

- Field House: Access to the State of the Art Equipment and Resources
  - Residential Members
  - Rentals by area Fitness Clubs
- Sports Academies
  - Rental for use by Third party sports vendors
  - Professional Sports Organizations (i.e. Ashley)
  - Montclair State University Teams
  - Partner with Montclair Y
- Leagues and Traveling Teams
  - Winter and Adult leagues
  - In Door Programs
  - Clinics
- Exercise Classes
  - Allow Personal Trainers and Local Fitness Clubs

# Regional Performing Arts Center

---

- Performing Arts Organizations
  - Professional Theater, Music and Dance Arts Programs
  - Local and Regional Arts Groups
- Concerts Series
  - Professional Music Promoters
- Music Rehearsal Space
  - Professional and Amateur performers
- Studio Space
  - Dance Classes and Studios
  - Yoga Classes
  - Martial Arts Classes

# Merchandise Programs

---

- Students: \$280 per year for School Related Supplies
- Teachers: \$200 per year out of Pocket
- Merchandise Categories
  - School Supplies
  - Art Supplies
  - Electronics
  - Books and Educational materials
- Montclair Buying Power: \$2,000,000 per year
- Creation of Small Learning Community for Retail
- Retailer Partnership
  - Percentage of direct Sales
  - Discounts for Students and Teachers

## 22

- Co-Brand Web Site
  - National Retailer: On-line Sales for School Supplies
    - Amazon.com will create program
  - Promotional Code for Parents/Residents
  - Promoted by School and Community
  - Percentage of Sales to District (5%-15% depending product margins)



# Merchandise Programs

- High School Retail Store:
  - Year Round Retail Store with Limited Selection of Items
  - Creation of Small Learning Community



# Merchandise Programs

- Vending Machines
  - Year Round Retail Store
  - Limited Selection of Items



# Food Retail

---

- High School Campus
  - 2000 students and District Employees per day
  - Adult School, School Events and Community Activities
  - Increase activities and traffic from Rental Program
- Shortage of Food and Beverage options
  - Food Trucks and One retailer
- Food Retailer on Campus
  - Food Kiosks
  - Full Service Restaurant
  - Catering for Rentals and Parties

## Possible Vendors

- Aramark
- Local Merchants



# Food Kiosk





# Kiosk Locations



# Coffee Shop

---



# Aramark Specialty Restaurants

- ARAMARK Higher Learning has several retail options such as convenience stores, coffee kiosks, after hours eateries and branded restaurants.



# Montclair Demographics

---

- Montclair Area
  - 40,000 Residents, 15,000 Households
  - 150,000 in greater Montclair area
  - Affluent, High HHI, Educated, professional
  - Diverse community
- Montclair Schools
  - 6500 Students including 1500 High School Students
  - 1100 Teachers and Staff
  - Approximately 8,000 Parents/Guardians
  - 1100 Alumni Association

# Advertising Guidelines

---

- Enhance the Educational Experience
- Primary Target audience Parents and the Montclair Community
  - No direct advertising to K-8 Students
  - Limited Advertising to HS Students (i.e, Newspaper)
- BOE will develop advertising guidelines for integration of brands
- Program elements limited to Public Areas primarily High School Campus
  - No access to the classrooms and curriculum
- Appropriate brands
  - Brands pre-approved by District Guidelines
  - Prohibited Categories : Alcohol, Tobacco, Gambling, Sugar Drinks

# Advertising and Sponsorship

- Permanent Signage & Bill boards (Annual Revenue)

Exterior LED High School



# Advertising and Sponsorship

- Permanent Signage & Bill boards (Annual Revenue)  
Woodman Field, High School Gym & Auditorium





# Advertising and Sponsorship

## Exterior Banners





# Advertising and Sponsorship

- Sports Sponsorship
  - Team Sponsor Banners at each sporting event
  - Sponsorship of Team Uniforms and equipment



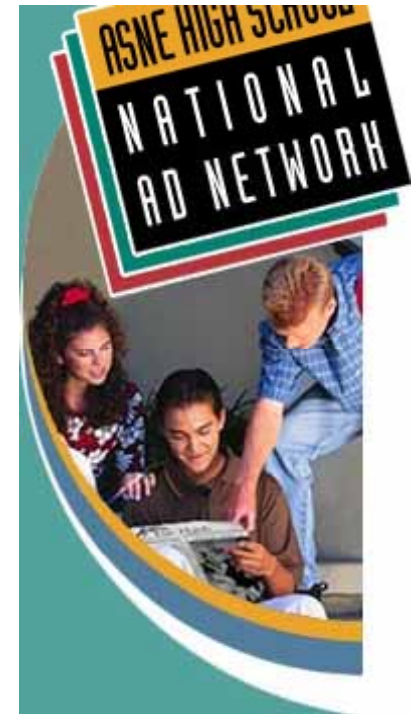
# Advertising and Sponsorship

- School Events
  - Sponsor Fair with Kiosk and Displays
  - College Night
  - Sponsored Receptions



# Advertising and Sponsorship

- Web Site Sponsorship
  - Sale of banners and links on School Web Site
  - Special offers to Students and Residents
  - Opt-in email promotions to residents
- Advertising Sales
  - Back to School “Kit”
  - College “Kit”
  - School Yearbooks
  - Graduation programs
  - HS Newspaper: American Society of Newspaper Editors program



# Economic Development Office

---

- Responsible for all Third Party Revenue
- Reports directly to BOE and Superintendent
- All Sales and Marketing of District Initiatives
- Authorized by the BOE to enter into contracts
- Manage Business for Strong ROI
- Manage BOE Guidelines for each approved program
- Identify New Opportunities
- Full Time Professional Staff
  - Economic Development Advocate: \$100,000 to \$125,000 plus performance pay

# Program Execution

---

## Option One: Managed by District

- District Employees
- Experts in Specific Areas (Facility management, Advertising Sales, etc)
- Pro: Higher ROI, Performance based employees
- Con: Additional Overhead, Not Districts Core Business

## Option Two: Third Party Vendors: Fee or percentage based firms

- Facility Managers: Aramark, Facility management companies
- Advertising Agencies: Alloy, Titan, CBS, Clear Chanel
- Pro: Experts in Each Field, Investment in Programs, Turn-Key Solutions
- Con: Lower ROI, High Percentage Split, Conflict with BOE mission

## Hybrid

- Combination of Both Approaches

# Suggested Investments

---

- Economic Development Officer: \$100,000 to \$125,000 plus performance pay
- Marketing and Sales Materials: \$15,000

## Optional Program Upgrades

- Floor Coverings (Mats, Dance Floors): \$25,000
- Decorations and partitions: \$10,000
- Upgrade AV and Stage equipment \$25,000
- Upgrade Kitchens: \$25,000- \$50,000
- Purchase new rental furnishings: \$15,000
  - (Linens, High Hats, Stools, Serving Bowls)
- Secure Buildings: \$10,000

## Optional Capital Improvement:

- Air Condition HS Auditorium: Approximately \$1,100,000

# Rentals of Fields

---

- Current Rates
  - District \$15 per hour
  - Township \$15 per hour
  - Essex County \$20 for three hours
- Market Demand: Increase Capacity to 4000 Hours
  - Drainage issues at Brookdale Park
  - Increase Demand for fields
- Pricing Strategies
  - Increase to \$25 per hour= \$20,000 net increase per year
  - Peak Pricing: Charge Premium for Attractive Time Slots
  - Block Sales of Hours to groups

# Comparative Rates

---

## Area Venues

- Area Gyms: \$100 to \$150 per hour
- Upper Montclair Women's Club: \$2300: Capacity 450
- Montclair Women's Club:\$700: Capacity 180
- Loft: \$2600: Capacity 250
- Wellmont Theater: \$3500: Capacity 2100
- MSU Keiser Theater :\$5000: Capacity 400
- MSU Ball Room: \$5000: Capacity 800
  
- Maintenance is included in all the rental fees
- Additional Staffing (Security, Event Staff, Food Service) are charged at \$20 to \$25 per hour per person



# District Rates

---

- Gyms and Multi-Purpose Rooms (5 hrs with one custodian)
  - Non-Profit Rate-\$336
    - Cost of one Custodians \$208
    - Net Fee= \$128 (or \$25 per hour)
  - Profit Rate- \$672
    - Cost of one Custodians \$208
    - Net Fee= \$464 (or \$92 per hour)
- HS Auditorium
  - Non-Profit Rate -\$1874
    - Cost of two Custodians \$416
    - Net Fee= \$1458
  - Profit Rate- \$3540
    - Cost of two Custodians \$416
    - Net Fee= \$3124

# Program Assumptions

---

- BOE: Updates Existing Policies
- 2 year Plan: A minimum of two years to develop program
- BOE: Creates an Economic Development Agency or Office
- These projections are for informational purposes only and should not be considered as any guarantee of possible revenues.
- These estimates are our reasonable projections based on similar projects and/or prevailing rates for the advertising, events , rental and other industries referenced in this report.
- Actual revenues will be determined by a number of factors including the economic environment, local competition and the ability of the District to execute and maintain a business development plan

# Estimated Net Income

Summary of Revenue Estimates			
	Low	Most Likely	Best
Social & Educational Rentals	\$82,750	\$189,500	\$475,000
Film Production Rentals	\$28,500	\$38,300	\$92,000
Sports Activities	\$147,500	\$377,500	\$530,000
Performing Arts Rentals	\$102,500	\$287,500	\$500,000
Merchandise	\$60,000	\$105,000	\$165,000
Food Concessions	\$115,000	\$185,000	\$450,000
Advertising & Sponsorship	\$150,000	\$280,000	\$485,000
<b>Totals</b>	<b>\$686,250</b>	<b>\$1,462,800</b>	<b>\$2,697,000</b>

- Assumes 2 year Development period and change in BOE Policies
- Does not include additional income from ASM or Rand Building
- Financial Modeling includes allowances for execution costs

©2010, Sponsorship Resources, Inc.

# New BOE Policies

---

- Cultural Change
- Increased Access (with increase risk potential)
- Insurance: Change in Coverage
- Advertising and Sponsorship: Change BOE Policy
- Alcohol Service: Allow Service of Alcohol with Strict Guidelines
  - No Storage on Property, ID proof, Wrist bands etc.
- Building Security: Secure Buildings
- Adjust Pricing to reflect market
  - Charge same fees to all outside groups
- Staffing Issues: Reorganize Staffing for program
- Approval Process: Centralized process
- Flexibility: Scheduling and access to buildings

# Next Steps

---

- Create Economic Development Advocate Position for 2011 Budget
  - Job Description
  - Determine Corporate Structure
- Create BOE Volunteer Committee for specific areas
- Identify resources/Consultants for Specific programs
  - Facilities Management
  - Sports and Exercise
  - Advertising Sales Representatives: Alloy, Titan, Clear Channel, CBS
- Approach Aramark Senior Management for Food Options

# 2011 Next Steps

---

- Hire Economic Development Officer
- Create Marketing Materials
- Adapt Board Policy
  - Insurance Issues
  - Resolve Staffing Issues
  - Liability issues
  - Centralize Approval Process
  - Allow Service of Alcohol
  - Advertising Guidelines

# 2011 Potential Income

---

- Rentals
  - Increase Field rentals to 3000 hours at \$25 per hour
  - Access to select Gyms, Theaters, Spaces, Cafeterias
- Limited Advertising
  - Team Banners, Ads Woodman Field, Banners on Exterior Areas
  - Exhibitors at College Night, Team Uniforms
- Merchandise programs: Web and Limited retail
- Food Retail: Catering and add limited Food Concessions

Estimated 2011  
\$300,000 to \$500,000