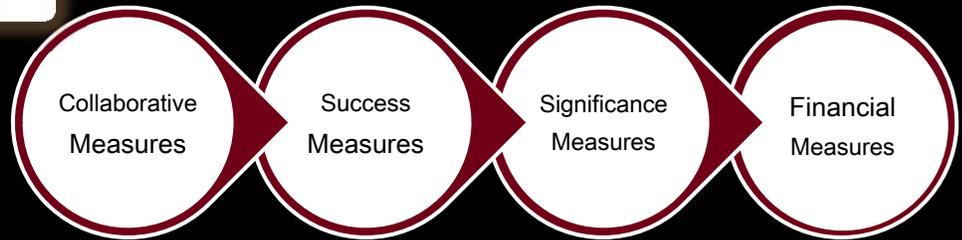




Ohio
Local Government
 Innovation Fund



Round 5: Application Form

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

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

LGIF: Applicant Profile

Lead Agency	
Project Name	
Type of Request	
Request Amount	
JobsOhio Region	
Number of Collaborative Partners (including lead agency)	
Project Approach	
Project Type	



**Development
 Services Agency**

Website: http://development.ohio.gov/cs/cs_localgovfund.htm

E-mail: LGIF@development.ohio.gov

Phone: 614 | 995 2292

Lead Applicant		Round 5	
Project Name		Type of Request	

Instructions	
<ul style="list-style-type: none"> • Make sure to answer each question appropriately in the space provided, not exceeding the space allowed by the answer box. • Examples of completed applications are available on the LGIF website, found here: http://development.ohio.gov/cs/cs_localgovfund.htm 	

Lead Agency			
Mailing Address:	Name:		
	Street Address:		
	City:		
	Zip:		
In what county is the lead agency located?			
<table border="1"> <tr> <td>Ohio House District:</td> <td>Ohio Senate District:</td> </tr> </table>		Ohio House District:	Ohio Senate District:
Ohio House District:	Ohio Senate District:		

Section 1
Contacts

Project Contact		
Please provide information about the individual who should be contacted regarding this application.		
Mailing Address:	Name:	Title:
	Street Address:	
	City:	
	Zip:	
Email Address:	Phone Number:	

Fiscal Agency:		
Please provide information for the entity and individual serving as the fiscal agent for the project.		
Mailing Address:	Fiscal Agency:	
	Fiscal Officer:	Title:
	Street Address:	
	City:	
	Zip:	

Population		
Does the applicant (or collaborative partner) represent a city, township, or village with a population of less than 20,000 residents?	Yes	No
	List Entity	
Does the applicant (or collaborative partner) represent a county with a population of less than 235,000 residents?	Yes	No
	List Entity	

Single Applicant		
Is your organization applying as a single entity?	Yes	No

Lead Applicant		Round 5	
Project Name		Type of Request	

Collaborative Partners

Does the proposal include collaborative partners?	Yes	No
---	-----	----

Applicants applying with collaborative partners are required to show proof of the partnership with a signed partnership agreement and a resolution of support from each of the partner's governing entities. If the collaborative partner does not have a governing entity, a letter of support from the partnering organization is sufficient. These documents must be received by the end of the cure period in order for each entity to count as a collaborative partner for the purposes of this application.

Nature of the Partnership

As agreed upon in the signed partnership agreement, please identify the nature of the partnership with an explanation of how the lead agency and collaborative partners will work together on the proposed project.

Section 2
Collaborative Partners

Lead Applicant		Round 5	
Project Name		Type of Request	

List of Partners

Please use the following space to list each collaborative partner who is participating in the project and is providing BOTH a resolution of support for the Local Government Innovation Fund application and has signed the partnership agreement.

Collaborative Partner # 1	
Mailing Address:	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 2	
Mailing Address:	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 3	
Mailing Address:	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 4	
Mailing Address:	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 5	
Mailing Address:	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 6	
Mailing Address:	Name:
	Street Address:
	City:
	Zip:

Section 2 Collaborative Partners

Lead Applicant		Round 5	
Project Name		Type of Request	

Collaborative Partner # 7	
Mailing Address:	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 8	
Mailing Address:	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 9	
Mailing Address:	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 10	
Mailing Address:	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 11	
Mailing Address:	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 12	
Mailing Address:	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 13	
Mailing Address:	Name:
	Street Address:
	City:
	Zip:

Section 2 Collaborative Partners

Lead Applicant		Round 5	
Project Name		Type of Request	

Project Information

Provide a general description of the project, including a description of the final work product derived from the grant study or loan implementation project. This information may be used for council briefings, program and marketing materials.

Section 3

Project Information

Lead Applicant		Round 5	
Project Name		Type of Request	

Project Information		
Has this project been submitted for consideration in previous LGIF Rounds?	Yes	No
If yes, in which Round(s)?		
What was the project name?		
What entity was the lead applicant?		

Past Success		
Provide a summary of past efforts to implement a project to improve efficiency, implement shared services, coproduction, or a merger (5 points).		
Applicant demonstrates Past Success	Yes	No

Section 3

Project Information

Scalable		
Provide a summary of how the applicant's proposal can be scaled for the inclusion of other entities (5 points).		
Applicant demonstrates a Scalable project	Yes	No

Lead Applicant		Round 5	
Project Name		Type of Request	

Replicable		
Provide a summary of how the applicant's proposal can be replicated by other entities. A replicable project should include a component that another entity could use as a tool to implement a similar project (5 points).		
Applicant demonstrates a Replicable project	Yes	No

Section 3
Project Information

Probability of Success		
Provide a summary of the likelihood of the grant study recommendations being implemented. Applicants requesting an implementation loan should provide a summary of the probability of savings from the loan request (5 points).		
Applicant demonstrates Probability of Success	Yes	No

Lead Applicant		Round 5	
Project Name		Type of Request	

Performance Audit/Cost Benchmarking		
<p>If the project is the result of recommendations from a prior performance audit provided by the Auditor of State under Chapter 117 of the Ohio Revised Code, or is informed by a previous cost benchmarking study, please attach a copy with the supporting documents. In the section below, provide a summary of the performance audit findings or cost benchmarking study results (5 points).</p>		
Prior Performance Audit or Cost Benchmarking	Yes	No

Section 3
Project Information

Economic Impact		
<p>Provide a summary of how the proposal will promote a business environment through a private sector partner (5 points) and/or provide for community attraction (3 points).</p>		
Applicant demonstrates Economic Impact	Yes	No

Lead Applicant		Round 5	
Project Name		Type of Request	

Response to Economic Demand		
<p>Provide a summary of how the project responds to substantial changes in economic demand for local or regional government services. The narrative should include a description of the current and future expected service level needs (5 points).</p>		
Applicant demonstrates Response to Economic Demand	Yes	No

Section 3
Project Information

Budget Information

General Instructions

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

Project Budget:

- The Project Budget should detail expenses related to the grant or loan project.
- The Project Budget justification must be explained in the Project Budget Narrative section of the application. This section is also used to explain the reasoning behind any items on the budget that are not self explanatory, and provide additional detail about project expenses.
- The Project Budget should be for the period that covers the entire project. The look-back period for in-kind contributions is two years. These contributions are considered a part of the total project costs.
- For the Project Budget, indicate which entity and revenue source will be used to fund each expense. This information will be used to help determine eligible project expenses.
- Total Sources must equal Total Uses. Include staff time and other in-kind matches in the Total Uses section of the budget.

Program Budget

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

Return on Investment:

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

For Loan Applications only:

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

Lead Applicant		Round 5	
Project Name		Type of Request	

Project Budget

Use this space to outline all sources of funds and the uses of those funds. Both sections should include all funds related to the project, including in-kind match contributions. Use the project budget narrative on the next page to justify the project budget, and indicate the line items for which the grant will be used.

Sources of Funds

LGIF Request:

Cash Match (List Sources Below):

Source:	<input type="text"/>

In-Kind Match (List Sources Below):

Source:	<input type="text"/>
Source:	<input type="text"/>
Source:	<input type="text"/>

Total Match:

Total Sources:

Uses of Funds

	Amount	Revenue Source
Consultant Fees:	<input type="text"/>	<input type="text"/>
Legal Fees:	<input type="text"/>	<input type="text"/>
Other: _____	<input type="text"/>	<input type="text"/>
Other: _____	<input type="text"/>	<input type="text"/>
Other: _____	<input type="text"/>	<input type="text"/>
Other: _____	<input type="text"/>	<input type="text"/>
Other: _____	<input type="text"/>	<input type="text"/>
Other: _____	<input type="text"/>	<input type="text"/>
Other: _____	<input type="text"/>	<input type="text"/>

Total Uses:

Local Match Percentage:

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

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

Section 4
Financial Information

Lead Applicant		Round 5	
Project Name		Type of Request	

Project Budget Narrative: Use this space to justify any expenses that are not self-explanatory.

Section 4
Financial Information

Lead Applicant		Round 5	
Project Name		Type of Request	

Program Budget

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

Lead Applicant		Round 5	
Project Name		Type of Request	

Program Budget

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

Lead Applicant		Round 5
Project Name		Type of Request

Program Budget

Use this space to justify your program budget and/or explain any assumptions used for the budget projections. These projections should be based on research, case studies, or industry standards and include a thoughtful justification.

Section 4: Financial Information Scoring

(5 points) Applicant provided complete and accurate budget information and narrative justification for a total of six fiscal years.

(3 points) Applicant provided complete and accurate budget information and for at least three fiscal years.

(1 point) Applicant provided complete and accurate budget information for less than three fiscal years.

Lead Applicant		Round 5	
Project Name		Type of Request	

Return On Investment

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

Return on Investment Formulas:

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

Do you expect cost savings from efficiency from your project?

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

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

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

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

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

Do you expect some combination of savings, cost avoidance, or increased revenue as a result of your project/program? (Total Gains combines \$ Saved, Costs Avoided, and New Revenue)

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

Expected Return on Investment = _____ * 100 =

Expected Return on Investment is:

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

Questions about how to calculate ROI? Please contact the Office of Redevelopment at 614-995-2292 or

lgif@development.ohio.gov

Section 4
Financial Information

Lead Applicant		Round 5	
Project Name		Type of Request	

Return on Investment Justification Narrative: In the space below, describe the nature of the expected return on investment, providing justification for the numbers presented in the ROI calculation. This calculation should be based on the savings, cost avoidance, or increased revenues shown in the program budgets on the preceding pages. Use references when appropriate to justify assumptions used for cost projections.

Section 4
Financial Information

Lead Applicant		Round 5	
Project Name		Type of Request	

Loan Repayment Structure

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

Section 4
Financial Information

Applicant demonstrates a viable repayment source to support loan award. Secondary source can be in the form of a debt reserve, bank participation, a guarantee from a local entity, or other collateral (i.e. emergency, rainy day, or contingency fund, etc).

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

Lead Applicant		Round 5	
Project Name		Type of Request	

Scoring Overview

Section 1: Collaborative Measures

Collaborative Measures	Description	Max Points		Applicant Self Score
Population	Applicant's population (or the population of the area(s) served) falls within one of the listed categories as determined by the U.S. Census Bureau. Population scoring will be determined by the smallest population listed in the application. Applications from (or collaborating with) small communities are preferred.	5		
Participating Entities	Applicant has executed partnership agreements outlining all collaborative partners and participation agreements and has resolutions of support. (Note: Sole applicants only need to provide a resolution of support from its governing entity.	5		

Section 2: Success Measures

Past Success	Applicant has successfully implemented, or is following project guidance from a shared services model, for an efficiency, shared service, coproduction or merger project in the past.	5		
Scalable	Applicant's proposal can be scaled for the inclusion of other entities.	5		
Replicable	Applicant's proposal can be replicated by other local governments.	5		
Probability of Success	Applicant provides a documented need for the project and clearly outlines the likelihood of the need being met.	5		

Section 3: Significance Measures

Performance Audit Implementation/Cost Benchmarking	The project implements a single recommendation from a performance audit provided by the Auditor of State under Chapter 117 of the Ohio Revised Code or is informed by cost benchmarking.	5		
Economic Impact	Applicant demonstrates the project will promote a business environment (i.e., demonstrates a business relationship resulting from the project) and will provide for community attraction (i.e., cost avoidance with respect to taxes).	5		
Response to Economic Demand	The project responds to current substantial changes in economic demand for local or regional government services.	5		

Section 4: Financial Measures

Financial Information	Applicant includes financial information (i.e., service related operating budgets) for the most recent three years and the three year period following the project. The financial information must be directly related to the scope of the project and will be used as the cost basis for determining any savings resulting from the project.	5		
Local Match	Percentage of local matching funds being contributed to the project. This may include in-kind contributions.	5		
Expected Return	Applicant demonstrates as a percentage of savings (i.e., actual savings, increased revenue, or cost avoidance) an expected return. The return must be derived from the applicant's cost basis.	30		
Repayment Structure (Loan Only)	Applicant demonstrates a viable repayment source to support loan award. Secondary source can be in the form of a debt reserve, bank participation, a guarantee from a local entity, or other collateral (i.e., emergency fund, rainy day fund, contingency fund, etc.).	5		

Total Points				
---------------------	--	--	--	--

DIVISION OF AGING (Prior Project)

Lead Applicant	City of Lakewood	Round 5	
Project Name	Lean Lakewood	Type of Request	Grant

Program Budget

Actual <input checked="" type="checkbox"/> Projected <input type="checkbox"/>	FY 2011	FY 2012	FY 2013
Expenses	Total Program Expenses	Total Program Expenses	Total Program Expenses
Salary and Benefits	\$991,894	\$781,874	\$743,984
Contract Services	\$3,898	\$2,710	\$1,450
Occupancy (rent, utilities, maintenance)	\$41,799	\$32,825	\$38,910
Training & Professional Development		\$292	\$250
Insurance			
Travel	\$3,066	\$2,467	\$2,500
Capital & Equipment Expenses	\$2,988	\$8,100	
Supplies, Printing, Copying & Postage	\$69,427	\$70,528	\$102,700
Evaluation			
Marketing			
Conferences, meetings, etc.			
Administration			
*Other - _____			
*Other - _____			
*Other - _____			
TOTAL EXPENSES	\$1,113,072	\$898,796	\$889,794
	Revenues	Revenues	Revenues
Contributions, Gifts, Grants, & Earned Revenue			
Local Government: _____			
Local Government: _____			
Local Government: _____			
State Government			
Federal Government			
*Other - _____			
*Other - _____			
*Other - _____			
Membership Income			
Program Service Fees			
Investment Income			
TOTAL REVENUES			

DIVISION OF AGING (Prior Project) - ESTIMATED

Lead Applicant	City of Lakewood	Round 5	
Project Name	Lean Lakewood	Type of Request	Grant

Program Budget			
Actual <input type="checkbox"/> Projected <input checked="" type="checkbox"/>	FY 2014	FY 2015	FY 2016
Expenses	Total Program Expenses	Total Program Expenses	Total Program Expenses
Salary and Benefits	\$677,566	\$677,566	\$677,566
Contract Services	\$2,239	\$2,239	\$2,239
Occupancy (rent, utilities, maintenance)	\$40,646	\$40,646	\$40,646
Training & Professional Development	\$297	\$297	\$297
Insurance			
Travel	\$3,106	\$3,106	\$3,106
Capital & Equipment Expenses	\$3,903	\$3,903	\$3,903
Supplies, Printing, Copying & Postage	\$76,639	\$76,639	\$76,639
Evaluation			
Marketing			
Conferences, meetings, etc.			
Administration			
*Other - _____			
*Other - _____			
*Other - _____			
TOTAL EXPENSES	\$804,395	\$804,395	\$804,395
	Revenues	Revenues	Revenues
Contributions, Gifts, Grants, & Earned Revenue			
Local Government: _____			
Local Government: _____			
Local Government: _____			
State Government			
Federal Government			
*Other - _____			
*Other - _____			
*Other - _____			
Membership Income			
Program Service Fees			
Investment Income			
TOTAL REVENUES			

DIVISION OF BUILDING AND HOUSING

Lead Applicant	City of Lakewood	Round 5	
Project Name	Lean Lakewood	Type of Request	Grant

Program Budget			
Actual <input checked="" type="checkbox"/> Projected <input type="checkbox"/>	FY 2011	FY 2012	FY 2013
Expenses	Total Program Expenses	Total Program Expenses	Total Program Expenses
Salary and Benefits	\$879,828	\$795,484	\$835,437
Contract Services	\$11,389	\$16,192	\$25,700
Occupancy (rent, utilities, maintenance)	\$2,543	\$1,607	\$4,820
Training & Professional Development	\$3,713	\$1,085	\$4,000
Insurance			
Travel	\$13,251	\$13,778	\$13,300
Capital & Equipment Expenses	\$6,041		\$9,950
Supplies, Printing, Copying & Postage	\$16,952	\$18,057	\$19,035
Evaluation			
Marketing			
Conferences, meetings, etc.			
Administration			
*Other - _____			
*Other - _____			
*Other - _____			
TOTAL EXPENSES	\$933,718	\$846,202	\$912,242
	Revenues	Revenues	Revenues
Contributions, Gifts, Grants, & Earned Revenue			
Local Government: _____			
Local Government: _____			
Local Government: _____			
State Government			
Federal Government			
*Other - _____			
*Other - _____			
*Other - _____			
Membership Income			
Program Service Fees			
Investment Income			
TOTAL REVENUES			

DIV OF BUILDING AND HOUSING (Prior Project) ESTIMATED

Lead Applicant	City of Lakewood	Round	5
Project Name	Lean Lakewood	Type of Request	Grant

Program Budget			
Actual <input type="checkbox"/> Projected <input checked="" type="checkbox"/>	FY 2014	FY 2015	FY 2016
Expenses	Total Program Expenses	Total Program Expenses	Total Program Expenses
Salary and Benefits	\$827,246	\$827,246	\$827,246
Contract Services	\$16,137	\$16,137	\$16,137
Occupancy (rent, utilities, maintenance)	\$4,529	\$4,529	\$4,529
Training & Professional Development	\$2,818	\$2,818	\$2,818
Insurance			
Travel	\$13,566	\$13,566	\$13,566
Capital & Equipment Expenses	\$7,664	\$7,664	\$7,664
Supplies, Printing, Copying & Postage	\$17,264	\$17,264	\$17,264
Evaluation			
Marketing			
Conferences, meetings, etc.			
Administration			
*Other - _____			
*Other - _____			
*Other - _____			
TOTAL EXPENSES	\$889,224	\$889,224	\$889,224
	Revenues	Revenues	Revenues
Contributions, Gifts, Grants, & Earned Revenue			
Local Government: _____			
Local Government: _____			
Local Government: _____			
State Government			
Federal Government			
*Other - _____			
*Other - _____			
*Other - _____			
Membership Income			
Program Service Fees			
Investment Income			
TOTAL REVENUES			

DIVISION OF POLICE

Lead Applicant	City of Lakewood	Round 5
Project Name	Lean Lakewood	Type of Request
		Grant

Program Budget

Actual <input checked="" type="checkbox"/> Projected <input type="checkbox"/>	FY 2011	FY 2012	FY 2013
Expenses	Total Program Expenses	Total Program Expenses	Total Program Expenses
Salary and Benefits	\$8,812,393	\$9,084,114	\$9,279,430
Contract Services	\$138,527	\$135,313	\$142,550
Occupancy (rent, utilities, maintenance)	\$35,985	\$21,946	\$15,400
Training & Professional Development	\$36,987	\$25,095	\$35,000
Insurance			
Travel	\$13,419	\$5,524	\$10,100
Capital & Equipment Expenses	\$13,034	\$53,651	\$70,102
Supplies, Printing, Copying & Postage	\$404,457	\$355,806	\$422,095
Evaluation			
Marketing			
Conferences, meetings, etc.			
Administration			
*Other - _____	\$1,857	\$1,158	\$1,400
*Other - _____			
*Other - _____			
TOTAL EXPENSES	\$9,456,660	\$9,682,607	\$9,976,077
	Revenues	Revenues	Revenues
Contributions, Gifts, Grants, & Earned Revenue			
Local Government: _____			
Local Government: _____			
Local Government: _____			
State Government			
Federal Government			
*Other - _____			
*Other - _____			
*Other - _____			
Membership Income			
Program Service Fees			
Investment Income			
TOTAL REVENUES			

Div of Police (FUTURE PROJECT - ESTIMATED)

Lead Applicant	City of Lakewood	Round 5	
Project Name	Lean Lakewood	Type of Request	Grant

Program Budget			
Actual <input type="checkbox"/> Projected <input checked="" type="checkbox"/>	FY 2014	FY 2015	FY 2016
Expenses	Total Program Expenses	Total Program Expenses	Total Program Expenses
Salary and Benefits	\$9,194,510	\$9,194,510	\$9,194,510
Contract Services	\$130,367	\$130,367	\$130,367
Occupancy (rent, utilities, maintenance)	\$27,578	\$27,578	\$27,578
Training & Professional Development	\$29,138	\$29,138	\$29,138
Insurance			
Travel	\$8,239	\$8,239	\$8,239
Capital & Equipment Expenses	\$59,157	\$59,157	\$59,157
Supplies, Printing, Copying & Postage	\$373,164	\$373,164	\$373,164
Evaluation			
Marketing			
Conferences, meetings, etc.			
Administration			
*Other _____	\$1,663	\$1,663	\$1,663
*Other - _____			
*Other - _____			
TOTAL EXPENSES	\$9,823,816	\$9,823,816	\$9,823,816
	Revenues	Revenues	Revenues
Contributions, Gifts, Grants, & Earned Revenue			
Local Government: _____			
Local Government: _____			
Local Government: _____			
State Government			
Federal Government			
*Other - _____			
*Other - _____			
*Other - _____			
Membership Income			
Program Service Fees			
Investment Income			
TOTAL REVENUES			

Lead Applicant	City of Lakewood	Round 5
Project Name	Lean Lakewood	Type of Request
		Grant

ESTIMATED ROI: DIV of POLICE RECORDS CLERKS PROCESS and Payroll

Return On Investment

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

Return on Investment Formulas:

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

Do you expect cost savings from efficiency from your project?
 Use this formula:

$$\frac{\text{Total \$ Saved}}{\text{Total Program Costs}} * 100 = \text{ROI}$$

Do you expect cost avoidance from the implementation of your project/program?
 Use this formula:

$$\frac{\text{Total Cost Avoided}}{\text{Total Program Costs}} * 100 = \text{ROI}$$

Do you expect increased revenues as a result of your project/program?
 Use this formula:

$$\frac{\text{Total New Revenue}}{\text{Total Program Costs}} * 100 = \text{ROI}$$

Do you expect some combination of savings, cost avoidance, or increased revenue as a result of your project/program? (Total Gains combines \$ Saved, Costs Avoided, and New Revenue)
 Use this formula:

$$\frac{\text{Total Gains}}{\text{Total Program Costs}} * 100 = \text{ROI}$$

Expected Return on Investment = $\frac{\$84,920}{\$210,982} * 100 = 40\%$

Expected Return on Investment is: Less than 25% (10 points) 25%-75% (20 points) Greater than 25% (30 points)

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

DIV OF WATER DISTRIBUTION AND WASTE WATER COLLECTION

Lead Applicant: City of Lakewood	Round 5
Project Name: Lean Lakewood	Type of Request: Grant

Program Budget			
Actual <input checked="" type="checkbox"/> Projected <input type="checkbox"/>	FY 2011	FY 2012	FY 2013
Expenses	Total Program Expenses	Total Program Expenses	Total Program Expenses
Salary and Benefits	\$1,141,812	\$1,165,099	\$1,210,574
Contract Services	\$528,465	\$526,849	\$770,125
Occupancy (rent, utilities, maintenance)	\$66,269	\$47,673	\$55,800
Training & Professional Development	\$1,560	\$1,455	\$2,200
Insurance			
Travel			
Capital & Equipment Expenses	\$930,022	\$1,470,733	\$2,121,000
Supplies, Printing, Copying & Postage	\$218,261	\$248,159	\$294,835
Evaluation			
Marketing			
Conferences, meetings, etc.			
Administration			
*Other - _____	\$935		
*Other - _____			
*Other - _____			
TOTAL EXPENSES	\$2,887,324	\$3,459,969	\$4,454,534
	Revenues	Revenues	Revenues
Contributions, Gifts, Grants, & Earned Revenue			
Local Government: _____			
Local Government: _____			
Local Government: _____			
State Government			
Federal Government			
*Other - _____			
*Other - _____			
*Other - _____			
Membership Income			
Program Service Fees			
Investment Income			
TOTAL REVENUES			

DIV OF WATER DISTRIBUTION AND WASTE WATER COLLECTION (FUTURE PROJECT - ESTIMATED)

Lead Applicant	City of Lakewood	Round 5
Project Name	Lean Lakewood	Grant

Program Budget			
Actual <input type="checkbox"/> / Projected <input checked="" type="checkbox"/>	FY 2014	FY 2015	FY 2016
Expenses	Total Program Expenses	Total Program Expenses	Total Program Expenses
Salary and Benefits	\$1,184,412	\$1,184,412	\$1,184,412
Contract Services	\$489,943	\$489,943	\$489,943
Occupancy (rent, utilities, maintenance)	\$59,185	\$59,185	\$59,185
Training & Professional Development	\$1,462	\$1,462	\$1,462
Insurance			
Travel			
Capital & Equipment Expenses	\$1,269,984	\$1,269,984	\$1,269,984
Supplies, Printing, Copying & Postage	\$239,233	\$239,233	\$239,233
Evaluation			
Marketing			
Conferences, meetings, etc.			
Administration			
*Other _____	\$1,128	\$1,128	\$1,128
*Other - _____			
*Other - _____			
TOTAL EXPENSES	\$3,245,346	\$3,245,346	\$3,245,346
	Revenues	Revenues	Revenues
Contributions, Gifts, Grants, & Earned Revenue			
Local Government: _____			
Local Government: _____			
Local Government: _____			
State Government			
Federal Government			
*Other - _____			
*Other - _____			
*Other - _____			
Membership Income			
Program Service Fees			
Investment Income			
TOTAL REVENUES			

Lead Applicant	City of Lakewood	Round 5
Project Name	Lean Lakewood	Type of Request
		Grant

ESTIMATED ROI: DIV. WATER/WASTEWATER

Return On Investment

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

Return on Investment Formulas

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

Do you expect cost savings from efficiency from your project?
 Use this formula:

$$\frac{\text{Total \$ Saved}}{\text{Total Program Costs}} * 100 = \text{ROI}$$

Do you expect cost avoidance from the implementation of your project/program?
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Do you expect increased revenues as a result of your project/program?
 Use this formula:

$$\frac{\text{Total New Revenue}}{\text{Total Program Costs}} * 100 = \text{ROI}$$

Do you expect some combination of savings, cost avoidance, or increased revenue as a result of your project/program? (Total Gains combines \$ Saved, Costs Avoided, and New Revenue)

Use this formula:

$$\frac{\text{Total Gains}}{\text{Total Program Costs}} * 100 = \text{ROI}$$

Expected Return on Investment = $\frac{\$26,163}{\$65,000} * 100 = 40\%$

Expected Return on Investment is:

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

Questions about how to calculate ROI? Please contact the Office of Redevelopment at 614-995-2292 or lgiff@development.ohio.gov

RESOLUTION NO.

8637-13

BY: Anderson, Bullock, Juris,
Madigan, Nowlin, Powers, Smith.

A RESOLUTION to take effect immediately provided it receives the affirmative vote of at least five (5) members of Council, or otherwise to take effect and be in force after the earliest period allowed by law, authorizing the Mayor, on behalf of the City, to apply for financial assistance under the Ohio Local Government Innovation Fund (LGIF).

WHEREAS, LGIF was established to provide direct financial resources for planning and short-term financing to implement planned projects; and

WHEREAS, LGIF consists of \$45 million to be awarded in the form of grants and loans to political subdivisions for local government innovation projects, \$9 million of which is available for grant awards; and

WHEREAS, funds are available for projects that promote efficiency, shared services, coproduction, and mergers among local governments; and

WHEREAS, the administration has already begun to engage studies and techniques to eliminate waste and promote efficiencies through the Lean and Six Sigma methodologies and funding from the state could be used to further this and new initiatives; and

WHEREAS, this Council by a vote of at least five (5) of its members determines that this resolution is an emergency measure, and that this resolution shall take effect at the earliest date possible as set forth in Article III, Sections 10 and 13 of the Second Amended Charter of the City of Lakewood, and that it is necessary for the immediate preservation of the public peace, property, health and safety, and to provide for the usual daily operation of municipal departments in that the first round of grant applications are due no later than March 4, 2013. Now therefore,

BE IT RESOLVED BY THE CITY OF LAKEWOOD, OHIO:

Section 1. That the Mayor, on behalf of the City, be and is hereby authorized to take all steps necessary apply for and enter into any agreements required to accept financial assistance under the Ohio Local Government Innovation Fund (LGIF).

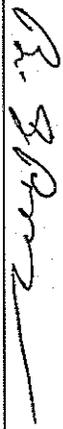
Section 2. It is found and determined that all formal actions of this Council concerning and relating to the passage of this resolution were adopted in an open meeting of this council, and that all such deliberations of this Council and any of its committees that resulted in such formal action, were in meetings open to the public, in compliance with all legal requirements.

Section 3. This resolution is hereby declared to be an emergency measure necessary for the immediate preservation of the public peace, property, health, safety and welfare in the City and for the usual daily operation of the City for the reasons set forth and defined in the

preamble to this resolution, and provided it receives the affirmative vote of at least five (5) of members of Council, this resolution shall take effect and be in force immediately upon its adoption by the Council and approval by the Mayor otherwise, it shall take effect and be in force after the earliest period allowed by law.

Adopted: February 19, 2013

President



Clerk 

Clerk

Approved: February 21, 2013


Mayor



Mary Taylor, CPA
Auditor of State

CITY OF LAKEWOOD
PHASE 2
PERFORMANCE AUDIT

NOVEMBER 25, 2008



Mary Taylor, CPA
Auditor of State

To the Residents, Mayor, and Council Members of the City of Lakewood:

The City of Lakewood (or the City) engaged the Auditor of State's Office (AOS) to conduct a performance audit in two phases. This first phase was released on March 27, 2008. Subsequently, AOS has concluded the second phase of the performance audit, which includes reviews of healthcare, performance measurement, public works, police, housing and building, and fire.

The performance audit contains recommendations which identify the potential for cost savings and operational improvements. While the recommendations contained in the audit report are resources intended to assist in improving operations, the City is encouraged to assess overall operations and develop additional alternatives.

An executive summary has been prepared which includes the project history; City overview; the scope, objectives and methodology for the performance audit; noteworthy accomplishments; assessments not yielding recommendations; recommendations; and a summary of financial implications. This report has been provided to the City, and its contents discussed with the appropriate elected officials and administrators. The City has been encouraged to use the results of the performance audit as a resource in efforts to further improve its overall operations and service delivery.

Additional copies of this report can be requested by calling the Clerk of the Bureau's office at (614) 466-2310 or toll free at (800) 282-0370. This performance audit can also be accessed online through the Auditor of State of Ohio website at <http://www.auditor.state.oh.us/> by choosing the "Audit Search" option.

Sincerely,

A handwritten signature in cursive script that reads "Mary Taylor".

Mary Taylor, CPA
Auditor of State

November 25, 2008

Lausche Building / 615 Superior Ave., NW / Twelfth Floor / Cleveland, OH 44113-1801
Telephone: (216) 787-3665 (800) 626-2297 Fax: (216) 787-3361
www.auditor.state.oh.us

Financial Implication: The City would realize a substantial savings for every employee that opts-out of the health insurance program. However, the exact savings will depend on the new stipend amount and the number of employees that choose this option. Likewise, the potential cost savings by altering the aforementioned plan benefits will depend upon the specific changes made by Lakewood and the corresponding impact on premium costs.

Performance Measurement

R2.3 The City should prioritize the full implementation of the CitiStat program in the remaining divisions. Doing so would provide the City with detailed information that could be used in developing a formal performance measurement and benchmarking process. In the meantime, the Mayor and department heads should collaborate to develop meaningful efficiency, effectiveness, and productivity measures that can be tracked for each division through the CitiStat program (see Appendix for additional analysis and examples). Once developed, the Mayor should consider requiring each division to prepare monthly reports summarizing the performance measures in comparison to historical trends and other agreed upon benchmarks. This would assist the City in determining the effectiveness and efficiency of a division, and help facilitate future decision-making.

The City implemented the CitiStat program in August, 2005 with an overall goal of improving operational efficiency. According to the article *How Data-Driven Government can Increase Efficiency and Effectiveness* (Center for American Progress, April 2007), CitiStat is a data-driven management system designed to monitor and improve the performance of city departments in real-time. The City has been introducing the CitiStat program to the various divisions in phases since 2006 to ensure adequate training and to troubleshoot potential problems. As of 2007, the City had fully implemented CitiStat in nine divisions, with plans to implement CitiStat in the remaining divisions in 2008 and beyond.¹ Prior to implementing CitiStat, the City did not formally track or use service level information for making management decisions. While the City is using CitiStat to track and report information for the nine divisions including leave usage, hours worked per year, overtime and various service levels, the City has not begun to use this information to calculate, track, and report other types of performance measures (efficiency, effectiveness, and productivity measures) in comparison to historical trends or to established benchmarks.

According to *A Brief Guide for Performance Measurement in Local Governments* (the National Center for Public Performance at Rutgers University (NCPPI), 2004) performance measurement is the vehicle that mobilizes the government's ability to

¹ Near the conclusion of the performance audit, the Finance Director indicated that the City had fully implemented the CitiStat program in all remaining divisions.

Bent, Nicole

From: Burt, Melinda <Melinda.Burt@lakewoodoh.net>
Sent: Thursday, April 18, 2013 11:48 AM
To: DSA Igif
Cc: Pae, Jennifer
Subject: Cure - Lean Lakewood

Categories: Cure Documents

April 18, 2013

Ms. Thea Walsh
Deputy Chief, Office of Redevelopment
Ohio Development Services Agency
77 S. High Street, P.O. Box 1001
Columbus, Ohio 43216-1001

Dear Ms. Walsh:

This letter is in response to a request from your agency for additional information related to the City of Lakewood's application for funding from Round 5 of the Local Government Innovation Fund. Your agency asked that we recalculate our Return on Investment, using the "projected three year savings of this program as the *Total \$ Saved*, and the cost of implementing the Lean Lakewood Program as the *Total Program Costs*."

Total \$ Saved

As described in both the Budget and ROI Justification Narrative Sections of this application, Lakewood calculated an average 40.25% savings in time based on the results of two LEAN pilot projects already completed in 2012-13. For purposes of our LGIF application, this average percentage was applied to three future LEAN projects that the City plans to undertake, in order to derive projected \$ savings. Under this methodology, the City estimates projected \$ savings of \$47,487 (Police Records Clerk process) + \$37,433 (Police payroll process) + \$26,163 (Water/Wastewater collection records management) = **\$111,083 Total \$ Saved per year x 3 years = \$333,249**

Total Program Costs

As described in the application project budget, the total program costs for Lakewood LEAN are \$50,975.

ROI

$\$333,249 / \$50,975 = 6.54 \times 100 = 654\%$

During a phone conversation with Nicole Bent on April 9th, an alternative calculation of the ROI was also discussed:

$$\begin{array}{r} \text{Total \$ saved (as above) (3 years projected)} \\ \text{Total pre-LEAN salary costs for all three identified} \\ \text{Police and Water/ Wastewater processes} \\ \\ = \\ \$117,980 \text{ (Records Clerk) + } 93,002 \text{ (Captain - payroll) + } \$65,000 \text{ (WWWC Manager)} \\ \\ = \quad \underline{\$333,249} \quad = 1.208 \times 100 = 120.8\% \end{array}$$

\$275,982

As described in our application, Lean Lakewood is a process efficiency improvement program, and thus fits very well with the mission of the Local Government Innovation Fund. We believe we are unique in our proposal for city-wide implementation in a municipality of this size. If you have further questions, or would like for us to calculate additional, alternative versions of the ROI, please contact Finance Director Jennifer Pae at 216-529-6092, or by email at Jennifer.pae@lakewoodoh.net. Thank you for your consideration.

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