

LOCAL GOVERNMENT INNOVATION FUND APPLICATION

CONTACT INFORMATION:

Ashland County Department of Job and Family Services
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Ashland County, Ohio

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(see Attachment 1, Ashland County 2010 Census Data and Attachment 2, Ashland City 2010 Census Data)

Collaborative Partners:

N/A

EFFICIENCY PROJECT

PROJECT INFORMATION SECTION

PROJECT INFORMATION

- Efficiency Project
- The main objective of this Efficiency Project is to achieve more efficient operations within the confines of available resources. Currently, the Ashland County Department of Job and Family Services is a quadruple combined agency, which includes: Child Support Enforcement (CSEA); Family Stability Unit (Public Assistance, Medicaid, Healthy Start, Food Assistance); Employment and Training Connection (ETC); and, Children Services and Adult Protective Services (PCSA). These four entities work independently and in conjunction with one another to provide a variety of services intended to help improve the health, safety and stability of individuals, families and children. The quadruple combined agency of Ashland County Department of Job and Family Services ("Agency") maintains a substantial caseload which requires substantial maintenance.

As the Feasibility Study shows, the Agency spends approximately \$271,000 annually on supplies and wages associated with creating files, filing, locating files and retrieving files. The last few years of substantial budget reductions have resulted in reductions in staff. Simultaneously case loads have continued to increase during the economic recession. This has resulted in high case loads and less efficiency. The current procedures associated with document management at the Agency are obsolete and therefore exacerbate the effects of the increasing case loads.

Fortunately, the Agency has not been forced to lay off employees. However, opportunities to reduce staff through attrition are given considerable weight in an effort to in part, to ward off lay off situations. Budget restrictions and reduced allocations have made this management approach a necessity. As appropriate, this creates an impetus to consider options for streamlining Agency operations. This will include strategic planning to review the work flows of each unit within the Agency for the purpose of reducing unnecessary steps in the work flow process. An integral part of each strategic plan will involve the use of technology to reduce unnecessary, redundant and obsolete work practices.

The Efficiency Project will primarily include an electronic document imaging, storage and retrieval system that will eliminate the need to maintain antiquated filing systems. This system should be compatible or at least comparable with other surrounding county departments of job and family services which will improve possibilities for collaboration and efficiency between counties. The Efficiency Project is estimated to require a new server, necessary software and hardware to support an electronic filing system (document imaging).

Three main document imaging system service providers are being considered at this time: Image Now, Northwoods and, the JFS System. Efficiency, cost effectiveness and compatibility with surrounding counties will be considered when deciding which service provider will be utilized. Once the system is in place, the Agency intends to hire student help to assist with the scanning of documents within all active caseloads. We will commence with Family Stability, and then move to Child Support followed by the Employment and Training Connection. Finally, Children Services will make the transition.

As the Feasibility Study shows, the Agency will be in a position to substantially improve efficiency by reducing the time employees spend managing files. The time saved will be applied to doing casework. This will provide an opportunity for us to become more efficient, provide better customer service and improve performance outcomes. Reducing the sum total of work that must be done on unnecessary and obsolete tasks allowing employees to focus on providing services, should encourage our employees to maintain a more positive attitude and improve work satisfaction. Within the confines of available resources, the Agency is expected to achieve more efficient operations with the implementation of a document imaging system.

- The Feasibility Study was submitted to the Ohio Department of Development, Office of Redevelopment on February 14, 2012. A copy of the Feasibility Study (Attachment F-5) is included for reference.
- The primary problem is that too much time is being spent on creating, filing, locating and retrieving case files throughout the four units within the Agency. The increase in caseloads and the decrease in personnel to manage these caseloads necessitate a change in processes to improve operations and foster good customer service. The processes must be developed to improve efficiency and eliminate unnecessary work.
- The one targeted approach to innovation at this time is "efficiency" as described herein.
- The anticipated return on the \$100,000 loan investment is estimated to be \$271,000 annually. Of this amount, \$40,000 represents a reduction in the amount spent for supplies (i.e. paper, folders, postage and file accessories). The remaining amount of savings is in the form of "time" that employees can apply to efficiently manage case loads.
- The proposal has a substantial likelihood of success based on the estimated savings projected. It is important to note that the majority of the "savings" will be realized in terms of actual "time" that employees will be able to use doing other case related tasks that will allow them to efficiently maintain increasing caseloads. Further, a number of combined and stand alone agencies have reported significant improvement in efficiency.

The plans for this Efficiency Project implementation will involve transitioning the largest unit of the Agency first, the Family Stability unit.

- The plan to scale the proposal to allow for the inclusion of other political subdivisions is really a two part process. The first part of the plan is to implement a document imaging system within the Agency that is compatible and / or comparable with surrounding county agencies. This will allow the Agency to consider effective and efficient file sharing, communication and collaboration. The second part would be to provide shared services between counties to promote more efficient operations and customer service.
- The proposed Efficiency Project will place the Agency in a better position to consider larger consolidation efforts with other county departments of job and family services as well as other local departments / boards.
- Although the Agency has no direct examples of past success on an innovation, various projects relating to document imaging, call centers and collaboration between other county departments of job and family services are in progress. Preliminary observations suggest that there will be substantial success in improving efficiency and customer service.
- As noted above, the proposed Efficiency Project is responding to the increased caseloads resulting from the economic recession and unemployment. Increased caseloads coupled with a decrease in available personnel to do the work associated with the increasing caseloads, has resulted in backlog, overtime expenses and delays in service provision.
- Following the implementation and a reasonable degree of consistent use of a document imaging system (Efficiency Project), audit recommendations would certainly be reviewed and welcomed.
- The Efficiency Project will facilitate an improved business environment and promote community attraction to utilize the services the Agency offers. The Agency will be neat, organized and more efficient. The elimination of files, filing cabinets and other obsolete items associated with maintaining paper files is expected to result in a more efficient use of office space. Improved and efficient procedures should certainly improve the business environment and job satisfaction. Community attraction should be promoted as more efficient business relationships are built as the ability to effectively and efficiently communicate improves. This improvement in communication will be primarily in the form of sharing information.

The time that the Agency saves that was once dedicated to filing is expected to substantially improve the amount of time employees can devote to provide quality customer service for the people we serve and the community partners we work with. In

this way, we are better able to serve the public as a single organization and as a collaborative partner.

EFFICIENCY PROJECT

FINANCIAL DOCUMENTATION SECTION

FINANCIAL DOCUMENTATION:

Financial history for Ashland County Department of Job and Family Services for the years 2009, 2010 and 2011 are verified by the Ashland County Auditor's month end reports for December 2009, December 2010 and December 2011. Each report is specific to Ashland County Job and Family Services and reflects the total yearly revenue, the total yearly expenditures, and the end of year cash balance. (see Attachments F-1, F-2, and F-3)

This agency is anticipating that the proposed document imaging system project will cost at least \$100,000. It is this agency's intent to implement document imaging in all four divisions, Family Stability, Children's and Social Services, Workforce Investment and Child Support Enforcement.

Match funds are available that are in excess of the required 10%, \$10,000.00. The Cash Analysis of State Fiscal Year 2012 Activity Report, indicating an available Adjusted Cash Balance of \$568,987.25, is attached (see Attachment F-4).

The average wage of a bargaining unit employee of Ashland County Department of Job and Family Services is \$13.33 per hour, or \$27,726.40. Since the agency anticipates a savings of \$236,849.60 in wages alone, this equates to 8.54 Full Time Equivalencies (FTE's). The \$236,849.60 would be the cost for FTE's performing duties that could be alleviated with the implementation of agency wide document imaging, freeing up workers for other duties to better serve customers and provide support for front line staff.

The three year projected savings period is broken down progressively by year and reflects savings anticipated due to fewer FTE's/less time necessary to perform filing and copying duties, as well as savings in supplies and postage costs. The three year period is considered to be a transitional period, in which the largest projected savings will occur. It should be noted, however, that even after the three year period, this agency anticipates additional savings in supplies and postage costs in the amount of approximately \$40,000.00 per year. Over a ten year period, this will equate to a savings of \$400,000.00 in supplies and postage alone.

Year One Projected Savings: It is anticipated that in the first year of implementation of an agency wide document imaging system, the savings will be in supplies and postage in the amount of \$40,131.52 and approximately \$41,589.60, which equates to 1.5 FTE's. These additional FTE's will be needed in order to keep up with increased caseloads throughout the agency. If document imaging is implemented, the total savings for year one is projected to be \$81,721.12.

Year Two Projected Savings: The agency will continue to save on postage, supplies and wages totaling \$81,721.12, plus an additional two FTE's that will be necessary in order to handle the continued increase in caseloads. The cost for wages for these two necessary FTE's is \$55,452.80. The total projected savings for year two is \$137,173.92.

Year Three Projected Savings: As in years one and two, the agency will continue to save on postage, supplies and wages. It is anticipated that caseloads will still continue to increase, making it necessary to add approximately 1.5 additional FTE's, whose wages total \$41,589.60. If document imaging is implemented, the total savings for year three is anticipated to be \$178,763.52.

The spreadsheet included in our Feasibility Study (see Attachment F-5) indicates a yearly savings of \$271,625.12, which includes payroll costs and costs of supplies. The amount of anticipated savings exceeds the loan amount of \$100,000 that is being requested.

Without a document imaging system, this agency will either need to hire more staff, or continue to attempt to manage declining customer service and case management priorities. Since hiring additional staff is not an option due to budget constraints, customer service and case management will continue to decline, resulting in a greater risk of both program and financial audit findings.

LOCAL GOVERNMENT INNOVATION FUND APPLICATION

LIST OF ATTACHMENTS

Attachment 1	Ashland County 2010 Census Data
Attachment 2	Ashland City 2010 Census Data
Attachment F-1	Calendar Year End 2009 Statement of Financial Position
Attachment F-2	Calendar Year End 2010 Statement of Financial Position
Attachment F-3	Calendar Year End 2011 Statement of Financial Position
Attachment F-4	Calendar Year End 2011 Available Adjusted Cash Balance
Attachment F-5	Feasibility Study
Attachment F-6	Audit Statement
Attachment F-7	Resolution of Support
Attachment F-8	Self Score Assessment

Ashland County, Ohio

People QuickFacts	Ashland County	Ohio
Population, 2011 estimate	NA	11,544,951
Population, 2010	53,139	11,536,504
Population, percent change, 2000 to 2010	1.2%	1.6%
Population, 2000	52,523	11,353,140
Persons under 5 years, percent, 2010	6.2%	6.2%
Persons under 18 years, percent, 2010	23.9%	23.7%
Persons 65 years and over, percent, 2010	15.8%	14.1%
Female persons, percent, 2010	51.1%	51.2%
White persons, percent, 2010 (a)	97.3%	82.7%
Black persons, percent, 2010 (a)	0.7%	12.2%
American Indian and Alaska Native persons, percent, 2010 (a)	0.2%	0.2%
Asian persons, percent, 2010 (a)	0.5%	1.7%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	Z	Z
Persons reporting two or more races, percent, 2010	1.0%	2.1%
Persons of Hispanic or Latino origin, percent, 2010 (b)	0.9%	3.1%
White persons not Hispanic, percent, 2010	96.6%	81.1%
Living in same house 1 year & over, 2006-2010	87.0%	85.0%
Foreign born persons, percent, 2006-2010	1.7%	3.8%
Language other than English spoken at home, pct age 5+, 2006-2010	6.6%	6.3%
High school graduates, percent of persons age 25+, 2006-2010	85.6%	87.4%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	17.5%	24.1%
Veterans, 2006-2010	4,475	936,383
Mean travel time to work (minutes), workers age 16+, 2006-2010	21.8	22.7
Housing units, 2010	22,141	5,127,508
Homeownership rate, 2006-2010	78.8%	69.2%
Housing units in multi-unit structures, percent, 2006-2010	12.0%	23.0%
Median value of owner-occupied housing units, 2006-2010	\$128,500	\$136,400
Households, 2006-2010	20,040	4,552,270
Persons per household, 2006-2010	2.52	2.46
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$20,558	\$25,113
Median household income 2006-2010	\$44,542	\$47,358
Persons below poverty level, percent, 2006-2010	15.6%	14.2%
Business QuickFacts	Ashland County	Ohio
Private nonfarm establishments, 2009	1,055	256,551 ¹
Private nonfarm employment, 2009	16,037	4,460,553 ¹
Private nonfarm employment, percent change 2000-2009	-12.2%	-10.8% ¹
Nonemployer establishments, 2009	3,131	697,000
Total number of firms, 2007	3,508	897,939
Black-owned firms, percent, 2007	F	5.8%
American Indian- and Alaska Native-owned firms, percent, 2007	S	0.3%
Asian-owned firms, percent, 2007	1.0%	2.0%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	S
Hispanic-owned firms, percent, 2007	F	1.1%

Women-owned firms, percent, 2007	19.9%	27.7%
Manufacturers shipments, 2007 (\$1000)	1,017,388	295,890,890
Merchant wholesaler sales, 2007 (\$1000)	206,156	135,575,279
Retail sales, 2007 (\$1000)	418,627	138,816,008
Retail sales per capita, 2007	\$7,638	\$12,049
Accommodation and food services sales, 2007 (\$1000)	55,604	17,779,905
Building permits, 2010	40	13,710
Federal spending, 2009	284,657	105,173,413 ¹
Geography QuickFacts	Ashland County	Ohio
Land area in square miles, 2010	422.95	40,860.69
Persons per square mile, 2010	125.6	282.3
FIPS Code	005	39
Metropolitan or Micropolitan Statistical Area	Ashland, OH Micro Area	

1: Includes data not distributed by county.

Population estimates for counties will be available in April, 2012 and for cities in June, 2012.

(a) Includes persons reporting only one race.
 (b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information
 F: Fewer than 100 firms
 FN: Footnote on this item for this area in place of data
 NA: Not available
 S: Suppressed; does not meet publication standards
 X: Not applicable
 Z: Value greater than zero but less than half unit of measure shown

Source U.S. Census Bureau; State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report
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Ashland (city), Ohio

People QuickFacts	Ashland	Ohio
Population, 2011 estimate	NA	11,544,951
Population, 2010	20,362	11,536,504
Population, percent change, 2000 to 2010	-4.2%	1.6%
Population, 2000	21,249	11,353,140
Persons under 5 years, percent, 2010	6.0%	6.2%
Persons under 18 years, percent, 2010	21.0%	23.7%
Persons 65 years and over, percent, 2010	17.7%	14.1%
Female persons, percent, 2010	53.2%	51.2%
White persons, percent, 2010 (a)	95.8%	82.7%
Black persons, percent, 2010 (a)	1.4%	12.2%
American Indian and Alaska Native persons, percent, 2010 (a)	0.1%	0.2%
Asian persons, percent, 2010 (a)	1.0%	1.7%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	0.1%	0.0%
Persons reporting two or more races, percent, 2010	1.3%	2.1%
Persons of Hispanic or Latino origin, percent, 2010 (b)	1.2%	3.1%
White persons not Hispanic, percent, 2010	95.0%	81.1%
Living in same house 1 year & over, 2006-2010	76.9%	85.0%
Foreign born persons, percent, 2006-2010	3.3%	3.8%
Language other than English spoken at home, pct age 5+, 2006-2010	4.6%	6.3%
High school graduates, percent of persons age 25+, 2006-2010	89.3%	87.4%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	25.9%	24.1%
Mean travel time to work (minutes), workers age 16+, 2006-2010	16.4	22.7
Housing units, 2010	8,914	5,127,508
Homeownership rate, 2006-2010	66.3%	69.2%
Housing units in multi-unit structures, percent, 2006-2010	24.4%	23.0%
Median value of owner-occupied housing units, 2006-2010	\$108,600	\$136,400
Households, 2006-2010	7,858	4,552,270
Persons per household, 2006-2010	2.30	2.46
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$19,725	\$25,113
Median household income 2006-2010	\$37,776	\$47,358
Persons below poverty level, percent, 2006-2010	15.4%	14.2%
Business QuickFacts	Ashland	Ohio
Total number of firms, 2007	1,505	897,939
Black-owned firms, percent, 2007	F	5.8%
American Indian- and Alaska Native-owned firms, percent, 2007	F	0.3%
Asian-owned firms, percent, 2007	2.3%	2.0%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	S
Hispanic-owned firms, percent, 2007	F	1.1%
Women-owned firms, percent, 2007	19.2%	27.7%
Manufacturers shipments, 2007 (\$1000)	723,584	295,890,890
Merchant wholesaler sales, 2007 (\$1000)	83,290	135,575,279
Retail sales, 2007 (\$1000)	301,483	138,816,008
Retail sales per capita, 2007	\$13,843	\$12,049

Accommodation and food services sales, 2007 (\$1000) 29,999 17,779,905

Geography QuickFacts	Ashland	Ohio
Land area in square miles, 2010	11.17	40,860.69
Persons per square mile, 2010	1,823.1	282.3
FIPS Code	02568	39
Counties		

Population estimates for counties will be available in April, 2012 and for cities in June, 2012.

- (a) Includes persons reporting only one race.
(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information
F: Fewer than 100 firms
FN: Footnote on this item for this area in place of data
NA: Not available
S: Suppressed; does not meet publication standards
X: Not applicable
Z: Value greater than zero but less than half unit of measure shown

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, County Business Patterns, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report, Census of Governments
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2009 BUDGET REPORT

Fund 0004 ASHL CO DEPT HUMAN SERVICES

ASHLAND COUNTY

Department 0002 HUMAN SERVICES-2

Period Ending Date: December 31, 2009

Account	2008 PO CARRYOVER	2009 BUDGET	2009 AMENDED BUDGET	2009 OPEN PO	MONTHLY EXPENSE	2009 TOTAL EXPENSE	YTD Exp. v. Prior Yr. Bud.	2009 AVAILABLE BUDGET
Department 0002 HUMAN SERVICES-2								
Expenses								
0002-01011								
ASHLAND CO DEPT HUMAN SERVICES	0.00	610,000.00	610,000.00	0.00	65,929.06	579,901.09		30,098.91
0002-01020								
PERS/STRS	0.00	86,750.00	86,750.00	0.00	9,215.30	80,035.79		6,714.21
0002-01030								
WORKER'S COMPENSATION	0.00	13,000.00	13,000.00	0.00	0.00	10,548.35		2,451.65
0002-01040								
MEDICARE-EMPLOYER SHARE	0.00	8,900.00	8,900.00	0.00	912.06	8,009.86		890.14
0002-01050								
OBES-UNEMPLOYMENT	0.00	8,000.00	1,500.00	0.00	0.00	0.00		1,500.00
0002-01060								
INSURANCE PREMIUM	0.00	215,500.00	200,500.00	0.00	0.00	145,814.39		54,685.61
0002-02010								
CONTRACT SERVICE	0.00	30,000.00	30,000.00	0.00	481.56	22,556.07		7,443.93
0002-02020								
UTILITIES	0.00	22,000.00	22,000.00	0.00	1,371.03	18,178.18		3,821.82
0002-04010								
SUPPLIES	0.00	34,000.00	34,000.00	700.00	1,834.17	27,550.26		5,749.74
0002-05040								
EQUIPMENT	0.00	15,000.00	15,000.00	0.00	0.00	0.00		15,000.00
0002-09020								
TRAVEL	0.00	1,150.00	1,150.00	0.00	15.83	494.64		655.36
0002-09040								
ASHLAND CO JOBS/FAMILY SERV	0.00	59,000.00	59,000.00	0.00	1,110.90	50,236.88		8,763.12
0002-09060								
RENT/LEASE	0.00	53,000.00	53,000.00	0.00	7,926.24	48,411.12		4,588.88
Expenses Total	0.00	1,156,300.00	1,134,800.00	700.00	88,796.15	991,736.63		142,363.37
HUMAN SERVICES-2 Dept Total	0.00	1,156,300.00	1,134,800.00	700.00	88,796.15	991,736.63		142,363.37
Expenses Fund Total	0.00	4,806,400.00	4,806,400.00	2,600.00	339,370.98	4,314,783.79		489,016.21
Net (Rev/Exp)	0.00	4,806,400.00	4,806,400.00	2,600.00	339,370.98	4,314,783.79		489,016.21
Beginning/Adjusted Balance	349,508.10							
	+	YTD Revenues	YTD Expenses	Current Fund Balance				
		4,483,888.89	4,314,783.79	518,613.20	=			

SUMMARY REVENUE REPORT

Fund 0004 ASHL CO DEPT HUMAN SERVICES

ASHLAND COUNTY

Period Ending Date: December 31, 2009

Department

Account	2009 Appropriated Budget	2009 Total Amended Budget	Month-to-date Actual	2009 Year-to-date Actual	2009 Budget Balance
Fund 0004 ASHL CO DEPT HUMAN SERVICES					
Revenues					
0000-00302 ALL STATE REVENUE/GRANTS	3,689,900.00	3,689,900.00	435,680.18	3,416,340.73	273,559.27
0000-00642 ALL OTHER MISC REVENUE	145,500.00	145,500.00	11,188.42	102,631.08	42,868.92
0000-00801 TRANSFERS	970,000.00	970,000.00	118,234.15	960,249.36	9,750.64
0000-00919 ALL OTHER REIMBURSEMENT	1,000.00	1,000.00	0.00	4,667.72	-3,667.72
Revenues Total	4,806,400.00	4,806,400.00	565,102.75	4,483,888.89	322,511.11
	4,806,400.00	4,806,400.00	565,102.75	4,483,888.89	322,511.11
Revenues Total	4,806,400.00	4,806,400.00	565,102.75	4,483,888.89	322,511.11
Net (Rev/Exp)	4,806,400.00	4,806,400.00	565,102.75	4,483,888.89	322,511.11
Beginning/Adjusted Balance	349,508.10				
	+	YTD Revenues	YTD Expenses	Current Fund Balance	
		4,483,888.89	- 4,314,783.79	= 518,613.20	

2009 BUDGET REPORT

Fund 0004 ASHL CO DEPT HUMAN SERVICES

ASHLAND COUNTY

Department 0001 HUMAN SERVICES-1

Period Ending Date: December 31, 2009

Account	2008 PO CARRYOVER	2009 BUDGET	2009 AMENDED BUDGET	2009 OPEN PO	MONTHLY EXPENSE	2009 TOTAL EXPENSE	YTD Exp. v. Prior Yr. Bud.	2009 AVAILABLE BUDGET
Fund 0004 ASHL CO DEPT HUMAN SERVICES								
Department 0001 HUMAN SERVICES-1								
Expenses								
0001-01011								
ASHLAND CO DEPT HUMAN SERVICE	0.00	875,000.00	861,000.00	0.00	94,425.66	850,470.81		10,529.19
0001-01020								
PERS/STRS	0.00	123,250.00	123,250.00	0.00	13,107.65	116,050.15		7,199.85
0001-01030								
WORKER'S COMPENSATION	0.00	21,250.00	21,250.00	0.00	0.00	15,156.19		6,093.81
0001-01040								
MEDICARE-EMPLOYER SHARE	0.00	13,500.00	13,500.00	0.00	1,268.32	11,062.63		2,437.37
0001-01050								
OBES-UNEMPLOYMENT	0.00	10,000.00	10,000.00	0.00	0.00	4,620.00		5,380.00
0001-01060								
INSURANCE PREMIUM	0.00	320,000.00	314,000.00	0.00	0.00	248,574.61		65,425.39
0001-02010								
ASHL CO DJFS CONTRACT	0.00	914,000.00	920,000.00	0.00	50,566.77	782,154.41		137,845.59
0001-02020								
UTILITIES	0.00	46,200.00	46,200.00	0.00	3,144.87	40,635.66		5,564.34
0001-04010								
SUPPLIES	0.00	70,500.00	65,500.00	1,400.00	3,024.57	58,253.59		5,846.41
0001-05040								
EQUIPMENT	0.00	20,000.00	20,000.00	0.00	0.00	0.00		20,000.00
0001-07130								
ASHLAND CO PUBLIC ASSISTANCE	0.00	436,800.00	411,800.00	500.00	9,583.04	380,593.68		30,706.32
0001-07140								
MEDICAL ASSISTANCE	0.00	900.00	900.00	0.00	0.00	58.75		841.25
0001-07160								
DAYCARE CONTRACT	0.00	615,000.00	680,500.00	0.00	56,390.45	652,355.54		28,144.46
0001-09020								
TRAVEL	0.00	2,700.00	2,700.00	0.00	60.53	609.08		2,090.92
0001-09040								
ASHLAND CO DPT JOBS/FAMILY SERV	0.00	69,000.00	69,000.00	0.00	821.75	54,218.42		14,781.58
0001-09060								
RENT/LEASE	0.00	112,000.00	112,000.00	0.00	18,181.22	108,233.64		3,766.36
Expenses Total	0.00	3,650,100.00	3,671,600.00	1,900.00	250,574.83	3,323,047.16		346,652.84
HUMAN SERVICES-1 Dept Total	0.00	3,650,100.00	3,671,600.00	1,900.00	250,574.83	3,323,047.16		346,652.84

SUMMARY REVENUE REPORT

Fund 0004 ASHL CO DEPT HUMAN SERVICES

ASHLAND COUNTY

Period Ending Date: December 31, 2010

Department

Account	2010 Appropriated Budget	2010 Total Amended Budget	Month-to-date Actual	2010 Year-to-date Actual	2010 Budget Balance
Fund 0004 ASHL CO DEPT HUMAN SERVICES					
Revenues					
0000-00302 ALL STATE REVENUE/GRANTS	2,927,608.00	2,147,608.00	138,845.99	2,200,989.23	-53,381.23
0000-00642 ALL OTHER MISC REVENUE	84,683.00	84,683.00	4,267.69	93,285.43	-8,602.43
0000-00801 TRANSFERS	1,094,909.00	1,024,909.00	69,397.69	1,005,552.29	19,356.71
0000-00919 ALL OTHER REIMBURSEMENT	0.00	0.00	0.00	11,585.85	-11,585.85
Revenues Total	4,107,200.00	3,257,200.00	212,511.37	3,311,412.80	-54,212.80
	4,107,200.00	3,257,200.00	212,511.37	3,311,412.80	-54,212.80
Revenues Total	4,107,200.00	3,257,200.00	212,511.37	3,311,412.80	-54,212.80
Net (Rev/Exp)	4,107,200.00	3,257,200.00	212,511.37	3,311,412.80	-54,212.80
 Beginning/Adjusted Balance	 518,613.20	 +	 YTD Revenues	 3,311,412.80	 -
			 YTD Expenses	 3,564,776.73	 =
			 Current Fund Balance	 265,249.27	

2010 APPROPRIATIONS

Fund 0004 ASHL CO DEPT HUMAN SERVICES

ASHLAND COUNTY

Department 0001 HUMAN SERVICES-1

Period Ending Date: December 31, 2010

Account	2009 PURCHASE ORDER	2010 ORIGINAL BUDGET	2010 AMENDED BUDGET	2010 OPEN PURCHASE ORDER	CURRENT MONTH EXPENSE	2010 TOTAL EXPENSES	YTD Exp. v. Prior Yr. Bud.	2010 AVAILABLE FUNDS
Fund 0004 ASHL CO DEPT HUMAN SERVICES								
Department 0001 HUMAN SERVICES-1								
Expenses								
0001-01011								
ASHLAND CO DEPT HUMAN SERVICE	0.00	832,000.00	832,000.00	0.00	92,648.42	804,172.31		27,827.69
0001-01020								
PERS/STRS	0.00	117,000.00	117,000.00	0.00	12,850.83	109,990.31		7,009.69
0001-01030								
WORKER'S COMPENSATION	0.00	25,500.00	25,500.00	0.00	0.00	13,724.35		11,775.65
0001-01040								
MEDICARE-EMPLOYER SHARE	0.00	13,000.00	13,000.00	0.00	1,245.68	10,787.52		2,212.48
0001-01050								
OBES-UNEMPLOYMENT	0.00	27,000.00	13,000.00	0.00	0.00	0.00		13,000.00
0001-01060								
INSURANCE PREMIUM	0.00	305,000.00	272,000.00	0.00	3,422.96	271,820.18		179.82
0001-02010								
ASHL CO DJFS CONTRACT	0.00	520,000.00	500,000.00	0.00	47,618.58	499,905.45		94.55
0001-02020								
UTILITIES	0.00	45,000.00	50,000.00	0.00	2,790.21	38,373.35		11,626.65
0001-04010								
SUPPLIES	0.00	62,000.00	89,000.00	136.30	7,193.67	63,594.16	1,294.08	26,563.62
0001-05040								
EQUIPMENT	0.00	10,000.00	10,000.00	0.00	0.00	3,483.48		6,516.52
0001-07130								
ASHLAND CO PUBLIC ASSISTANCE	0.00	400,000.00	211,000.00	0.00	6,227.56	210,134.13	500.00	1,365.87
0001-07140								
MEDICAL ASSISTANCE	0.00	1,000.00	1,000.00	0.00	90.00	592.10		407.90
0001-07160								
DAYCARE CONTRACT	0.00	375,000.00	205,600.00	0.00	0.00	205,406.76		193.24
0001-09020								
TRAVEL	0.00	1,200.00	1,200.00	0.00	44.53	943.30		256.70
0001-09040								
ASHLAND CO DPT JOBS/FAMILY SERV	0.00	84,000.00	85,000.00	0.00	365.49	72,263.04		12,736.96
0001-09060								
RENT/LEASE	0.00	112,000.00	83,000.00	0.00	0.00	82,174.60		825.40
Expenses Total	0.00	2,929,700.00	2,508,300.00	136.30	174,497.93	2,387,365.04	1,794.08	122,592.74
HUMAN SERVICES-1 Dept Total	0.00	2,929,700.00	2,508,300.00	136.30	174,497.93	2,387,365.04	1,794.08	122,592.74

2010 APPROPRIATIONS

Fund 0004 ASHL CO DEPT HUMAN SERVICES

ASHLAND COUNTY

Department 0002 HUMAN SERVICES-2

Period Ending Date: December 31, 2010

Account	2009 PURCHASE ORDER	2010 ORIGINAL BUDGET	2010 AMENDED BUDGET	2010 OPEN PURCHASE ORDER	CURRENT MONTH EXPENSE	2010 TOTAL EXPENSES	YTD Exp. v. Prior Yr. Bud.	2010 AVAILABLE FUNDS
Department 0002 HUMAN SERVICES-2								
Expenses								
0002-01011 ASHLAND CO DEPT HUMAN SERVICES	0.00	650,000.00	655,125.38	0.00	82,058.19	649,850.14		5,275.24
0002-01020 PERS/STRS	0.00	93,000.00	93,000.00	0.00	11,426.74	89,400.47		3,599.53
0002-01030 WORKER'S COMPENSATION	0.00	19,500.00	9,374.62	0.00	0.00	9,374.62		0.00
0002-01040 MEDICARE-EMPLOYER SHARE	0.00	9,400.00	9,400.00	0.00	1,138.43	8,992.92		407.08
0002-01050 OBES-UNEMPLOYMENT	0.00	19,000.00	9,000.00	0.00	0.00	0.00		9,000.00
0002-01060 INSURANCE PREMIUM	0.00	187,000.00	175,900.00	0.00	2,412.17	159,199.39		16,700.61
0002-02010 CONTRACT SERVICE	0.00	25,000.00	25,000.00	0.00	1,613.90	17,347.63		7,652.37
0002-02020 UTILITIES	0.00	22,000.00	23,500.00	0.00	1,467.70	18,733.54		4,766.46
0002-04010 SUPPLIES	0.00	30,000.00	47,700.00	71.69	3,981.27	32,823.89	605.82	15,410.24
0002-05040 EQUIPMENT	0.00	8,000.00	8,000.00	0.00	0.00	1,716.52		6,283.48
0002-09020 TRAVEL	0.00	600.00	600.00	0.00	0.00	440.14		159.86
0002-09040 ASHLAND CO JOBS/FAMILY SERV	0.00	61,000.00	151,200.00	0.00	12,043.75	149,893.62		1,306.38
0002-09060 RENT/LEASE	0.00	53,000.00	53,000.00	0.00	0.00	39,638.81		13,361.19
Expenses Total	0.00	1,177,500.00	1,260,800.00	71.69	116,142.15	1,177,411.69	605.82	83,922.44
HUMAN SERVICES-2 Dept Total	0.00	1,177,500.00	1,260,800.00	71.69	116,142.15	1,177,411.69	605.82	83,922.44
Expenses Fund Total	0.00	4,107,200.00	3,769,100.00	207.99	290,640.08	3,564,776.73	2,399.90	206,515.18
Net (Rev/Exp)	0.00	4,107,200.00	3,769,100.00	207.99	290,640.08	3,564,776.73	2,399.90	206,515.18
Beginning/Adjusted Balance	518,613.20							
	+	YTD Revenues	YTD Expenses	Current Fund Balance				
		3,311,412.80	3,564,776.73	=		265,249.27		

SUMMARY REVENUE REPORT

Fund 0004 ASHL CO DEPT HUMAN SERVICES

ASHLAND COUNTY

Department

Period Ending Date: December 31, 2011

Account	2011 Appropriated Budget	2011 Total Amended Budget	Month-to-date Actual	2011 Year-to-date Actual	2011 Budget Balance
Fund 0004 ASHL CO DEPT HUMAN SERVICES					
Revenues					
0000-00302 ALL STATE REVENUE/GRANTS	2,418,265.00	2,418,265.00	247,155.83	2,535,473.98	-117,208.98
0000-00642 ALL OTHER MISC REVENUE	152,000.00	152,000.00	3,933.16	72,179.78	79,820.22
0000-00801 TRANSFERS	1,055,000.00	811,000.00	43,611.92	817,710.79	-6,710.79
0000-00919 ALL OTHER REIMBURSEMENT	0.00	0.00	0.00	5,986.29	-5,986.29
Revenues Total	3,625,265.00	3,381,265.00	294,700.91	3,431,350.84	-50,085.84
	3,625,265.00	3,381,265.00	294,700.91	3,431,350.84	-50,085.84
Revenues Total	3,625,265.00	3,381,265.00	294,700.91	3,431,350.84	-50,085.84
Net (Rev/Exp)	3,625,265.00	3,381,265.00	294,700.91	3,431,350.84	-50,085.84
Beginning/Adjusted Balance	265,249.27				
	+	YTD Revenues	YTD Expenses	Current Fund Balance	
		3,431,350.84	3,255,480.80	441,119.31	
			=		

2011 BUDGET REPORT

Fund 0004 ASHL CO DEPT HUMAN SERVICES
Department 0001 HUMAN SERVICES-1

ASHLAND COUNTY
Period Ending Date: December 31, 2011

Account	2010 PO CARRYOVER	2011 BUDGET	2011 AMENDED BUDGET	2011 OPEN PO	CURRENT MONTH EXPENSE	2011 YTD EXPENSE	PRIOR YTD EXPENSE	2011 AVAILABLE
Fund 0004 ASHL CO DEPT HUMAN SERVICES								
Department 0001 HUMAN SERVICES-1								
Expenses								
0001-01011 ASHLAND CO DEPT HUMAN SERVICE	0.00	825,000.00	833,000.00	0.00	85,013.29	815,698.84		17,301.16
0001-01020 PERS/STRS	0.00	115,500.00	115,500.00	0.00	11,857.02	108,144.86		7,355.14
0001-01030 WORKER'S COMPENSATION	0.00	24,750.00	16,750.00	0.00	0.00	11,169.25		5,580.75
0001-01040 MEDICARE-EMPLOYER SHARE	0.00	11,965.00	11,965.00	0.00	1,232.69	10,941.86		1,023.14
0001-01050 OBES-UNEMPLOYMENT	0.00	20,000.00	17,000.00	0.00	1,455.08	5,862.80		11,337.20
0001-01060 INSURANCE PREMIUM	0.00	300,000.00	292,000.00	0.00	3,406.52	250,879.80		41,120.20
0001-02010 ASHL CO DJFS CONTRACT	0.00	520,000.00	520,000.00	0.00	3,466.27	422,619.08		97,380.92
0001-02020 UTILITIES	0.00	40,000.00	40,000.00	0.00	2,481.80	35,679.35		4,320.65
0001-04010 SUPPLIES	0.00	63,700.00	85,700.00	0.00	5,450.27	70,319.65		15,380.35
0001-05040 EQUIPMENT	0.00	10,000.00	12,223.55	0.00	0.00	12,223.55		0.00
0001-07130 ASHLAND CO PUBLIC ASSISTANCE	0.00	300,000.00	319,100.00	0.00	8,004.13	302,237.30		16,862.70
0001-07140 MEDICAL ASSISTANCE	0.00	1,000.00	1,776.45	0.00	25.00	999.35		777.10
0001-09020 TRAVEL	0.00	1,200.00	1,200.00	0.00	116.27	910.17		289.83
0001-09040 ASHLAND CO DPT JOBS/FAMILY SERV	0.00	80,000.00	75,000.00	0.00	1,559.67	57,276.46		17,723.54
0001-09060 RENT/LEASE	0.00	9,150.00	5,150.00	0.00	281.56	3,097.72		2,052.28
Expenses Total	0.00	2,322,265.00	2,346,365.00	0.00	124,349.57	2,107,860.04		238,504.96
HUMAN SERVICES-1 Dept Total	0.00	2,322,265.00	2,346,365.00	0.00	124,349.57	2,107,860.04		238,504.96

2011 BUDGET REPORT

Fund 0004 ASHL CO DEPT HUMAN SERVICES
Department 0002 HUMAN SERVICES-2

ASHLAND COUNTY
Period Ending Date: December 31, 2011

Account	2010 PO CARRYOVER	2011 BUDGET	2011 AMENDED BUDGET	2011 OPEN PO	CURRENT MONTH EXPENSE	2011 YTD EXPENSE	PRIOR YTD EXPENSE	2011 AVAILABLE		
Department 0002 HUMAN SERVICES-2										
Expenses										
0002-01011 ASHLAND CO DEPT HUMAN SERVICES	0.00	697,000.00	697,000.00	0.00	71,185.00	678,323.37		18,676.63		
0002-01020 PERS/STRS	0.00	97,600.00	97,600.00	0.00	9,935.04	89,924.57		7,675.43		
0002-01030 WORKER'S COMPENSATION	0.00	21,000.00	21,000.00	0.00	0.00	9,073.94		11,926.06		
0002-01040 MEDICARE-EMPLOYER SHARE	0.00	10,200.00	10,200.00	0.00	1,032.14	9,372.32		827.68		
0002-01050 OBES-UNEMPLOYMENT	0.00	15,000.00	15,000.00	0.00	745.92	2,806.02		12,193.98		
0002-01060 INSURANCE PREMIUM	0.00	213,000.00	213,000.00	0.00	2,099.13	168,250.43		44,749.57		
0002-02010 CONTRACT SERVICE	0.00	19,000.00	19,000.00	0.00	872.71	13,562.42		5,437.58		
0002-02020 UTILITIES	0.00	26,000.00	26,000.00	0.00	1,313.89	19,229.28		6,770.72		
0002-04010 SUPPLIES	0.00	38,000.00	45,500.00	0.00	2,793.98	38,237.96		7,262.04		
0002-05040 EQUIPMENT	0.00	8,000.00	8,000.00	0.00	0.00	7,598.68		401.32		
0002-09020 TRAVEL	0.00	700.00	1,600.00	0.00	830.04	1,149.11		450.89		
0002-09040 ASHLAND CO JOBS/FAMILY SERV	0.00	152,000.00	142,000.00	0.00	3,355.00	108,457.54		33,542.46		
0002-09060 RENT/LEASE	0.00	5,500.00	3,000.00	0.00	144.34	1,635.12		1,364.88		
Expenses Total	0.00	1,303,000.00	1,298,900.00	0.00	94,307.19	1,147,620.76		151,279.24		
HUMAN SERVICES-2 Dept Total	0.00	1,303,000.00	1,298,900.00	0.00	94,307.19	1,147,620.76		151,279.24		
Expenses Fund Total	0.00	3,625,265.00	3,645,265.00	0.00	218,656.76	3,255,480.80		389,784.20		
Net (Rev/Exp)	0.00	3,625,265.00	3,645,265.00	0.00	218,656.76	3,255,480.80		389,784.20		
Beginning/Adjusted Balance	265,249.27	+	YTD Revenues	3,431,350.84	-	YTD Expenses	3,255,480.80	=	Current Fund Balance	441,119.31

County Job & Family Services
Cash Analysis of SFY 2012 Activity Report

Source	Revenue				
2827	2827 Beginning Cash Balance 7/1/11	614,002.77			
O/U SFY11	SFY11 (Over)/Under - per O/U report	(15,184.02)			
Pmt Voucher	Closeout Payment				
	Adjusted Cash Balance			598,818.75	
	Additional fund to PA balance during SFY 12:				
O/U SFY12	PCSA Reimburse PA	198,538.53			
O/U SFY12	CSEA Reimburse PA shared Costs	111,287.83			
O/U SFY12	WIA Reimburse PA RMS Costs	61,398.77			
O/U SFY12	Receipts from Non-Reimbursable expends	2,627.32			
O/U SFY12	Mandated Share Receipts	-			
	Total additional to PA fund balance:			373,852.45	
	Reductions from PA balance during SFY 12:				
O/U SFY12	PCSA Costs	(208,638.12)			
O/U SFY12	CSEA Shared Costs	(104,951.81)			
O/U SFY12	WIA RMS Expendes	(36,453.54)			
O/U SFY12	NRB expenditures	(10,648.50)			
O/U SFY12	Mandated Share Expenditures	(42,991.98)			
O/U SFY12	Ceiling excess SFY12				
	Total reductions from PA from balance:			(403,683.95)	
	Adjusted Cash Balance				568,987.25
2827	2827 Ending Cash Balance 12/31/11			441,119.31	
O/U SFY12	(Over)/Under Advanced			127,867.94	
	Adjusted Cash Balance as of Dec 31, 2011				568,987.25
	Difference				-

Attachment F-4

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Area	Program	Cases Weekly	avg. pages of paper per case white	color	Payroll Hours	Postage Expense	Wages	Supplies D+E+B	Supplies Weekly C x I = J	Wages F x H = K	Postage \$ G	Total Cost J+K+L=M
2													
3	IM	Nursing Home	5.5	150	6	26.5		\$ 17.03	\$ 5.88	\$ 32.35	\$ 451.30		\$ 483.64
4		PRC Apps.	10	25	0	17.5		\$ 14.90	\$ 5.12	\$ 51.21	\$ 260.75		\$ 311.96
5		Med apps.	50	35	0	50		\$ 14.90	\$ 5.18	\$ 258.83	\$ 745.00		\$ 1,003.83
6		Food Asst.	10	32	11	5		\$ 14.90	\$ 5.27	\$ 52.72	\$ 74.50		\$ 127.22
7		Spend down		20		1		\$ 14.90	\$ 0.11	\$ 0.11	\$ 14.90		\$ 15.01
8		DDU	50	175		75		\$ 14.90	\$ 0.98	\$ 49.00	\$ 1,117.50		\$ 1,166.50
9		Transfers	15	7		11.25	\$ 100.00	\$ 14.90	\$ 7.11	\$ 106.65	\$ 167.63	\$ 100.00	\$ 374.28
10		Reapplications	69.5	15				\$ 14.90	\$ 0.08	\$ 5.84	\$ 14.90		\$ 20.74
11		Transportation	20	125		20	\$ 18.00	\$ 17.37	\$ 1.81	\$ 36.22	\$ 347.40	\$ 18.00	\$ 401.62
12		PRS/Health Check established		25		25		\$ 14.90	\$ 0.14	\$ 0.14	\$ 372.50		\$ 372.64
13		Child Care	2	10		1		\$ 17.37	\$ 0.06	\$ 0.11	\$ 17.37		\$ 17.48
14		Child Care Reapps.	5	10		2.5		\$ 17.37	\$ 0.06	\$ 0.28	\$ 43.43		\$ 43.71
15		Misc. Copies/Print		20		2.5		\$ 14.90	\$ 0.01	\$ 0.01	\$ 37.25		\$ 37.26
16		Filing				120		\$ 14.90		\$ -	\$ 1,788.00		\$ 1,788.00
17	IM TOTAL												\$ 6,163.89
18	Support	Front Desk		80,7692		3.5		\$ 15.18	\$ 1.40	\$ 1.40	\$ 53.13		\$ 54.53
19		Return Mail filed				0.5		\$ 15.18		\$ -	\$ 7.59		\$ 7.59
20		Closed Case filed				14		\$ 15.18		\$ -	\$ 212.52		\$ 212.52
21	SUPPORT TOTAL												\$ 62.12
22		Provider Rates		5.77				\$ 16.38	\$ 0.02	\$ 0.02			
23	Social Services	Reports		1.85				\$ 16.38	\$ 0.02	\$ 0.02			
24		Cty PD Adop Bill		4.85		0.5		\$ 16.38	\$ 0.02	\$ 0.02	\$ 8.19		\$ 8.21
25		Board bill		3.92		0.5		\$ 16.38	\$ 0.02	\$ 0.02	\$ 8.19		\$ 8.21
26		Pay to Play						\$ 16.38		\$ -	\$ 16.38		\$ 16.38
27		IVE Adoption	7	75		3.25		\$ 16.38	\$ 0.43	\$ 3.01	\$ 53.24		\$ 56.24
28		IVE	9.5	225		9.5		\$ 16.38	\$ 1.27	\$ 12.06	\$ 155.61		\$ 167.67
29		SAMS	3.5	225		3.5		\$ 16.38	\$ 1.27	\$ 4.44	\$ 57.33		\$ 61.77
30		Intake Report		33		0.5		\$ 16.38	\$ 0.19	\$ 0.19	\$ 8.19		\$ 8.38
31		Foster Care		1		0.5		\$ 16.38		\$ -	\$ 8.19		\$ 8.19
32		Removal		70		0.5		\$ 16.38	\$ 0.40	\$ 0.40	\$ 8.19		\$ 8.59
33		State Report		18		0.5		\$ 16.38	\$ 0.11	\$ 0.11	\$ 8.19		\$ 8.30
34		Custody Cases	19.25	10		10		\$ 16.38	\$ 0.07	\$ 1.27	\$ 163.80		\$ 165.07
35		Filing				35		\$ 16.38		\$ -	\$ 573.30		\$ 573.30
36		Children Incident	4,7692	61		20		\$ 16.38	\$ 1.87	\$ 8.90	\$ 327.60		\$ 336.50
37		Adult Incident	0.3076	61		20		\$ 16.38	\$ 5.03	\$ 1.55	\$ 327.60		\$ 329.15
38	Social Services TOTAL												\$ 1,755.97
39	CSEA	New Cases	4.38	102	8	0.5		\$ 15.76	\$ 6.57	\$ 28.78	\$ 7.88		\$ 36.66
40		Transfers	0.4615				\$3.00 each	\$ 15.76		\$ 0.46	\$ 15.76	\$ 3.00	\$ 19.22
41		MOD	2,4615	50				\$ 15.76	\$ 0.95	\$ 2.34	\$ 15.76		\$ 18.10
42		UIFSA	0,6923	18			\$25.00 each	\$ 15.76		\$ 0.69	\$ 15.76	\$ 504.00	\$ 520.45
43		Filing				75		\$ 15.76		\$ -	\$ 1,182.00		\$ 1,182.00
44		Filing Closed cases	9,6154			2,4039		\$ 15.76		\$ 9.62	\$ 37.89		\$ 47.50
45	CSEA TOTALS												\$ 1,823.93
46	Grand TOTAL								\$ 51.43	\$ 668.76	\$ 8,724.70	\$ 625.00	\$ 9,805.90
47										\$ 668.76	\$ 4,554.80	\$ 103.00	\$ 5,223.56
48	ITEMS THAT MAKE UP SUPPLIES												
49	Paper	0.0056											
50	green folder	4.85											
51	Manilla folder	0.3244											
52	tabbles	0.0624											
53	alpha la	0.0011											
54	color paper	0.0102											
55	lables	0.07											
56	brown pkt files	1.8											
57	Copiers	0.0159											

Total supplies for each area less paper	
IM Supplies	4,0096
SS Supplies	1,9596
CSEA Supplies	2,0566

Potential Annual Time Savings Cost (\$5,223.56 X 52) \$ 271,625.12

ASHLAND COUNTY – EFFICIENCY PROJECT
Local Government Innovation Fund
Feasibility Study

In an effort to secure a loan from the Local Government Innovation Fund for the purpose of completing an efficiency project at the Ashland County Department of Job and Family Services the requisite Feasibility Study has been conducted. Specifically, the Ashland County Department of Job and Family Services intends to utilize technology to convert obsolete filing and case management practices to a document imaging system. This project will substantially enhance efficiency and as a result save money in a variety of ways. Once the agency is able to process cases electronically, it will be possible to consider a second project to promote "shared services" and "collaboration" between Ashland, Holmes, Wayne and a number of other counties that operate electronically with a document imaging system.

The enclosed chart displays some of the cost savings that is expected to be achieved through this conversion process. We also expect to experience additional cost savings in a variety of areas that cannot be readily measured. For example, the ability to send and receive documents electronically to various service providers is expected to result in significant savings.

AUDIT STATEMENT

To date, there have been no audit findings, program or fiscal related, that suggest the implementation of a document imaging system. The most recent A133 Audit results for Ashland County, to include Ashland County Department of Job and Family Services, can be found here <http://www.auditor.state.oh.us/auditsearch/detail.aspx?ReportID=90878>.

BOARD OF COUNTY COMMISSIONERS
ASHLAND COUNTY, OHIO

March 1, 2012

IN THE MATTER OF AUTHORIZING)
DIRECTOR AT DEPARTMENT OF JOB)
& FAMILY SERVICES TO SUBMIT)
APPLICATION FOR LOAN FROM)
OHIO DEPARTMENT OF DEVELOPMENT.)

Ms. Barb Queer moved that the following resolution be adopted:

RESOLUTION

WHEREAS, the Ohio Department of Development, Office of Redevelopment is managing the Local Government Innovation Fund (LGIF) which includes funding for more efficient and effective service delivery, and

WHEREAS, the LGIF is intended to provide financial resources for the purchase of new technological equipment to reduce the cost of providing services, and

WHEREAS, the Director of the Ashland County Department of Job and Family Services (ACDJFS) recommends utilizing funds from the LGIF for the purpose of improving efficiency through the incorporation of a document imaging and management system, and

WHEREAS, this document imaging and management system is expected to substantially reduce the time employees spend managing an obsolete filing system and is expected save approximately \$35,000 annually on supplies, and

WHEREAS, the Director of the ACDJFS has submitted the required Feasibility Study to the Ohio Department of Development, Office of Redevelopment, and

WHEREAS, the Director of the ACDJFS is requesting approval to submit an application and obtain a \$100,000 loan from the LGIF, and

WHEREAS, the general terms of the \$100,000 loan are a ten year term at 0% interest with a one year grace period. Now therefore, be it

RESOLVED, that the Ashland County Commissioners hereby authorize the Director of the ACDJFS to submit a loan application for the purpose of obtaining a loan from the LGIF.

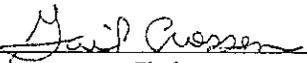
Mr. Michael Welch seconded the motion and upon the roll being called, the vote resulted:

Ms. Queer, Yes -- Mr. Welch, Yes -- Mrs. Edwards, Yes

Motion Carried.

STATEMENT OF CLERK

I, Gail Crossen, Clerk of the Board of County Commissioners of Ashland County, Ohio, do hereby certify that the foregoing is a true and correct copy of the proceedings of the Board on the 1st day of March, 2012, as compared by me with the original on file in the records of my office.


Clerk

cc: Dept. Job & Family Services

Attachment F-7

Local Government Innovation Fund Program

Application Scoring

Lead Applicant	Ashland County Department of Job and Family Services
Project Name	Efficiency Project

<input type="checkbox"/>	Grant Application
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or

<input checked="" type="checkbox"/>	Loan Application
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The Local Government Innovation Fund Council
77 South High Street
P.O. Box 1001
Columbus, Ohio 43216-1001
(614) 995-2292

Attachment F-8: pg. 1

Local Government Innovation Fund Project Scoring Sheet

Section 1: Financing Measures

Financing Measures	Description	Criteria	Max Points	Applicant Self Score	Validated Score
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.	Applicant provides a thorough, detailed and complete financial information	5	<input checked="" type="radio"/>	
		Applicant provided more than minimum requirements but did not provide additional justification or support	3	<input type="radio"/>	
		Applicant provided minimal financial information	1	<input type="radio"/>	
		Points		5	
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 rainy day, or contingency fund, etc.).	Applicant clearly demonstrates a secondary repayment source.	5	<input checked="" type="radio"/>	
		Applicant does not have a secondary repayment source.	0	<input type="radio"/>	
		Points		5	
Local Match	Percentage of local matching funds being contributed to the project. This may include in-kind contributions.	70% or greater	5	<input checked="" type="radio"/>	
		40-69.99%	3	<input type="radio"/>	
		10-39.99%	1	<input type="radio"/>	
		Points		5	
Total Section Points				15	0

Section 2: Collaborative Measures

Collaborative Measures	Description	Criteria	Max Points	Applicant Self Score	Validated 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.	Applicant (or collaborative partner) is not a county and has a population of less than 20,000 residents	5	<input type="radio"/>	
		Applicant (or collaborative partner) is a county but has less than 235,000	5	<input checked="" type="radio"/>	
		Applicant (or collaborative partner) is not a county but has a population 20,001 or greater.	3	<input type="radio"/>	
		Applicant (or collaborative partner) is a county with a population of 235,001 residents or more	3	<input type="radio"/>	
		Points		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.)	More than one applicant	5	<input type="radio"/>	
		Single applicant	1	<input checked="" type="radio"/>	
		Points		1	
Total Section Points				6	0

Local Government Innovation Fund Project Scoring Sheet

Section 3: Success Measures

Success Measures	Description	Criteria	Points	Applicant Self Score	Validated Score
Expected Return	<i>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. The expected return is ranked in one of the following percentage categories:</i>	75% or greater	30	<input checked="" type="radio"/>	
		25.01% to 74.99%	20	<input type="radio"/>	
		Less than 25%	10	<input type="radio"/>	
		Points		30	0
Past Success	<i>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.</i>	Yes	5	<input type="radio"/>	
		No	0	<input checked="" type="radio"/>	
		Points		0	0
Scalable/Replicable Proposal	<i>Applicant's proposal can be replicated by other local governments or scaled for the inclusion of other local governments.</i>	The project is both scalable and replicable	10	<input checked="" type="radio"/>	
		The project is either scalable or replicable	5	<input type="radio"/>	
		Does not apply	0	<input type="radio"/>	
		Points		10	0
Probability of Success	<i>Applicant provides a documented need for the project and clearly outlines the likelihood of the need being met.</i>	Provided	5	<input checked="" type="radio"/>	
		Not Provided	0	<input type="radio"/>	
		Points		5	0
Total Section Points				45	0

Section 4: Significance Measures

Significance Measures	Description	Criteria	Points Assigned	Applicant Self Score	Validated Score
Performance Audit Implementation /Cost Benchmarking	<i>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.</i>	Project implements a recommendation from an audit or is informed by benchmarking	5	<input type="radio"/>	
		Project does not implement a recommendation from an audit and is not informed by benchmarking	0	<input checked="" type="radio"/>	
		Points		0	0
Economic Impact	<i>Applicant demonstrates the project will promote business environment (i.e., demonstrates a business relationship resulting from the project) and will provide for community attraction (i.e., cost avoidance with respect to taxes)</i>	Applicant clearly demonstrates economic impact	5	<input checked="" type="radio"/>	
		Applicant mentions but does not prove economic impact	3	<input type="radio"/>	
		Applicant does not demonstrate an economic impact	0	<input type="radio"/>	
		Points		5	0
Response to Economic Demand	<i>The project responds to current substantial changes in economic demand for local or regional government services.</i>	Yes	5	<input checked="" type="radio"/>	
		No	0	<input type="radio"/>	
		Points		5	0
Total Section Points				10	0

Section 5: Council Measures			
Council Measures	Description	Criteria	Points Assigned
Council Preference	Council Ranking for Competitive Rounds	The Applicant Does Not Fill Out This Section; This is for the Local Government Innovation Fund Council only. The points for this section is based on the applicant demonstrating innovation or inventiveness with the project	
Total Section Points (10 max)			

Scoring Summary		
	Applicant Self Score	Validated Score
Section 1: Financing Measures	15	0
Section 2: Collaborative Measures	6	0
Section 3: Success Measures	45	0
Section 4: Significance Measures	10	0
Total Base Points:	76	0

Reviewer Comments



April 2, 2012

Lorraine Burcaw
Ashland County Department of Job and Family Services
15 West Fourth Street
Ashland, Ohio 44805

RE: Application Cure Letter

Dear Lorraine Burcaw:

The Ohio Department of Development (Development) has received and is currently reviewing your application for Round 1 of Local Government Innovation Fund program. During this review Development has determined that additional information is needed for your application. The identified item(s) requiring your attention are listed on the attached page(s). Please respond only to the issues raised. Failure to fully address all the identified items could lead to a competitive score reduction or ineligibility for Round 1 of the Local Government Innovation Fund program. **A written response from the applicant to this completeness review is due to Development no later than 5:00 p.m. on April 30, 2012.** Please send the response in a single email to lgif@development.ohio.gov and include "Cure—Project Name" in the subject line.

While this cure letter represents the additional information needed for Development review, the Local Government Innovation Council continues to reserve the right to request additional information about your application.

Thank you once again for your participation in Local Government Innovation program. Please contact the Office of Redevelopment at lgif@development.ohio.gov or 614-995-2292 if you have further questions regarding your application or the information requested in this letter.

Sincerely,

Thea J. Walsh, AICP
Deputy Chief, Office of Redevelopment
Ohio Department of Development

Local Government Innovation Fund Completeness Review

Applicant: Ashland County Department of Job and Family Services
Project Name: Efficiency Project (Document Imaging)
Request Type: Loan

Issues for Response

1. Budget

Please provide a line item budget that includes at minimum: 1) the sources of all funds being contributed to the project include **all** sources—cash, in-kind, etc.; 2) the uses of all funds (provide a line item for each use); 3) the total project costs (including the funding request **and** the local match. Please be sure that all uses of funds are eligible expenses as set forth in the program guidelines.

Example:

Collaboration Village's Project Budget

Sources of Funds

LGIF Request	\$100,000
Match Contribution (10%)	\$ 11,111
Total	\$111,111

Uses of Funds

Consultant Fees for Study	\$111,111
Total	\$111,111

Total Project Cost: \$111,111

2. Match

A minimum of 10% match is required for all projects. Matching funds must be 10% of the **total project cost** (not 10% of the funding request). Please document your 10% match and provide evidence of the contribution.

For **in-kind contributions**, please provide documentation as outlined in section 2.06 of the Local Government Innovation Fund program policies. Certification of in-kind contributions may only be made for past investments. Anticipated in-kind contributions must be certified **after** the contribution is made.

Brookins, Denise

From: LORRAINE BURCAW <BURCAL@odjfs.state.oh.us>
Sent: Thursday, April 19, 2012 1:19 PM
To: lgif
Subject: Cure - Document Imaging Efficiency Project

1. Budget

Sources of Funds

LGIF Request	\$100,000
Match Contribution (10%+)	20,000
Total	\$120,000

Uses of Funds

Document Imaging System	\$120,000
Total	\$120,000

2. Match

The 20%+ matching funds that are available to meet project costs are derived from accumulated income to the agency's Public Assistance fund. The adjusted cash balance of the Public Assistance fund was \$568,987.25 as of December 31, 2011. This agency is able to use approximately \$20,000 of that adjusted cash balance to meet matching requirements and cover project costs that exceed the \$100,000 loan amount. See Attachment F-4 in original LGIF application.

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