



4675 Lakehurst Ct  
Suite 200  
Dublin, OH 43016  
614.495.8327

Howard County Public School System  
Jennifer Bubenko  
10910 Clarksville Pike  
Ellicott City, MD 21042

Invoice number 2019030397  
Date 10/31/2019

Project 1920323-32401 Howard County PSS:  
Redistricting Plan

PO-10015723

Professional consulting services for a Redistricting Plan for the Howard County Public School System.

Description	Contract Amount	Percent Complete	Prior Billed	Current Billed	Remaining Amount
<b>Task 1: Consultant Orientation</b>	700.00	100.00	700.00	0.00	0.00
<b>Task 2: Data Collection</b>	900.00	100.00	900.00	0.00	0.00
<b>Task 3: Data Analysis</b>	6,600.00	100.00	6,600.00	0.00	0.00
<b>Task 4: School Boundary Scenario Testing</b>	700.00	100.00	700.00	0.00	0.00
<b>Task 5: Facilitate Attendance Area Committee</b>	69,000.00	100.00	69,000.00	0.00	0.00
<b>Task 6: Support Community Engagement</b>	123,000.00	100.00	123,000.00	0.00	0.00
<b>Task 7: Attendance Area Adjustment Recommendations</b>	40,000.00	100.00	40,000.00	0.00	0.00
<b>Task 8: Board of Education Redistricting Process</b>	105,000.00	75.00	26,250.00	52,500.00	26,250.00
Total	345,900.00	92.41	267,150.00	52,500.00	26,250.00

Invoice total **52,500.00**

**\*\*NEW REMITTANCE ADDRESS\*\*** Please remit payment to the following address:

4675 Lakehurst Ct  
Suite 200  
Dublin, OH 43016

Contact [lshepherd@coopstrategies.com](mailto:lshepherd@coopstrategies.com) with any questions or for electronic payment information.



4675 Lakehurst Ct  
Suite 200  
Dublin, OH 43016  
614.495.8327

Howard County Public School System  
Jennifer Bubenko  
10910 Clarksville Pike  
Ellicott City, MD 21042

Invoice number 2019030060  
Date 09/30/2019

Project 1920323-32401 Howard County PSS:  
Redistricting Plan

PO-10015723

Professional consulting services for a Redistricting Plan for the Howard County Public School System.

Description	Contract Amount	Percent Complete	Prior Billed	Current Billed	Remaining Amount
<b>Task 1: Consultant Orientation</b>	700.00	100.00	700.00	0.00	0.00
<b>Task 2: Data Collection</b>	900.00	100.00	900.00	0.00	0.00
<b>Task 3: Data Analysis</b>	6,600.00	100.00	6,600.00	0.00	0.00
<b>Task 4: School Boundary Scenario Testing</b>	700.00	100.00	700.00	0.00	0.00
<b>Task 5: Facilitate Attendance Area Committee</b>	69,000.00	100.00	69,000.00	0.00	0.00
<b>Task 6: Support Community Engagement</b>	123,000.00	100.00	123,000.00	0.00	0.00
<b>Task 7: Attendance Area Adjustment Recommendations</b>	40,000.00	100.00	40,000.00	0.00	0.00
<b>Task 8: Board of Education Redistricting Process</b>	105,000.00	25.00	0.00	26,250.00	78,750.00
Total	345,900.00	77.23	240,900.00	26,250.00	78,750.00

Invoice total **26,250.00**

**\*\*NEW REMITTANCE ADDRESS\*\*** Please remit payment to the following address:

4675 Lakehurst Ct  
Suite 200  
Dublin, OH 43016

Contact [lshepherd@coopstrategies.com](mailto:lshepherd@coopstrategies.com) with any questions or for electronic payment information.



# COOPERATIVE STRATEGIES

COMPLETE FINANCIAL & DEMOGRAPHIC PLANNING FOR EDUCATION

3325 Hilliard Rome Rd  
Hilliard, OH 43026  
614.495.8327

Howard County Public School System  
Jennifer Bubenko  
10910 Clarksville Pike  
Ellicott City, MD 21042

Invoice number 2019029947  
Date 08/31/2019

Project 1920323-32401 Howard County PSS:  
Redistricting Plan

~~PO-10014776~~

PO-10015723

Professional consulting services for a Redistricting Plan for the Howard County Public School System.

Description	Contract Amount	Percent Complete	Prior Billed	Current Billed	Remaining Amount
<b>Task 1: Consultant Orientation</b>	700.00	100.00	700.00	0.00	0.00
<b>Task 2: Data Collection</b>	900.00	100.00	900.00	0.00	0.00
<b>Task 3: Data Analysis</b>	6,600.00	100.00	6,600.00	0.00	0.00
<b>Task 4: School Boundary Scenario Testing</b>	700.00	100.00	0.00	700.00	0.00
<b>Task 5: Facilitate Attendance Area Committee</b>	69,000.00	100.00	6,800.00	62,200.00	0.00
<b>Task 6: Support Community Engagement</b>	123,000.00	100.00	0.00	123,000.00	0.00
<b>Task 7: Attendance Area Adjustment Recommendations</b>	40,000.00	100.00	0.00	40,000.00	0.00
<b>Task 8: Board of Education Redistricting Process</b>	105,000.00	0.00	0.00	0.00	105,000.00
Total	345,900.00	69.64	15,000.00	225,900.00	105,000.00

Invoice total **225,900.00**

PAYMENT IS DUE UPON RECEIPT

Please remit payment to Cooperative Strategies, LLC at 3325 Hilliard Rome Rd, Hilliard, OH 43026 or contact [lshepherd@coopstrategies.com](mailto:lshepherd@coopstrategies.com) for electronic payment information.

Rec'd in Finance

OCT 03 2019



3325 Hilliard Rome Rd  
Hilliard, OH 43026  
614.495.8327

Howard County Public School System  
Douglas Pindell  
10910 Clarksville Pike  
Ellicott City, MD 21042

Invoice number 2019029334  
Date 06/26/2019

Project 1920323-32401 Howard County PSS:  
Redistricting Plan

PO-10014776

Professional consulting services for a Redistricting Plan for the Howard County Public School System.

Description	Contract Amount	Percent Complete	Prior Billed	Current Billed	Remaining Amount
<b>Task 1: Consultant Orientation</b>	700.00	100.00	0.00	700.00	0.00
<b>Task 2: Data Collection</b>	900.00	100.00	0.00	900.00	0.00
<b>Task 3: Data Analysis</b>	6,600.00	100.00	0.00	6,600.00	0.00
<b>Task 4: School Boundary Scenario Testing</b>	700.00	0.00	0.00	0.00	700.00
<b>Task 5: Facilitate Attendance Area Committee</b>	69,000.00	9.86	0.00	6,800.00	62,200.00
<b>Task 6: Support Community Engagement</b>	123,000.00	0.00	0.00	0.00	123,000.00
<b>Task 7: Attendance Area Adjustment Recommendations</b>	40,000.00	0.00	0.00	0.00	40,000.00
<b>Task 8: Board of Education Redistricting Process</b>	105,000.00	0.00	0.00	0.00	105,000.00
Total	345,900.00	4.34	0.00	15,000.00	330,900.00

Invoice total 15,000.00

**PAYMENT IS DUE UPON RECEIPT**

Please remit payment to Cooperative Strategies, LLC at 3325 Hilliard Rome Rd, Hilliard, OH 43026 or contact [lshepherd@coopstrategies.com](mailto:lshepherd@coopstrategies.com) for electronic payment information.

Rec'd in Finance

OCT 03 2019



**COOPERATIVE  
STRATEGIES**  
COMPLETE FINANCIAL & DEMOGRAPHIC PLANNING FOR EDUCATION

3325 Hilliard Rome Rd  
Hilliard, OH 43026  
614.495.8327

Howard County Public School System  
Jennifer Bubenko  
10910 Clarksville Pike  
Ellicott City, MD 21042

Invoice number **2019029331**  
Date 06/25/2019

Project 1920323-3401 Howard County PSS:  
Enrollment Projection Review

**PO-10013903**

Professional consulting services for an Enrollment Projection Review for the Howard County Public School System.

Description	Contract Amount	Percent Complete	Prior Billed	Current Billed	Remaining Amount
<b>Enrollment Projection Review</b>	35,000.00	100.00	17,500.00	17,500.00	0.00
Total	35,000.00	100.00	17,500.00	17,500.00	0.00

Invoice total **17,500.00**

**PAYMENT IS DUE UPON RECEIPT**

Please remit payment to Cooperative Strategies, LLC at 3325 Hilliard Rome Rd, Hilliard, OH 43026 or contact [lshepherd@coopstrategies.com](mailto:lshepherd@coopstrategies.com) for electronic payment information.

Rec'd in Finance

OCT 03 2019



3325 Hilliard Rome Rd  
Hilliard, OH 43026  
614.495.8327

Howard County Public School System  
Douglas Pindell  
10910 Clarksville Pike  
Ellicott City, MD 21042

Invoice number 2019029252  
Date 05/31/2019

Project 1920323-3401 HOWARD COUNTY PSS:  
ENROLLMENT PROJECTION REVIEW

PO-10013903

Professional consulting services for an Enrollment Projection Review for the Howard County Public School System.

Description	Contract Amount	Percent Complete	Prior Billed	Current Billed	Remaining Amount
<b>Enrollment Projection Review</b>	35,000.00	50.00	0.00	17,500.00	17,500.00
Total	35,000.00	50.00	0.00	17,500.00	17,500.00

Invoice total **17,500.00**

**PAYMENT IS DUE UPON RECEIPT**

Please remit payment to Cooperative Strategies, LLC at 3325 Hilliard Rome Rd, Hilliard, OH 43026 or contact [Ishepherd@coopstrategies.com](mailto:Ishepherd@coopstrategies.com) for electronic payment information.





# COOPERATIVE STRATEGIES

PROFESSIONAL FEES & SERVICES FOR PLANNING & DESIGN

1038

8955 Research Drive  
Irvine, CA 92618  
949.250.8300

PO-10006723

Rec'd in Finance  
OCT 26 2017

Received  
in whole  
11-1-17

Howard County Public School System  
10910 Clarksville Pike  
Attn: Accounts Payable  
Ellicott City, MD 21042

PLANNING &  
DESIGN  
related

Invoice number 2017025880  
Date 09/30/2017  
Project 1720323-32401 Howard Co., MD -  
Redistricting Data Validation 2017

PO -10006723

Professional fees as outlined in the contract for Cooperative Strategies (formerly DeJONG-RICHTER) to provide Validation of Demographic Statistics for Attendance Area Adjustment for the Howard County Public School System.

## PROFESSIONAL FEES

### Data Collection & Analysis

	Date	Hours	Rate	Billed Amount
Project Coordinator				
Karen Daniel-Hamberg				
OH: Data Analysis				
	09/25/2017	0.50	125.00	62.50
EP Director				
Ann Hoffsis				
OH - Conf. Calls, Emails, Internal Mtgs, Organization				
	09/22/2017	0.75	175.00	131.25
OH: Data Analysis				
	09/25/2017	0.50	175.00	87.50
	Subtotal	1.25		218.75
Project Director				
Scott Leopold				
OH: Data Analysis				
	09/21/2017	2.00	175.00	350.00
	09/22/2017	2.00	175.00	350.00
	09/25/2017	4.00	175.00	700.00
	09/27/2017	4.00	175.00	700.00
	09/28/2017	5.00	175.00	875.00
	09/29/2017	4.00	175.00	700.00
	Subtotal	21.00		3,675.00

281.25

Received  
HCPSS  
OCT 30 2017  
School  
Construction

1900143940



Howard County Public School System  
Project 1720323-32401 Howard Co., MD - Redistricting Data Validation 2017

Invoice number 2017025880  
Date 09/30/2017

## PROFESSIONAL FEES

### Report Development

	Date	Hours	Rate	Billed Amount
Project Director				
Scott Leopold				
OH: Report Production				
	09/25/2017	2.00	175.00	350.00
	09/27/2017	2.00	175.00	350.00
	09/28/2017	3.00	175.00	525.00
	09/29/2017	6.00	175.00	1,050.00
	Subtotal	13.00		2,275.00 ✓

### Project Management

	Date	Hours	Rate	Billed Amount
EP Director				
Ann Hoffsis				
OH - Conf. Calls, Emails, Internal Mtgs, Organization				
	09/29/2017	0.50	175.00	87.50
Project Director				
Scott Leopold				
OH - Conf. Calls, Emails, Internal Mtgs, Organization				
	09/21/2017	1.00	175.00	175.00
	09/22/2017	1.00	175.00	175.00
	09/25/2017	1.00	175.00	175.00
	09/27/2017	1.00	175.00	175.00
	09/28/2017	1.00	175.00	175.00
	Subtotal	5.00		875.00 ✓
Professional Fees subtotal		41.25		7,193.75

Invoice total **7,193.75** ✓

*Scott W. Washburn*

PAYMENT IS DUE Net 30 Days (an interest charge of 1.2% per month may be applied to invoices 30 days past due)

11/1/17

PLEASE REMIT PAYMENT TO: COOPERATIVE STRATEGIES, LLC  
3325 HILLIARD ROME ROAD  
HILLIARD, OHIO 43026