

Appendix:

I. Survey Methodology

“Shared Services” is frequently interpreted differently by government bodies. Some see shared service as a strict monetary/contractual agreement while others see it as a broader relationship between government entities. As the policy initiative was being discussed during the budget process, it became apparent that these variances in definitions made it difficult to assess the frequency and strength of shared service agreements across the state. Thus, the legislature called for a survey of shared service practices prior to the development of this report.

The Shared Services Survey identified broad categories of shared services opportunities and almost 100 types of shared services examples to represent thousands of ongoing collaborations across Ohio.

The survey was designed to:

- Identify how publically funded organizations across Ohio are currently sharing services and/or have plans to share services;
- Identify best practice shared services delivery models with the potential for cost savings and/or improved service delivery if replicated;
- Identify the conditions for success that characterize successful shared services initiatives;
- Identify obstacles and barriers to successful sharing of services.

Discussions regarding the parameters of the survey instrument began in September 2011, when drafts were circulated among deliverables team members and the leadership of various stakeholder associations. Meetings with stakeholders were held to allow for additional survey input, finalize respondent lists and provide updates on project timelines so that all could ask clarifying questions or provide additional feedback. Survey questions were edited and finalized in early October 2011.

Questions were organized into four categories:

- Respondent demographic information;
- Current state of shared services in Ohio;
- Plans for future shared services;
- Public policy.

The Shared Services Survey was sent to 5,867 local government and school leaders across Ohio. The 15-question survey was provided to the stakeholders to inventory the current state of shared services in 91 different topic areas and collected information on the future of shared services. 1,789 completed the survey, for a 30.5 percent rate of return. In November and December, the deliverables team analyzed the survey data and developed recommendations for Beyond Boundaries- A Shared Services Action Plan for Schools and Local Government.

Associations that participated in the development and distribution of the survey included:

- Buckeye Association of School Administrators
- Buckeye State Sheriffs' Association
- Catholic Conference of Ohio
- County Auditors' Association of Ohio
- County Commissioners Association of Ohio
- County Engineers Association of Ohio
- County Treasurers Association of Ohio
- Inter-University Council of Ohio
- Ohio Alliance of Public Charter School
- Ohio Association of Career-Technical Superintendents
- Ohio Association of Community Colleges
- Ohio Education Service Centers Association
- Ohio Association of Independent Schools
- Ohio Association of Municipal Court Clerks
- Ohio Association of Regional Councils
- Ohio Association of School Business Officials
- Ohio Clerk of Courts Association
- Ohio Fire Chiefs' Association
- Ohio Hospital Association
- Ohio Housing Authority Conference
- Ohio Judicial Conference
- Ohio Library Council
- Ohio Municipal League
- Ohio Parks and Recreation Association
- Ohio Prosecuting Attorneys Association
- Ohio Public Transit Association
- Ohio Recorders' Association
- Ohio Sanitary Engineers Association
- Ohio School Boards Association
- Ohio State Coroners Association
- Ohio Township Association
- Organization of Solid Waste Districts of Ohio
- The Success Group (OPTA)

The Ohio Department of Education also distributed the survey link to treasurers of traditional public school districts, joint vocational school districts, and community schools and principals of chartered non-public schools.

The following pages provide a summary of procedures and rules for cleaning the data and information related to the survey respondents.

Data Cleaning and Reconciliation for Ohio Shared Services Survey

When the Ohio Shared Services Survey closed on 10/31/11, the survey data set included 3,971 responses (1,690 completed surveys and 2,281 partially completed surveys). Partially completed surveys for which no shared service data existed were removed from the survey data set. Partially completed surveys which had only junk, or “dummy”, data beyond the required fields were also removed from the data set.

Duplicate surveys (both partially completed and completed surveys) were evaluated for duplicate name and address information within an organization type. If the survey duplicates included a completed survey, then any respective partially completed surveys were removed. If there was more than one completed survey, the respondent contact information was compared and the survey completed by the individual with the highest level/role was kept. If an organization did not select one of the predetermined organization types, the organization type reported was reviewed to determine if a new organization type was needed (such as the boards of developmental disabilities) or if the reported type should be included in one of the predetermined categories.

Surveys submitted by respondents who were out of scope (i.e. non-profit organization) were removed from the data set.

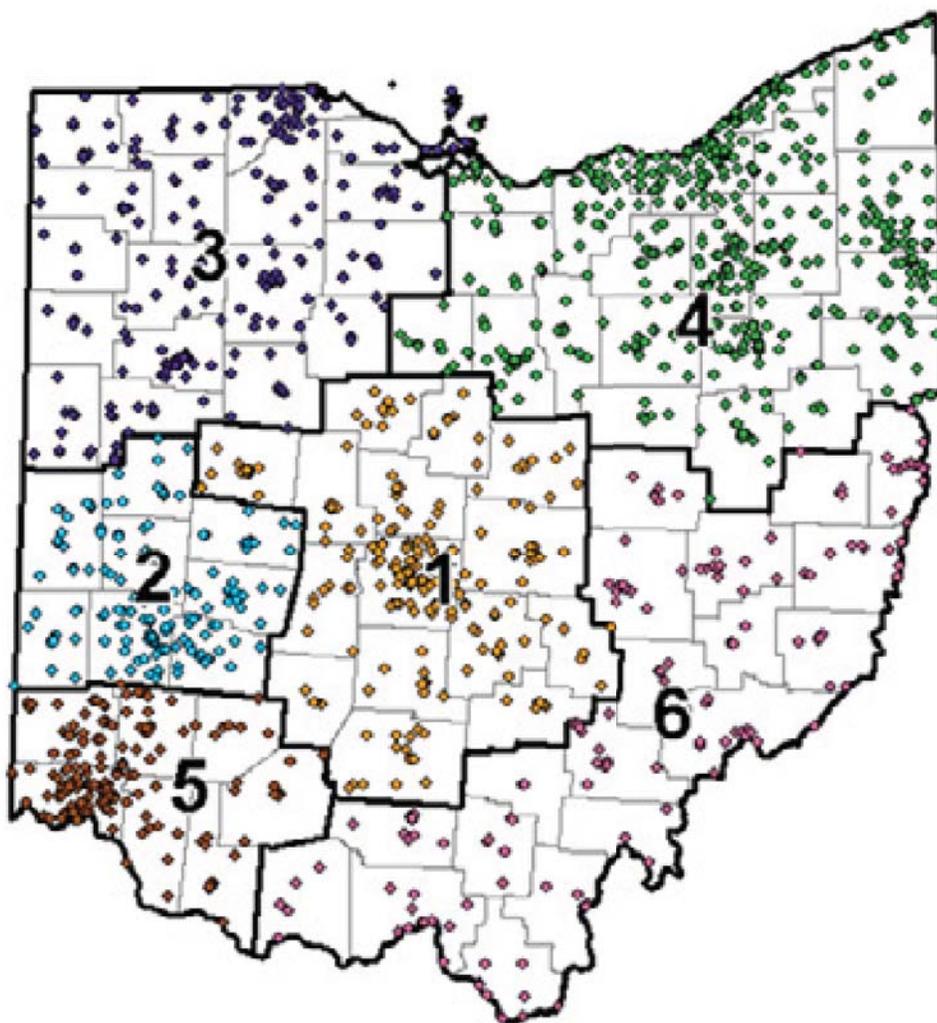
Upon completion of this review, a total of 1,789 survey responses were analyzed and summarized for this report. Below is a list of the organization types participating in the survey, the number of potential survey responses and the number of actual survey responses:

Table a1
Survey Respondents Information

Government Entities	Entities	Responses	% of Survey	% of Entity
a. Traditional school district	614	598	33.4%	97.4%
b. Joint vocational school district	49	49	2.7%	100.0%
c. Community schools	356	66	3.7%	18.5%
d. STEM School	1	1	0.1%	100.0%
e. Chartered non-public (Private) school	826	120	6.7%	14.5%
f. Educational service center (ESC)	56	56	3.1%	100.0%
g. Information technology center (ITC)	22	22	1.2%	100.0%
h. Education technology center (Ed Tech)	8	6	0.3%	75.0%
i. County office (Commissioner)	88	35	2.0%	39.8%
j. County office (Auditor)	88	32	1.8%	36.4%
k. County office (Engineer)	88	48	2.7%	54.5%
l. County office (Sheriff)	88	12	0.7%	13.6%
m. County office (Recorder)	88	53	3.0%	60.2%
n. County office (Treasurer)	88	10	0.6%	11.4%
o. County office (Coroner)	88	7	0.4%	8.0%
p. County office (Prosecuting Attorney)	88	10	0.6%	11.4%
q. County office (Clerk of Courts)	88	37	2.1%	42.0%
r. Municipality or village	932	73	4.1%	7.8%
s. Court	720	72	4.0%	10.0%
t. Township	1308	148	8.3%	11.3%
u. Hospital	17	2	0.1%	11.8%
v. College or university	37	37	2.1%	100.0%
w. Joint fire or ambulance district	130	1	20.1%	0.8%
x. Library district	251	145	8.1%	57.8%
y. Metropolitan housing authority	15	10	0.6%	66.7%
z. Park district	90	15	0.8%	16.7%
aa. Solid waste management authority	52	31	1.7%	59.6%
bb. Transit authority	46	10	0.6%	21.7%
cc. Water and sewer district	42	5	0.3%	11.9%
dd. Metropolitan planning organization	23	11	0.6%	47.8%
ee. Council of government (COG)	Unknown	7	0.4%	n/a
ff. Other (please specify)	Unknown	9	0.5%	n/a
gg. Board of developmental disabilities	88	51	2.9%	58.0%
TOTAL	5,867	1,789		

The survey respondents provided an expansive dataset representative of geography, types of government entities, and breadth of shared services activity to date in Ohio and, to the extent of our research, in the nation. Map a1 is a geographic representation of the headquarter locations of the survey respondents organized into the six economic regions of the state used in the Auditor of State's Shared Service Idea Center.

Map a1
Geographic Location of the Survey Respondents



II. Survey Results Summary

Respondents were asked to identify specific shared services agreements in which they were participating. Table a2 reflects the total reported shared services projects by county. There is potential for significant duplication in these numbers, because projects with multiple entities may have been reported by each of the participants responding to the survey.

Table a2
Reported Shared Services Projects by County and Region

Central (1)		Northwest (3)		Northeast (4)		South (5)	
County	Total	County	Total	County	Total	County	Total
Delaware	185	Allen	663	Ashland	193	Brown	146
Fairfield	412	Auglaize	234	Ashtabula	374	Butler	420
Fayette	89	Defiance	209	Carroll	75	Clermont	321
Franklin	848	Fulton	282	Columbiana	412	Clinton	90
Hocking	116	Hancock	328	Crawford	213	Hamilton	1040
Licking	435	Hardin	116	Cuyahoga	1286	Highland	67
Logan	183	Henry	149	Erie	377	Warren	383
Madison	179	Lucas	535	Geauga	407	Southeast (6)	
Marion	306	Mercer	273	Holmes	91	County	Total
Morrow	97	Ottawa	246	Huron	309	Adams	118
Perry	177	Paulding	85	Lake	451	Athens	194
Pickaway	160	Putnam	290	Lorain	578	Belmont	261
Ross	293	Sandusky	142	Mahoning	558	Coshocton	100
Union	152	Seneca	195	Medina	464	Gallia	108
West Central (2)		Van Wert	172	Portage	476	Guernsey	127
County	Total	Williams	179	Richland	388	Harrison	37
Champaign	162	Wood	389	Stark	1178	Jackson	91
Clark	358			Summit	994	Jefferson	206
Darke	209			Trumbull	879	Lawrence	206
Greene	570			Tuscarawas	235	Meigs	35
Miami	433			Wayne	348	Monroe	32
Montgomery	917					Morgan	27
Preble	346					Muskingum	328
Shelby	166					Noble	84
						Pike	122
						Scioto	270
						Vinton	33

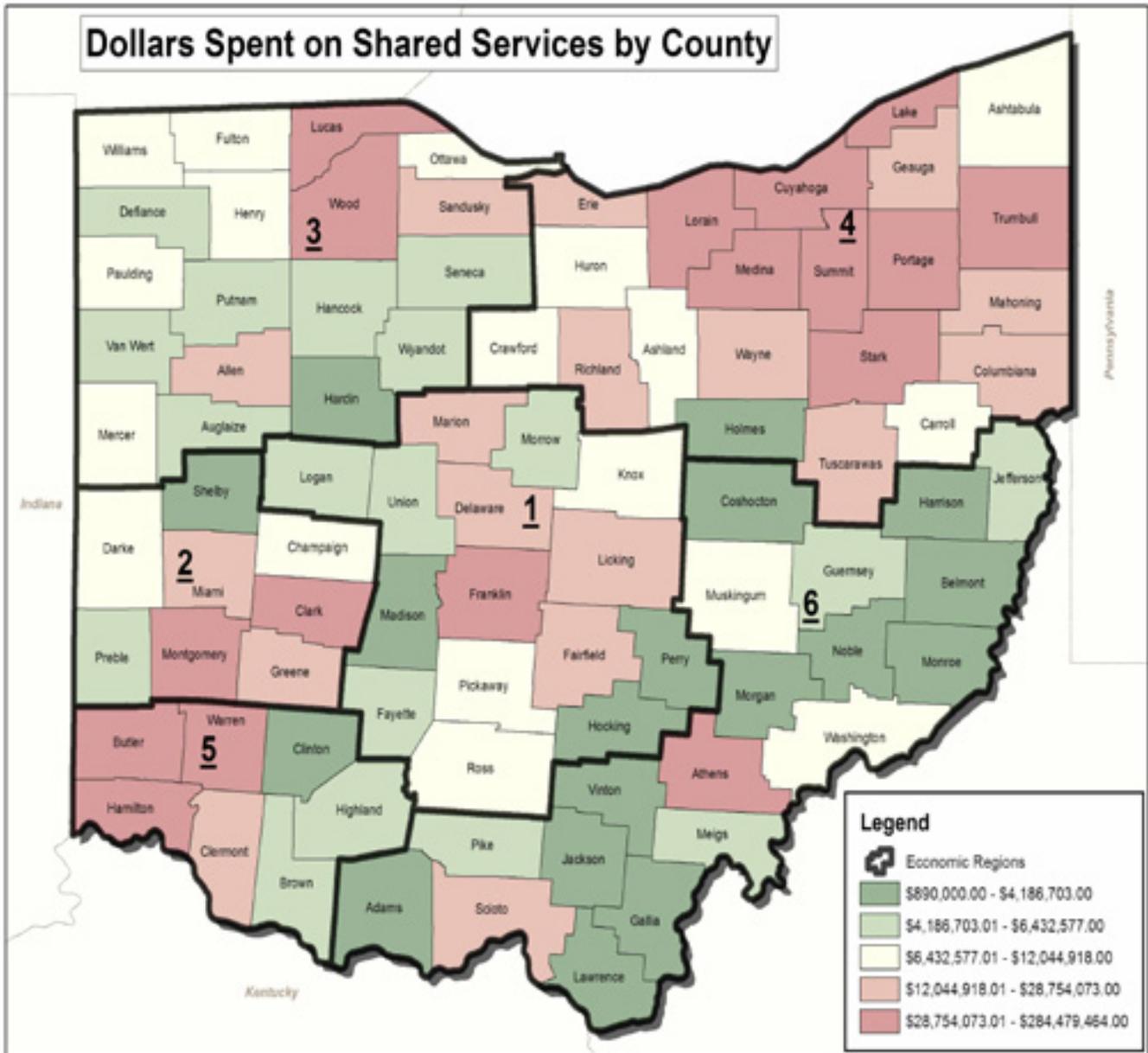
Table a3 identifies the types of entities who most often deliver shared services. In addition to the entities listed here, the survey and other stakeholders identified many other entities activity as the lead or provider of shared services. Over 50 examples are provided as bullet points in Section 8 of *Beyond Boundaries*. In addition, information portals recommended in this report will expand on those points and provide contact information, enabling readers to follow their specific interests and seek opportunities to begin participating in one or more of the programs.

The survey confirmed Ohio’s existing 55 educational service centers (ESCs), 23 information technology centers (ITCs) and eight education technology centers (ETCs) have the capacity and are appropriate to function as the provider network for the regional provision of shared services for schools and local governments. Created to function as regional shared service centers, they retain the experience and capacity to efficiently deliver or broker extensive shared services offerings in core areas of technology, administration and educational support.

Table a3
Entities Delivering Shared Services

School District	38.00%
ESC	32.80%
Municipality	19.00%
ITC	15.90%
University	14.30%
Township	10.70%
JVSD	9.50%
Commissioners	6.10%
Council of Governments	5.90%
Library	5.40%

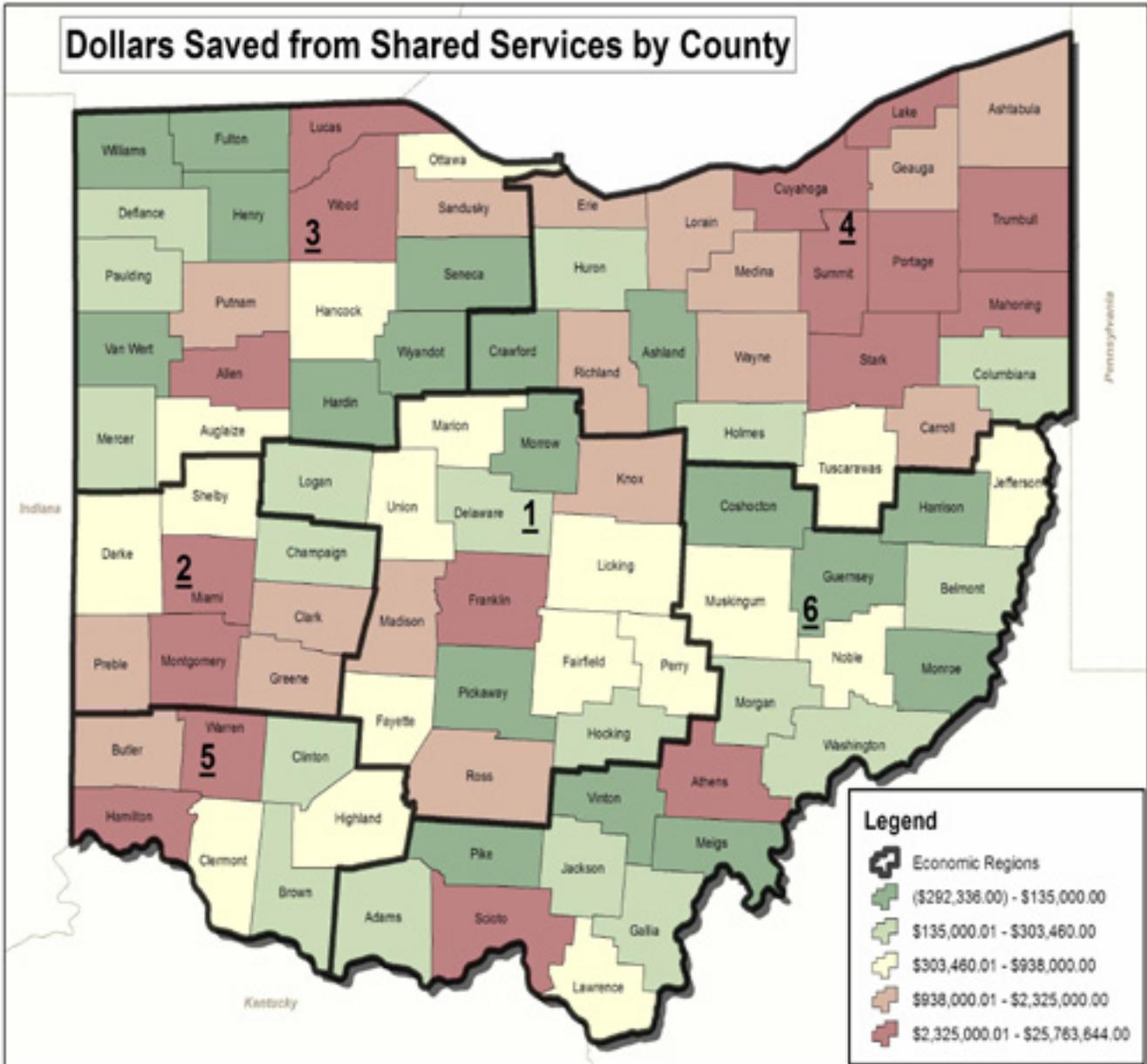
Map a2
Reported Shared Services Spending



Source: Shared Services Survey, October 2011

Survey respondents reported combined annual operating expenses of \$36 billion, of which about \$2.6 billion is spent through shared services arrangements. Map a2 depicts the shared services expenditures by county and region. Again, it is very likely that these amounts may include duplicate accounts for some collaborative projects.

Map a3
Reported Shared Services Savings



Source: Shared Services Survey, October 2011

Total savings from the reported shared services projects is \$176 million, however many respondents reported no savings, which is counter to many of the individual examples compiled during the preparation of this report. It is also true that collaboration can be used to avoid costs or to extend or provide new services with greater efficiency, which may create a benefit to taxpayers and citizens, but not necessarily provide an opportunity for reported savings.

III. Detailed Survey Findings

The following pages detail survey findings in specific areas of shared services activity. The findings are grouped in the nine broad categories used in the Auditor of State’s Shared Service Idea Center. These categories are technology, administration, public works, public safety/911 systems, education-instructional support, economic development, health and human services, fleet management, and facilities. The percentages shown in the tables are calculations made from the 1,789 responses which are identified in table a1.

Technology

A discussion of technology related to shared services is important for three reasons. First, the amount of money schools and local government spend on technology warrants attention. Second, technology has been one of the first places local leaders pursued shared services. The survey results revealed that ten of the top 30 shared services opportunities being pursued fall within the information technology category. Third, standardization of technology platforms and equipment and the consolidation of datacenters will accelerate opportunities for cloud computing techniques and facilitate shared service opportunities in other areas such as administration, human resources, purchasing, facilities and fleet maintenance, staffing, and capital planning. Table a4 summarizes the types of shared services activities in the area of technology reported by local jurisdictions.

<i>Table a4: Reported Shared Services Activity</i>	Received Services	Provide Services	Planning Services
TECHNOLOGY			
Audio-visual, copier or facsimile equipment	22.4%	4.9%	0.6%
Server, storage or network deployment	46.5%	6.8%	4.6%
Datacenter or collocation of technology infrastructure	37.5%	8.0%	2.8%
End-user device management and support	31.1%	4.5%	1.5%
Application development, database administration	31.7%	5.5%	2.2%
Application hosting	30.6%	4.9%	1.0%
Website design, maintenance, or hosting	23.4%	5.4%	1.0%
Telephone, VoIP and/or hosting	42.5%	5.5%	3.0%
Computer and Software licensing and subscription	35.1%	5.0%	1.5%
Data recovery, disaster recovery	32.9%	4.2%	1.0%
Other technology	17.9%	5.6%	2.05%

The 1,789 respondents to the Shared Services Survey indicate that, together, they have 14,842 computer servers. Table a5 provides a detailed breakdown of the types of equipment by type of government entity.

Table a5

Local Governmental Entities Ranked By Virtualization Density		
Entity	Physical	Virtual
g. Information technology center (ITC)	487	1,244
c. Community school	78	149
y. Metropolitan housing	18	26
v. College or university	5,810	6,285
b. Joint vocational school district	565	571
dd. Metropolitan planning organization	47	41
e. Chartered non-public (Private) school	143	93
m. County office (Recorder)	88	57
f. Educational service center (ESC)	240	153
gg. Board of developmental disabilities	189	114
cc. Water and sewer district or authority	43	25
p. County office (Prosecuting Attorney)	2	1
x. Library district	735	348
i. County office (Commissioner)	308	141
h. Education technology center (Ed Tech)	32	13
j. County office (Auditor)	115	42
a. Traditional school district	5,171	1,872
r. Municipality or village	145	50
t. Township	150	42
ff. Other (please specify)	4	1
q. County office (Clerk of Courts)	71	17
k. County office (Engineer)	42	10
bb. Transit authority	54	12
aa. Solid waste management authority	19	4
l. County office (Sheriff)	20	4
s. Court	157	26
ee. Council of governments (COG) not listed above	16	2
z. Park district	18	2
o. County office (Coroner)	-	-
u. Hospital	71	-
w. Joint fire or ambulance district	-	-
d. STEM school	3	-
n. County office (Treasurer)	1	-
All	14,842	11,345
K-12	6,735	4,097
Local Government	2,297	963

Administration

Ohio has the potential for substantial savings through pooled purchasing and shared services. Table a6 summarizes the types of shared services activities reported by local jurisdictions in Ohio and clearly shows a great deal of administrative shared services currently exists. However, less than half of the entities surveyed participated in a shared service arrangement; even among traditional school districts which have an established system for shared programming. The survey provides insight into the potential for growth in shared services across all administrative services, including services like purchasing where there are ample providers now offering discounted prices through joint or shared purchasing agreements. For instance, only 49 percent of traditional Ohio school districts reported purchasing office supplies through shared services arrangements.

<i>Table a6: Reported Shared Services Activity</i>	Received Services	Provide Services	Planning Services
ADMINISTRATION			
Administration office space	11.9%	9.2%	0.8%
General administration staff	13.3%	7.4%	1.9%
Grant administration	10.2%	7.3%	0.4%
Management staff	7.7%	4.9%	1.2%
Joint purchasing	34.3%	7.1%	4.0%
Human resources	14.9%	4.4%	1.0%
Staff contract negotiation	6.0%	1.2%	0.0%
Purchasing of heating fuel	7.2%	0.7%	0.1%
Purchasing of natural gas	26.3%	1.8%	0.4%
Purchasing of electricity	28.7%	2.0%	1.3%
Purchasing of alternative energy	1.5%	0.2%	0.4%
Purchasing of gasoline and diesel fuel	17.3%	3.0%	1.2%
Purchasing of office supplies	28.7%	2.5%	0.6%
Purchasing of maintenance supplies	22.9%	2.2%	0.3%
Food service operation, hiring, purchases	13.0%	3.6%	0.8%
Food service RFP and contract award	6.0%	1.0%	0.2%
Business services such as payroll, accounts	13.4%	6.1%	2.3%
Benefits management	22.9%	3.4%	0.3%
State or federal grant administration and reporting	10.5%	5.6%	0.3%
Insurance - general liability	30.2%	2.9%	0.4%
Insurance - worker's compensation	35.7%	2.5%	0.3%
Pooled healthcare	37.1%	4.0%	2.9%
Printing services	9.7%	3.1%	0.1%
Audit RFP and contract	11.9%	0.9%	0.0%
Other Administration	8.6%	4.5%	0.8%

Economic Development

Based on the survey data, as summarized in table a7, it would appear that few Ohio entities currently participate in or plan on pursuing additional shared services in the area of economic development. This is concerning, given the need for every competitive advantage in pursuing economic development. Further investigation is needed to determine how best to catalyze local and municipal government into pursuing shared services in ways that help ensure Ohio's economic growth and taking advantage of the Jobs Ohio Regional Network.

Table a7: Reported Shared Services Activity	Received Services	Provide Services	Planning Services
ECONOMIC DEVELOPMENT			
Staffing	2.6%	1.8%	0.4%
Databases/technology	4.7%	1.7%	0.3%
Marketing/advertising/outreach	5.1%	1.8%	0.3%
JEDD/revenue sharing	2.7%	0.8%	0.3%
Land use planning	5.9%	3.1%	0.2%
Corporate/industrial park	1.2%	0.8%	0.0%
Tax incentives	8.1%	2.9%	0.2%
Other economic development	4.8%	3.2%	0.5%

Health and Human Services

The survey data, as summarized in table a8, did not reveal significant utilization of shared services in the area of health and human services, however, some excellent promising practices and individual examples of collaboration are identified in Section 8 of *Beyond Boundaries*. To further understand the use of shared services in this category, the Governor's Office of Health Transformation (OHT) and the health and human services (HHS) state agencies encouraged participation by the local entities' representative organizations in the regional shared services stakeholder meetings. OHT will also conduct focus sessions with local HHS agencies to identify specific objectives for their participation in regional initiatives with other types of entities.

Table a8: Reported Shared Services Activity	Received Services	Provide Services	Planning Services
HEALTH AND HUMAN SERVICES			
Executive/administrative staff	2.5%	1.2%	0.2%
Client services staff	3.5%	0.9%	0.2%
Client services equipment	1.1%	0.6%	0.1%
Client service delivery	3.6%	1.2%	0.3%
Other health and human services	7.9%	2.2%	0.5%

Education Instructional Support

The Shared Services Survey data, as summarized in table a9, indicate that schools actively participate in a variety of collaborative and shared educational service initiatives. The highest participation rates are in the areas of special education, special education related services, teacher and administrator professional development, curriculum development, school-improvement, early childhood, vocational education and alternative school programs.

For example, 97.45 percent of school districts receive shared services through an ESC. Participation rates in shared services for educational instructional support services tend to be higher among small (annual budget of \$0-9,999,999) and medium- sized (\$10,000,000 - \$49,999,999) districts. These high participation rates are the result of state requirements for local districts, which tend to be smaller, to team with ESCs and indicate a high reliance on educational service providers.

According to Shared Services Survey responses, over 90 percent of ESCs provide teacher and administrator professional development. However, only 56.4 percent of districts indicated they receive administrator professional development through a shared services arrangement while 70.4 percent utilize outside resources for teacher professional development.

Table a9: Reported Shared Services Activity	Received Services	Provide Services	Planning Services
EDUCATION INSTRUCTIONAL SUPPORT			
Purchasing of educational supplies	24.9%	5.5%	1.1%
Textbook selection and purchasing	13.5%	3.3%	0.4%
Special education	32.4%	13.2%	3.2%
PT, OT, speech and other therapy services	34.9%	7.7%	1.8%
School-based medicare health services billing	15.9%	2.2%	0.1%
Alternative education programs	23.6%	7.5%	2.0%
Pre-K programs	22.2%	9.1%	0.9%
After school programs	9.4%	6.3%	0.5%
Counseling services	17.6%	4.1%	0.7%
School nurses or other health services	17.3%	4.5%	0.4%
Administrator professional development	24.2%	6.4%	0.6%
Teacher professional development	31.7%	9.4%	2.3%
Curriculum development	24.7%	7.0%	1.3%
Teacher coaching or mentoring	19.8%	5.8%	0.8%
School improvement services	19.5%	3.7%	0.85
Supervision/evaluation of staff	7.7%	4.0%	0.6%
Vocational education services	22.6%	5.8%	0.8%
Music/art/physical education teaching staff	4.2%	2.6%	0.2%
Reading specialist	5.6%	2.8%	0.1%
Library and/or media center	5.1%	2.6%	0.3%
Other education - instructional support	14.8%	10.3%	2.5%

Public Works

Although representatives of all 32 types of local governmental entities reported some level of participation in shared services in the area of public works, four types of governmental entities responded in both numbers and percentages that were significantly greater than all others. The data, summarized in table a10, for these four types of governmental entities – county engineers, municipalities, townships and traditional school districts – indicate that, for them, shared services in public works are both normative and sustained.

Survey data for county engineers, municipalities, townships and traditional school districts point to an important role played by county engineers. The average percentage response by municipalities, townships and traditional school districts to the question of whether they received shared services in the nine categories was 19 percent, while for the same three types of governmental entities the average percentage response to the question of whether they provided shared services was just five percent. This difference indicates that these three types of governmental entities are far more likely to be receivers of shared services rather than providers of shared services.

However, for county engineers the responses indicated a very different role. The average percentage response by county engineers to the question of whether they received shared services was 15 percent, while the average percentage response to the question of whether they provided shared services was 45 percent. This indicates that county engineers are far more likely to be providers of shared services than receivers of shared services. It is reasonable to conclude also that county engineers are providing the shared services that municipalities, townships and traditional school districts are reporting as receiving.

<i>Table a10: Reported Shared Services Activity</i>	Received Services	Provide Services	Planning Services
PUBLIC WORKS			
Paving	11.1%	3.3%	0.6%
Infrastructure maintenance	9.2%	3.9%	1.0%
Capital improvements	9.2%	2.9%	0.9%
Stormwater	6.5%	2.1%	0.6%
Planning	6.7%	3.3%	0.3%
Equipment of vehicle purchase	14.9%	2.0%	0.6%
Salt purchase or storage	19.2%	4.5%	0.8%
Snow removal	12.1%	5.5%	0.9%
Other public works	5.8%	3.4%	1.0%

Public Safety/911 System

Public safety is a fundamental service provided by most local governments in Ohio. As a result, it has an inherently fragmented service delivery system, with functions residing at multiple levels of government: municipal, township, county and statewide. This offers extensive opportunities for leveraging assets and systems for greater efficiency and improved service delivery.

The Shared Services Survey, as summarized in table a11, shows that the highest areas of shared services activity center around combined communication systems with additional activity in joint staffing and equipment purchasing. The creation of joint districts is reported as being pursued to a lesser degree. Townships and municipalities each report participation in shared dispatching at over 20 percent and park districts leading in the use at 46.7 percent. Shared communication systems are reported by almost all local government respondents at rates between 20 and 40 percent. Shared staffing and equipment purchasing are frequently reported at rates between 10 and 30 percent.

<i>Table a11: Reported Shared Services Activity</i>	Received Services	Provide Services	Planning Services
PUBLIC SAFETY			
Consolidated/joint district	3.5%	1.1%	0.7%
Joint dispatch	5.5%	1.8%	1.0%
Communications system	10.7%	2.3%	0.3%
Equipment purchase	7.2%	2.2%	0.4%
Staffing	9.0%	2.7%	0.8%
Other public safety	10.3%	5.4%	0.9%

Fleet Management

Table a12 summarizes the types of shared services activities in the area of fleet management reported by local jurisdictions. In the fleet management category, the highest area of shared services participation is in vehicle purchasing, where cooperative or consortium purchasing is used quite extensively to acquire vehicles for the various public entities. With a participation rate of 18.6 percent of all survey respondents, shared vehicle purchasing is nearly twice as popular as the next two most-cited shared services – vehicle maintenance (9.9 percent) and transportation operations (8.8 percent).

Park districts, traditional school districts and colleges/universities were the most frequent users of shared vehicle purchasing with participation rates of 40.0 percent, 35.1 percent and 32.4 percent respectively.

The highest participation rates for entities receiving shared services were among transit authorities, boards of developmental disabilities and traditional school districts. The most frequent providers of shared services were transit authorities and county commissioners. The entities most interested in developing fleet shared services were transit authorities, boards of developmental disabilities and ESCs.

<i>Table a12: Reported Shared Services Activity</i>	Received Services	Provide Services	Planning Services
FLEET MANAGEMENT			
Transportation operation	8.8%	6.3%	3.5%
Transportation contract RFP and contract award	3.3%	0.9%	0.1%
Vehicle Purchase	18.6%	2.0%	0.8%
Vehicle Maintenance	9.9%	3.7%	1.3%
Vehicle routing and dispatch	4.6%	2.3%	1.6%
Other fleet management and operations	4.3%	3.0%	0.6%

Facilities

Table a13 summarizes the types of shared services activities in the area of facilities reported by local jurisdictions. In this category, public entities indicated shared services in the areas of public meeting space (17 percent), custodial and maintenance staff (12 percent), grounds maintenance (11 percent), athletic fields and gyms (11 percent), administrative space (11 percent) and facility maintenance (10 percent).

Generally, school entities had a much higher level of participation as purchasers/receivers than non-school entities in this category. However, schools were less likely to have shared services in custodial and maintenance staff than other entities and the reported participation in facility maintenance was about equal. The very low response in the area of shared capital planning indicates that future initiatives to share space are limited.

Table a13: Reported Shared Services Activity	Received Services	Provide Services	Planning Services
FACILITIES			
Administrative space	10.5%	9.1%	0.6%
Client services	2.2%	2.6%	0.2%
Public meeting space	17.0%	19.5%	0.9%
Athletic fields, gymnasiums	11.3%	9.4%	0.6%
Custodial and maintenance staff	11.5%	4.7%	0.6%
Auditoriums, theatre space	7.6%	7.2%	0.25%
Facility maintenance	9.9%	4.2%	0.8%
Facility maintenance RFP and contract award	2.3%	1.0%	0.1%
Capital planning	2.9%	1.6%	0.3%
General security services	9.7%	1.8%	0.1%
Grounds maintenance	10.6%	4.5%	0.6%

Endnotes

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2. *Special Report: State-Local Tax Burdens Fall in 2009 As Tax Revenues Shrink Faster Than Income*, Tax Foundation, February, 2011
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