



## Round 3: Application Form

# Local Government Innovation Fund

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

<b>Lead Applicant</b>	
<b>Project Name</b>	
<b>Type of Request</b>	
<b>Funding Request</b>	
<b>JobsOhio Region</b>	
<b>Number of Collaborative Partners</b>	

#### Office of Redevelopment

Website: <http://development.ohio.gov/Urban/LGIF.htm>

Email: [LGIF@development.ohio.gov](mailto:LGIF@development.ohio.gov)

Phone: 614 | 995 2292

Lead Applicant		<b>Round 3</b>	
Project Name		Type of Request	

Lead Applicant				
<b>Mailing Address:</b>	Address Line 1			
	Address Line 2			
	City	State	Zip Code	
City, Township or Village			Population (2010)	
County			Population (2010)	
Did the lead applicant provide a resolution of support?		Yes (Attached)	No (In Process)	

Project Contact				
Complete the section below with information for the individual to be contacted on matters involving this application.				
	Project Contact		Title	
<b>Mailing Address:</b>	Address Line 1			
	Address Line 2			
	City	State	Zip Code	
Email Address			Phone Number	

Fiscal Officer				
Complete the section below with information for the entity and individual serving as the fiscal agent for the project.				
	Fiscal Officer		Title	
<b>Mailing Address:</b>	Address Line 1			
	Address Line 2			
	City	State	Zip Code	
Email Address			Phone Number	
Is your organization registered in OAKS as a vendor?		Yes	No	

Section 1  
Contacts

Lead Applicant		<b>Round 3</b>	
Project Name		Type of	

<b>Single Applicant</b>		
Is your organization applying as a single entity?	Yes	No
Participating Entity: (1 point) for single applicants		

<b>Collaborative Partners</b>		
Does the proposal involve other entities acting as collaborative partners?	Yes	No
<p>Applicants applying with a collaborative partner are required to show proof of the partnership with a partnership agreement signed by each partner and resolutions of support from the governing entities. If the collaborative partner does not have a governing entity, a letter of support from the partnering organization is sufficient. Include these documents in the supporting documents section of the application.</p> <p>In the section below, applicants are required to identify population information and the nature of the partnership.</p> <p>Each collaborative partner should also be clearly and separately identified on pages 4-5.</p>		
Number of Collaborative Partners who signed the partnership agreement, and provided resolutions of support.		
Participating Entity: (5 points) allocated to projects with collaborative partners.		

<b>Population</b>		
The applicant is required to provide information from the 2010 U.S. Census information, available at: <a href="http://factfinder2.census.gov/">http://factfinder2.census.gov/</a>		
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	
	Municipality/Township	Population
Does the applicant (or collaborative partner) represent a county with a population of less than 235,000 residents?	Yes	No
	List Entity	
	County	Population
Population: (3-5 points) determined by the smallest population listed in the application. Applications from (or collaborating with) small communities are preferred.		

Section 2 Collaborative Partners

Lead Applicant		<b>Round 3</b>	
Project Name		Type of Request	

**Nature of Partnership (2000 character limit)**

As agreed upon in the partnership agreement, please identify the nature of the partnership, and explain how the main applicant and the partners will work together on the proposed project.

Section 2 Collaborative Partners

**List of Partners**

The applicant applying with collaborative partners (defined in §1.03 of the LGIF Policies) must include the following information for each applicant:

- Name of collaborative partners
- Contact Information
- Population data (derived from the 2010 U.S. Census)

If the project involves more than 12 collaborative partners, additional forms are available on the LGIF website.

Lead Applicant		<b>Round 3</b>		
Project Name		Type of Request		

<b>Collaborative Partners</b>								
Number 1								
Address Line 1					<b>Population</b>			
Address Line 2					Municipality /Township		Population	
City		State		Zip Code		County		Population
Email Address					Phone Number			
Resolution of Support	<input type="checkbox"/> Yes <input type="checkbox"/> No				Signed Agreement	<input type="checkbox"/> Yes <input type="checkbox"/> No		

<b>Collaborative Partners</b>								
Number 2								
Address Line 1					<b>Population</b>			
Address Line 2					Municipality /Township		Population	
City		State		Zip Code		County		Population
Email Address					Phone Number			
Resolution of Support	<input type="checkbox"/> Yes <input type="checkbox"/> No				Signed Agreement	<input type="checkbox"/> Yes <input type="checkbox"/> No		

<b>Collaborative Partners</b>								
Number 3								
Address Line 1					<b>Population</b>			
Address Line 2					Municipality /Township		Population	
City		State		Zip Code		County		Population
Email Address					Phone Number			
Resolution of Support	<input type="checkbox"/> Yes <input type="checkbox"/> No				Signed Agreement	<input type="checkbox"/> Yes <input type="checkbox"/> No		

<b>Collaborative Partners</b>								
Number 4								
Address Line 1					<b>Population</b>			
Address Line 2					Municipality /Township		Population	
City		State		Zip Code		County		Population
Email Address					Phone Number			
Resolution of Support	<input type="checkbox"/> Yes <input type="checkbox"/> No				Signed Agreement	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Section 2 Collaborative Partners

Lead Applicant		<b>Round 3</b>		
Project Name		Type of Request		

<b>Collaborative Partners</b>					
Number 5					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	
				<input type="checkbox"/> Yes <input type="checkbox"/> No	

<b>Collaborative Partners</b>					
Number 6					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	
				<input type="checkbox"/> Yes <input type="checkbox"/> No	

<b>Collaborative Partners</b>					
Number 7					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	
				<input type="checkbox"/> Yes <input type="checkbox"/> No	

<b>Collaborative Partners</b>					
Number 8					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	
				<input type="checkbox"/> Yes <input type="checkbox"/> No	

Section 2 Collaborative Partners

Lead Applicant		<b>Round 3</b>		
Project Name		Type of Request		

<b>Collaborative Partners</b>					
Number 9					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	
				<input type="checkbox"/> Yes <input type="checkbox"/> No	

<b>Collaborative Partners</b>					
Number 10					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	
				<input type="checkbox"/> Yes <input type="checkbox"/> No	

<b>Collaborative Partners</b>					
Number 11					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	
				<input type="checkbox"/> Yes <input type="checkbox"/> No	

<b>Collaborative Partners</b>					
Number 12					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	
				<input type="checkbox"/> Yes <input type="checkbox"/> No	

Section 2 Collaborative Partners

Lead Applicant		<b>Round 3</b>	
Project Name		Type of Request	

<b>Identification of the Type of Award</b>	
<b>Targeted Approach</b>	

**Project Description (4000 character limit)**

Please provide a general description of the project. The information provided will be used for council briefings, program, and marketing materials.

Section 3  
Project Information

Lead Applicant		<b>Round 3</b>	
Project Name		Type of Request	

<b>Past Success</b>	Yes	No
<b>Past Success (5 points)</b>		
Provide a summary of past efforts to implement a project to improve efficiency, implement shared services, coproduction, or a merger. (1000 character limit)		

<b>Scalable/Replicable Proposal</b>	Scalable	Replicable	Both
<b>Scalable/Replicable (10 points)</b>			
Provide a summary of how the applicant's proposal can be replicated by other local governments or scaled for the inclusion of other local governments. (1000 character limit)			

Section 3  
Project Information

<b>Probability of Success</b>	Yes	No
<b>Probability of Success (5 points)</b>		
Provide a summary of the likelihood of the grant study recommendations being implemented. Applicants requesting a loan should provide a summary of the probability of savings from the loan request. (1000 character limit)		

Lead Applicant		<b>Round 3</b>	
Project Name		Type of Request	

<b>Performance Audit Implementation/Cost Benchmarking</b>	Yes	No
<b>Performance Audit/Benchmarking (5 points)</b>		
If the project is the result of recommendations from a performance audit provided by the Auditor of State under Chapter 117 of the Ohio Revised Code or a cost benchmarking study, please attach a copy with the supporting documents. In the section below, provide a summary of the performance audit or cost benchmarking study. (1000 character limit)		

<b>Economic Impact</b>	Yes	No
<b>Economic Impact (5 points)</b>		
Provide a summary of how the proposal can be replicated by other local governments or scaled for the inclusion of other local governments. (1000 character limit)		

Section 3  
Project Information

<b>Response to Economic Demand</b>	Yes	No
<b>Response to Economic Demand (5 points)</b>		
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 service level. (1000 character limit)		

# 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 in Section 5: Supplemental Information.

### Project Budget:

- 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 (2) 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.
- Please provide documentation of all in-kind match contributions in the supporting documents section. For future in-kind match contributions, supporting documentation will be provided at a later date.

### Program Budget:

- 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 any unusual activities or expenses, 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 the budget projection 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).

<b>Lead Applicant</b>		<b>Round 3</b>	
<b>Project Name</b>		<b>Type of Request</b>	

## Project Budget

### Sources of Funds

LGIF Request:

Cash Match (List Sources Below):

Source:	<input style="width: 100%;" type="text"/>

In-Kind Match (List Sources Below):

Source:	<input style="width: 100%;" type="text"/>
Source:	<input style="width: 100%;" type="text"/>
Source:	<input style="width: 100%;" type="text"/>

Total Match:   
Total Sources:

### Uses of Funds

	<u>Amount</u>	<u>Revenue Source</u>
Consultant Fees:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Legal Fees:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: <input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: <input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: <input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: <input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: <input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: <input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: <input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" 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)

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

Section 4 Financial Information

Lead Applicant		Round 3	
Project Name		Type of Request	

## Program Budget

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

<b>Lead Applicant</b>		<b>Round 3</b>	
<b>Project Name</b>		Type of Request	

## Program Budget

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

<b>Lead Applicant</b>		<b>Round 3</b>
<b>Project Name</b>		Type of Request

### Program Budget

Use this space to justify the program budget and/or explain any usual revenues or expenses (6000 characters max).

#### 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.

<b>Lead Applicant</b>		<b>Round 3</b>	
<b>Project Name</b>		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 the project. Check the box of the formula used to determine the ROI for the project. These numbers should refer to savings/revenues illustrated in projected budgets.

Do you expect cost savings from efficiency from the project?

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

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

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

Expected Return on Investment = \_\_\_\_\_ \* 100 = \_\_\_\_\_

**Return on Investment Justification Narrative:** In the space below, briefly describe the nature of the expected return on investment, using references when appropriate. (1300 character limit)

Expected Return on Investment is:

Less than 25% (10 points)
25%-74.99% (20 points)
Greater than 75% (30 points)

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

Section 4  
Financial Information

<b>Lead Applicant</b>		<b>Round 3</b>	
<b>Project Name</b>		Type of Request	

## Loan Repayment Structure

Please outline the 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 the 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)
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<b>Lead Applicant</b>		<b>Round 3</b>	
<b>Project Name</b>		Type of Request	

## Scoring Overview

### Section 1: Collaborative Measures

Collaborative Measures	Description	Max Points		Applicant Self Score
<b>Population</b>	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 <b>smallest</b> population listed in the application. Applications from (or collaborating with) small communities are preferred.	5		
<b>Participating Entities</b>	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

<b>Past Success</b>	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		
<b>Scalable/Replicable Proposal</b>	Applicant's proposal can be replicated by other local governments or scaled for the inclusion of other local governments.	10		
<b>Probability of Success</b>	Applicant provides a documented need for the project and clearly outlines the likelihood of the need being met.	5		

### Section 3: Significance Measures

<b>Performance Audit Implementation/Cost Benchmarking</b>	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		
<b>Economic Impact</b>	Applicant demonstrates the project will a 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)	5		
<b>Response to Economic Demand</b>	The project responds to current substantial changes in economic demand for local or regional government services.	5		

### Section 4: Financial Measures

<b>Financial Information</b>	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		
<b>Local Match</b>	Percentage of local matching funds being contributed to the project. This may include in-kind contributions.	5		
<b>Expected Return</b>	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		
<b>Repayment Structure (Loan Only)</b>	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**

# Stark County Network Readiness Assessment

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*Supporting Documentation  
September 4, 2012*

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# Appendices

## 1. Network Architectural Assessment

Local governments are facing substantial changes in economic demand across all facets of their business. Financial, operational and technical functional areas are challenged with increasing efficiencies and reducing cost. Replication of services within government entities creates additional financial overhead and complicates business processes.

The purpose of this proposal is to collect and analyze network and systems information, identify application suites, and perform a skills assessment of key personnel responsible for the support of network infrastructure and programs.

These appendices are divided into the following three sections:

1. Network architecture review
2. Software application inventory
3. Personnel skills assessment

The process within each section is executed according to the methodology shown in exhibit 1:

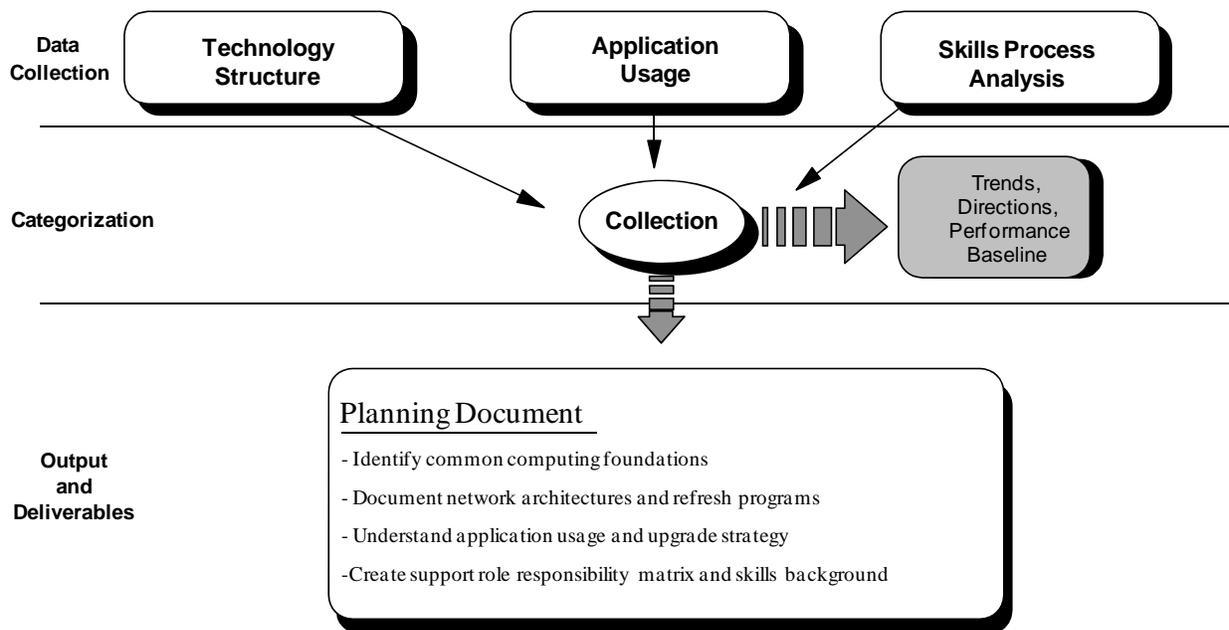


Exhibit 1

The application of this methodology will be conducted in concert with local government technology personnel, who will assist with data gathering and understanding the computing environments within each local government involved in this study.

The focus of the network assessment effort is to identify key areas contributing to the current availability, capacity and performance of the partner’s wide area networks. The report targets architectural changes in the network services layer that are needed to support a shared-services computing environment. This includes technical guidance on how networking devices, application servers and storage devices should be configured to enable shared services and ensure high levels of availability and fault tolerance.

A high-level review of the researched technologies is done against three attributes:

- **Value to business**

The key driver of the adoption of a technology is whether it creates value from a business perspective. In other words, merely being advanced or mature does not necessarily lead to an adoption. Value to business could be cost reduction/avoidance, generation of new revenue stream, and improvement of customer satisfaction. It could also be improvement of operational efficiency or introduction of transformational effects in the organization.

- **External readiness**

External readiness looks at the technology aspect. A technology has a life cycle. On one hand, a technology may not be ready for use in a “production” environment and may continue to evolve. At the other extreme, it may be widely accepted and adopted by the industry, and eventually may become a commodity.

- **Internal readiness**

Before applying a technology, one of the key considerations is internal readiness. A technology may already be used in multiple business areas. It may be considered strategic after some study and is planned for future use. A technology may be new to an organization with no skills, or may have high dependence on other technologies’ organizational factors. A technology with low internal readiness might require more planning, effort and change.

The detailed project tasks for the development of the network assessment are segmented into five major categories, as shown in exhibit 2:

<p style="text-align: center;"><b>Gather Business Requirements</b></p>	<p>Business requirements will be gathered with key business leaders and will use a standard questionnaire. This information will be used in the gap-analysis and strategy-development phases.</p>
<p style="text-align: center;"><b>Current Network Baseline</b></p>	<p>This will be completed through joint data-gathering methods and will be used during the gap-analysis phase.</p>
<p style="text-align: center;"><b>Benchmarks and Leading Practices</b></p>	<p>Executive briefings will be held with key industry and technology leaders in combination with industry best practices, and data will be used to gain an understanding of future directions. This information will feed into the gap-analysis and strategy-</p>

	development phases.
<b>Gap Analysis</b>	The gap analysis will provide a roadmap showing where the network is today and where and how to achieve the preferred state.
<b>Develop Strategic Network Architecture</b>	Current architecture will be updated using the information gathered throughout the project.

Exhibit 2

Empirical information is collected, analyzed and compared against best-practice methods. A roadmap to mitigate gaps between the current operating environment and the desired state is constructed and reviewed by all stakeholders.

## 2. Enterprise Application and Services Assessment

To effectively provide and receive shared services, organizations must continuously identify, evaluate and catalog their enterprise applications and services. Many organizations underestimate the sheer volume and value of their enterprise application infrastructure and perpetuate inefficiencies that drain staff resources to maintain legacy applications. Organizations are also mired by silos of redundant applications that require subject-matter experts who are neither cross-trained nor proficient in supporting anything beyond their department’s customized application solution.

The second component of the Network Readiness Assessment will focus on cataloging applications and services being utilized by the partners. The aggregated information will provide a foundation for each county partner to identify the strengths, redundancies and deficiencies in their application portfolio, and to map/analyze opportunities to create shared-services strategies. The end result will be a catalog for counties to make informed decisions about aggregating or consolidating applications and resources, creating internal shared-services strategies or collaborating with local, regional and state shared-service providers.

A standardized template for collecting software information is shown on the next page in exhibit 3.

Application Name					
Active (Y/N)					
Owned or Hosted					
Version					
Software Vendor or Hosted Vendor Name					
# of Licenses					
Primary Department					
# of Users					
Business Critical (Y/N)					
Hardware Platform					
Operating System(s)					
Client-Server/Mainframe or					

virtual					
Is used between multiple users in multiple locations Y/N					

Exhibit 3

### 3. Personnel Skills Assessment

Today’s computing environments rely on the support of individuals with a formalized skill set obtained through extensive training and experience with complex systems. As businesses increase their use and dependency on technology architectures and applications, the need for standardized training programs increases.

Government technology budgets face critical issues of doing more with less. “Nice to have” applications sometimes require additional FTEs to support new systems. Internal consolidation is not sufficient to reduce IT spending budgets.

Shared-service environments allocate IT costs efficiently through the separation of core competencies among shared IT structures. A given IT group supports only the systems hosting applications shared among stakeholders within the shared-service group. Subject-matter experts reside with the hosting department, with cross-training occurring with other support personnel at non-core locations. This type of environment not only leads to a lean support structure, but also opens a clear path for career development.

In this phase of the readiness assessment, individual skills are categorized according to the following scale:

1. **Have read some information on the topic**
2. **Can install with assistance**
3. **Can install, configure and troubleshoot without assistance**
4. **Have installed numerous times without assistance and can provide pre-sales and positioning information on this product**
5. **Product expert, can teach topics on this product, one of the team product leaders**

The application of a scale provides for a quantitative measurement of personnel skills that can be baselined against best practices established by industry norms. This method is referred to as Workforce Planning. Workforce Planning (WFP) ensures that "the right people with the right skills are in the right place at the right time." This suggests a methodical process that provides managers with a framework for making human-resource decisions based on an organization’s mission, strategic plan, budgetary resources, and a set of desired workforce competencies.



Exhibit 4

Exhibit 4 graphically depicts the steps of the workforce planning model. Workforce planning is a dynamic, continuous process normally applied in five-year cycles, matching to technology refresh cycles.

The ratio of certified subject-matter experts to generalists changes by product type, business model, support structure (i.e. in-house vs. outsourced) and maturity of the technological environment. There are no best-practice models that cover all industries, types of workers, etc., since each business environment has too many variables that prevent a global categorization. The workforce planning approach was created to address these variables.

We will begin our skills assessment with an impact analysis to align existing workforce to the anticipated future state of the organization (exhibit 5). Once we have identified the working environment and business model of each governmental entity, a skills-assessment matrix will be completed by administering questionnaires centered on current product sets and support requirements.

## Network Readiness Assessment

### *Return on Investment - References*

To create a model that predicts process, human resources or material savings is highly speculative without empirical data. Each model is unique and cannot be constructed until the controllable variables can be identified and worked into the savings model. This section will refer to some possible savings areas and some data that have been calculated based on similar assessments.

The goal of this project is to identify those variables that have the greatest impact on savings and efficiency by employing a shared-services environment.

Aberdeen's research benchmarks<sup>1</sup> provide an in-depth and comprehensive look into process, procedure, methodologies, and technologies with best-practice identification. From a 2007 survey conducted by the Aberdeen Group of 235 companies, the following research benchmarks were recorded:

- 1,158% average improvement in response times for business-critical applications
- 87% average improvement in bandwidth utilization
- 100% decreased WAN latency
- The best in class are twice as likely to have capabilities to centrally manage WAN optimization in appliances compare with laggards
- 61% of average organizations do not have the capability to centrally manage network appliances

Additional benchmark information can be found in "Shared Service: A Benchmark Study" by Kristin Purtell (The Johnsson Group)<sup>2</sup> in 2005:

- Cost reduction and transaction efficiency remain the top two reasons for transitioning to shared services.
- By implementing a shared-services model, companies across a wide variety of industries have achieved significant cost savings, averaging 15%.

---

<sup>1</sup> The Aberdeen Group (October 2007) Optimizing WAN for Application Acceleration

<sup>2</sup> Kristin Purtell (2005) Shared Service A Benchmark Study. The Johnsson Group (<http://www.cfoclub.cz/data/1132664833/shared-services.pdf>)

Network Readiness Assessment ROI Calculator

Appendix

Aggregated Assessment

The largest multiplier effect is due to the network infrastructure assessment. Where a shared services model can leverage a single tool and single resource across secured VPN's, an individual approach requires six tools and six individuals each running their own assessment in parallel which basically increases work effort by a factor of 6.

Individual County Assessments	
Stark County	\$ 76,063.00
Cuyahoga County	\$ 76,063.00
Medina County	\$ 76,063.00
Erie County	\$ 76,063.00
Trumbull County	\$ 76,063.00
City of Parma	\$ 76,063.00
Total without Shared Service	\$ 456,378.00

Network Readiness Assessment - Shared Service			
	Cost		Savings
Stark County	\$ 25,542.93		\$ 50,520.07
Cuyahoga County	\$ 25,542.93		\$ 50,520.07
Medina County	\$ 25,542.93		\$ 50,520.07
Erie County	\$ 25,542.93		\$ 50,520.07
Trumbull County	\$ 25,542.93		\$ 50,520.07
City of Parma	\$ 25,542.93		\$ 50,520.07
Total	\$ 153,257.58		\$ 303,120.42

Total Savings with Shared Service	\$ 303,120.42
Total Project Cost	\$ 153,257.58
Expected Return on Investment	197.78

Combined Cost of Full Assessment	Network	Application	Skills	
	\$ 102,317.58	\$ 32,280.00	\$ 18,660.00	
Total Cost				\$ 153,257.58
Cost per County				\$ 25,542.93

In conjunction with a \$60 million network expansion across our partner counties and neighboring counties in northeast Ohio, OneCommunity worked with the State of Ohio as a possible customer for network related services. Through our work with them we were able to identify a number of state office locations in our footprint where there were numerous circuits going into the building, which could readily be consolidated/shared at an immediate cost savings. One such location in downtown Cleveland (615 West Superior), housed the Dept of Youth Services, the Lottery Commission, a Dept of Commerce office, Dept of Health Office, Rehabilitations & Corrections office, and several offices for the Dept of Jobs & Family Services – all with separate T1 lines in the building, at an average monthly cost of almost \$1,000.00 (9 circuits in total, over \$10k/month). A single 25 mbps circuit which OneCommunity could provide would have provided more bandwidth in total at 25% of the cost, for an estimated \$7500/month savings at just one location!

We estimate identifying similar consolidation opportunities in each of the partner counties. With a conservative estimate that we could identify situation with at least 4 circuits to be consolidated, the yearly return would be \$86,400 (1 Year) and \$259,200 (3 Years)

Example - Circuit Consolidation

	Original Cost	Consolidated Cost
Month	\$ 4,000.00	\$ 1,000.00
Year	\$ 48,000.00	\$ 12,000.00
Total Savings	\$ 36,000.00	
Partner Counties	6	
Yearly Savings (estimate consolidating a minimum of 4 circuits per county)	\$ 14,400.00	
Total Savings (1 Year)	\$ 86,400.00	
Total Savings (3 Years)	\$ 259,200.00	



P1

TOTAL POPULATION  
Universe: Total population  
2010 Census Summary File 1

NOTE: For information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2010/doc/sf1.pdf>.

	<b>Cuyahoga County, Ohio</b>	<b>Erie County, Ohio</b>	<b>Lorain County, Ohio</b>	<b>Mahoning County, Ohio</b>	<b>Medina County, Ohio</b>	<b>Stark County, Ohio</b>
Total	1,280,122	77,079	301,356	238,823	172,332	375,586

	<b>Summit County, Ohio</b>	<b>Trumbull County, Ohio</b>
Total	541,781	210,312

Source: U.S. Census Bureau, 2010 Census.

# Resolution

Distribution

Stark County Commissioners

Journal  
File

Adopted August 15, 2012

Subject

## **AUTHORIZING BOARD PRESIDENT TO SIGN MUAC FOR SHARED NETWORK READINESS ASSESSMENT GRANT PROPOSAL**

Commissioner Creighton moved for the adoption of the following Resolution, which was seconded by Commissioner Ferguson:

**WHEREAS**, on February 22, 2012, the Board of Stark County Commissioners approved a resolution declaring Stark County's participation in a shared services/network readiness assessment grant application; and

**WHEREAS**, OneCommunity, Stark County's partner in making application for a Local Government Innovation Fund Grant on behalf of Cuyahoga, Lorain, Trumbull, Medina, and Erie counties, and the City of Parma, has requested that each participating county sign a Memorandum of Mutual Understanding and Collaboration as part of the grant application; and

**WHEREAS**, the aforementioned MUAC is incorporated herein by reference and made a part hereof as though rewritten herein in full;

**NOW, THEREFORE, BE IS RESOLVED** that this Board of Commissioners authorizes the President of the Board to sign the supporting MUAC as part of the Local Government Innovation Fund Grant proposal.

Upon roll call the vote results are as follows:

Mr. Bernabei: yes    Dr. Ferguson: yes    Ms. Creighton: yes

### CERTIFICATE

I, the undersigned Administrator of the Board of Stark County Commissioners, hereby certify that the foregoing is a true and correct record of the resolutions of said Board.

Michael Hanke  
Michael Hanke  
County Administrator

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
Between  
STARK COUNTY  
And  
CUYAHOGA COUNTY, LORAIN COUNTY, TRUMBULL COUNTY,  
MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
ONECOMMUNITY**

This memorandum of Mutual Understanding and Collaboration (MUAC) describes the relationship between Stark County and Cuyahoga, Lorain, Erie, Trumbull, and Medina counties, the City of Parma (“Partners”) and OneCommunity. Further, this MUAC articulates our mutual objectives and agreements, and the manner in which we will work together to advance the Network Readiness Assessment (“Assessment”) being conducted by OneCommunity, a nonprofit broadband provider, on behalf of Stark County.

**1. SHARED OBJECTIVES**

- A. We share common concerns for the financial welfare and future sustainability of our respective communities;
- B. We share a desire to achieve the best practices possible in the delivery of municipal services depended upon by our residents;
- C. We share a desire to deliver services to our residents in the most efficient and cost-effective manner possible;
- D. We share a mutual understanding that shared services are enabled by high-capacity broadband; and
- E. We share a desire to have among our six counties: 1) a full understanding of the existing broadband network conditions within our respective communities individually and collectively; 2) knowledge of the full range of possibilities for coordination of services, sharing of services, and leveraging broadband networks; 3) an understanding of the readiness, cost, benefit, and effectiveness of coordinated, shared services and/or merged services, enabled by robust broadband networks, among our communities; and 4) the full depth of information required to help our counties make good decisions regarding the question of our broadband networks.

**2. PURPOSE**

The purpose of this MUAC is to identify and formalize the roles and responsibilities of Stark County and the six partners during the Network Readiness Assessment and in support of an application for funding to the Ohio Department of Development’s Local Government Innovation Fund.

The Network Readiness Assessment is designed to evaluate the current state of each Partner’s broadband network infrastructure to ensure that they are prepared to offer and

receive high-quality, customer-centric shared services. A data collection, assessment, and analysis methodology will be used to benchmark the readiness of the counties to provide and receive shared services. The Network Readiness Assessment will also include the evaluation of current service-delivery models and identify shared-service opportunities, offered through existing service providers within their county or from the state. The final component of the Network Readiness Assessment will include identification of human/technical resources necessary for effective uses of broadband technology.

### **3. THE PARTNERS**

The collaborative partners of the Network Readiness Assessment include: Stark County, Cuyahoga, Lorain, Medina, Erie, and Trumbull counties and the City of Parma.

### **4. STATEMENT OF COMMITMENT**

The Partners agree to the following roles, responsibilities, and tasks in order to fulfill the purpose of this MUAC.

#### **Stark County agrees to:**

- A. Act as the fiscal agent responsible for the allocation and accounting of funds received through the Local Government Innovation Grant
- B. Will submit grant updates and reports in compliance with LGIF regulations

#### **The Partners agree to:**

- A. Actively participate in the Network Readiness Assessment by providing information/data and access to county/city network information
- B. Attend quarterly and ad hoc meetings as necessary
- C. Identify a "lead" within their organization that will be responsible for coordinating access to staff, facilities and information/data and will facilitate communications, updates and other information to their respective leadership.
- D. Work with the parties to ensure the reasonable availability of IT staff and facilities
- E. Will provide data and information required to complete the network readiness assessment
- F. Will provide data and information required for compliance with LGIF grant regulations
- G. Make a good-faith effort to evaluate and consider implementation of the findings of the Assessment.

#### **OneCommunity agrees to:**

OneCommunity will commit to do all of the following:

- A. Complete a Network Readiness Assessment for each of the partners

- B. Provide technical assistance, research, and facilitation of the Network Readiness Assessment.
- C. Coordinate services to be provided by project managers and subject-matter experts
- D. Convene regular meetings and/or ad hoc meetings as necessary
- E. Help identify opportunities for coordination of services and shared-service delivery
- F. Identify practices and methodologies that make the Network Readiness Assessment scalable and replicable for other municipalities within each county and/or for other Ohio counties

## 5. PRINCIPAL CONTACTS

The principal contacts for this MUAC are listed below.

### **Stark County**

Micheal E. Hanke  
 County Administrator  
 110 Central Plaza  
 S. Canton, OH 44702  
 330-451-7781 (Main Phone)

### **Cuyahoga County**

Jeff Mowry  
 Chief Information Officer  
 1255 Euclid Avenue  
 Cleveland, OH 44115  
 216-443-8010 (Main Phone)

### **County of Erie**

Robert M. Lange  
 Chief Information Officer  
 2900 Columbus Ave. 2nd Fl. Annex  
 Sandusky, OH 44870  
 419-624-6948

### **Lorain County**

James R. Cordes  
 County Administrator  
 226 Mille Avenue  
 Elyria, Ohio 44035  
 440-329-5760

### **Medina County**

Adam Friedrich  
 County Commissioner  
 144 N. Broadway Street, Room 201  
 Medina, Ohio 44256  
 330.722.9208

### **Trumbull County**

Bill Miller  
 Director - Trumbull County Planning  
 Commission 347 North Park Avenue  
 Warren, OH 44481  
 330-675-2790 (Main Phone)

### **City of Parma**

Mike Culp  
 Chief of Staff  
 6611 Ridge Road  
 Parma, Ohio 44129  
 (440)885-8001

### **OneCommunity**

Scot Rourke  
 President  
 800 W. St. Clair – 2<sup>nd</sup> Floor  
 Cleveland, OH 44113  
 216-923-2200

## **6. GRANT FUNDS**

The parties agree that any grant funds that may be awarded for the study may be received by Stark County. However, the expenditure of such grant funds must be in accordance with any grant award agreement, and Stark County shall notify each party to this Agreement of the receipt and expenditure of funds.

## **7. TERMINATION**

This MUAC may be terminated by any party for any reason by giving the other parties thirty (30) days written notice. Notices shall be given by written communication deposited in the United States mail, postage paid and delivered by registered mail, return receipt requested.

## **8. CHANGES AND MODIFICATIONS**

Any changes to this MUAC must be mutually agreed upon and made in writing and signed by all parties.

## **9. EFFECTIVE DATE AND TERM**

This MUAC shall be effective upon execution by the parties and shall be in force until June 31, 2014.

## **10. PUBLIC RECORDS**

All public records in connection with this Agreement are subject to Ohio Public Records Laws and may be made available for review and inspection to anyone making a request pursuant to the provisions of the Ohio Revised Code. In no event shall Stark County, or any of their agents, representatives, consultants, officers, or employees be liable for disclosure of any work products or other documents provided in relationship to this Study or Agreement.

## **11. AUTHORITY**

The parties to this MUAC are authorized representatives and signatories of their respective political subdivisions of the State of Ohio, and have subscribed to and affixed their respective signatures to this MUAC.

## **12. SPECIAL ACKNOWLEDGEMENTS**

The parties intend this MUAC to be binding with respect to its contents; however, it does not constitute a binding obligation beyond the commitments stated herein.

## **13. AGREEMENT COUNTERPARTS**

This Agreement may be executed in any number of counterparts and by different parties in separate counterparts. Each counterpart when so executed shall be deemed to be an original and all of which together shall constitute one and the same agreement.

#### **14. ELECTRONIC SIGNATURES**

By signing this Agreement, the parties agree to conduct this transaction by electronic means. Therefore, the parties agree that all documents requiring the parties signatures may be executed by electronic means, and that the electronic signatures affixed by the parties to said documents shall have the same legal effect as if the signature was manually affixed to a paper version of the document.

The parties also agree to be bound by the provisions of Chapters 304 and 1306 of the Ohio Revised Code as they pertain to Electronic Transactions, and to comply with the Electronic Signature Policy of Stark County.

**15. SIGNATORIES**

We, the collaborative partners on the Network Readiness Assessment, agree to work together in accordance with this MUAC:

 8/15/12  
\_\_\_\_\_  
Stark County Date

\_\_\_\_\_  
Cuyahoga County Date

\_\_\_\_\_  
Lorain County Date

\_\_\_\_\_  
Trumbull Date

\_\_\_\_\_  
Medina Date

\_\_\_\_\_  
Parma Date

\_\_\_\_\_  
Erie Date

\_\_\_\_\_  
OneCommunity Date

# County Council of Cuyahoga County, Ohio

## Resolution No. R2012-0163

Sponsored by: **County Executive FitzGerald**

**A Resolution** supporting submission of applications on behalf of Cuyahoga County for third-round funding under the Local Government Innovation Fund available through the State of Ohio, Department of Development; authorizing the County Executive and Department Directors to take all steps necessary in furtherance of this goal, including, entering into partnership initiatives/memoranda of understanding with any other potential partners; and declaring the necessity that this Resolution become immediately effective.

WHEREAS, Section 3.17 of the County's Contracting and Purchasing Procedures Ordinance, Ordinance No. O2011-0044, as amended, provides that the "County Executive may apply for and accept grants on behalf of the county without specific approval from the Contracts and Purchasing Board, the Board of Control, or the County Council," and Section 4.15 provides that "[t]his Ordinance is intended to fulfill any state, federal, or other requirement for a Resolution or Ordinance granting the County Executive the authority to apply for or accept grants on behalf of the County;" and,

WHEREAS, to further demonstrate the County's support and bolster the County's applications for funding from the Local Government Innovation Fund administered by the State of Ohio, the County Executive has requested specific support from the County Council through this Resolution, in addition to the general authority granted to the County Executive in the Contracting and Purchasing Procedures Ordinance, to submit applications by County departments and agencies, where Cuyahoga County is serving as the 'primary applicant' or as a 'collaborative partner' with political subdivisions for the third round of funding from the Local Government Innovation Fund available through the State of Ohio, Department of Development; and,

WHEREAS, in accordance with the application procedures for the Local Government Innovation Fund, the State of Ohio, Department of Development, requests a resolution of support from the applicant's and collaborative partner's governing entity; and,

WHEREAS, the Local Government Innovation Fund was established to provide financial assistance to Ohio political subdivisions for planning and implementing projects that are projected to create more efficient and effective service delivery within a specific discipline of government services for one or more entities; and,

WHEREAS, through the Local Government Innovation Fund, the State of Ohio, Department of Development seeks to promote efficiency, collaboration, merger, and shared services among local governments; and,

WHEREAS, the applications are to be submitted for third round of funding to the Local Government Innovation Fund where Cuyahoga County is the 'primary applicant' or as a 'collaborative partner' in order to facilitate efficiencies in various disciplines of government service including economic development, education, information technology, and regional collaboration; and,

WHEREAS, Cuyahoga County is working collaboratively on submitting applications with a number of municipal, non-profit, and private partners across the county and region; and,

WHEREAS, the applications for the third round of Local Government Innovation Fund awards are due on September 4, 2012 to the State of Ohio, Department of Development; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order to meet the application deadlines mandated by the State of Ohio, Department of Development.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** The County Council hereby supports the submission of applications by County departments and agencies as the 'primary applicant' and as a 'collaborative partner' with political subdivisions for the third round of funding from the Local Government Innovation Fund available through the State of Ohio, Department of Development.

**SECTION 2.** The County Executive and Department Directors are hereby authorized to take all steps necessary in furtherance of the County's applications to the Local Government Innovation Fund, including, but not limited to, entering into partnership initiatives/memoranda of understanding, with any other potential partners.

**SECTION 3.** It is necessary that this Resolution become immediately effective, in order that critical services provided by Cuyahoga County can continue, and to continue the usual and daily operation of the County. Provided that this Resolution receives the affirmative vote of eight members of Council, this Resolution shall become immediately effective upon the signature of the County Executive.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

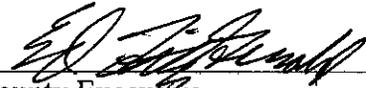
On a motion by Mr. Schron, seconded by Mr. Germana, the foregoing Resolution was duly adopted.

Yeas: Simon, Greenspan, Miller, Brady, Germana, Gallagher, Schron, Conwell, Jones, Rogers and Connally

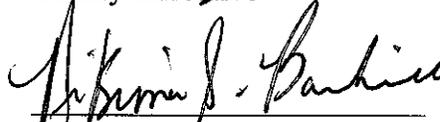
Nays: None

  
County Council President

8-28-12  
Date

  
County Executive

8-31-12  
Date

  
Deputy Clerk of Council

8/28/2012  
Date

First Reading/Referred to Committee: August 14, 2012  
Committee(s) Assigned: Economic Development & Planning

Journal CC007  
August 28, 2012

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
Between  
STARK COUNTY  
And  
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MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
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 County Commissioner  
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**City of Parma**

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 Chief of Staff  
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 Parma, Ohio 44129  
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**OneCommunity**

Scot Rourke  
 President  
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 Cleveland, OH 44113  
 216-923-2200

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## **9. EFFECTIVE DATE AND TERM**

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## **10. PUBLIC RECORDS**

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By signing this Agreement, the parties agree to conduct this transaction by electronic means. Therefore, the parties agree that all documents requiring the parties signatures may be executed by electronic means, and that the electronic signatures affixed by the parties to said documents shall have the same legal effect as if the signature was manually affixed to a paper version of the document.

The parties also agree to be bound by the provisions of Chapters 304 and 1306 of the Ohio Revised Code as they pertain to Electronic Transactions, and to comply with the Electronic Signature Policy of Stark County.

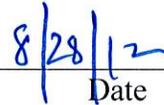
**15. SIGNATORIES**

We, the collaborative partners on the Network Readiness Assessment, agree to work together in accordance with this MUAC:

---

Stark County Date





---

Cuyahoga County Date

---

Lorain County Date

---

Trumbull Date

---

Medina Date

---

Parma Date

---

Erie Date

---

OneCommunity Date



TRUMBULL COUNTY COMMISSIONERS

160 High Street, NW
Warren, Ohio 44481-1093
330-675-2451 • Fax 330-675-2462

Commissioners
Frank S. Fuda
Paul E. Heltzel
Daniel E. Polivka

Clerk
Paulette A. Godfrey

August 22, 2012

The following action was taken by the Board of Trumbull County Commissioners on August 22, 2012, and duly recorded in their Journal Volume 138, page 16912.

\*\*\*\*\*
RE: EXECUTE MEMORANDUM OF UNDERSTANDING
AND COLLABORATION WITH STARK,
CUYAHOGA, SUMMIT, LORAIN, MAHONING AND
MEDINA COUNTIES, AND ONECOMMUNITY,
TO APPLY FOR A GRANT TO OHIO LOCAL
GOVERNMENT INNOVATION FUND TO
CONDUT "NETWORK READINESS ASSESSMENT

MOTION: Made by Mr. Polivka, seconded by Mr. Fuda, to authorize Frank S. Fuda, President of the Board of Trumbull County Commissioners, to execute the Memorandum of Understanding and Collaboration with Stark, Cuyahoga, Summit, Lorain, Mahoning and Medina counties, and OneCommunity, a not-for-profit organization, to apply for a grant to the Ohio Local Government Innovation Fund to conduct a "Network Readiness Assessment" of broadband infrastructure in Trumbull County, AND to authorize the Trumbull County Planning Commission Director, William F. Miller, to be designated as the principal contact for the Memorandum of Mutual Understanding and Collaboration—with Stark County being designated as the lead agency for the grant application—no cash match is requested; this action per the recommendation of the Planning Commission, and subject to the approval of the Prosecutor's Office.

NOTE: The purposes of the MUAC are to identify and formalize the roles and responsibilities of the six counties during the network readiness assessment and to support the grant application to the Ohio Department of Development's Local Government Innovation Fund. The network readiness assessment will evaluate, through data collection, assessment and analysis, the current state of each county's broadband infrastructure to ensure that the counties are prepared to offer and receive high-quality, customer-centric shared services. The assessment will also evaluate current service-delivery models and identify shared service opportunities through existing service providers within the county or from the state. The assessment will also identify human/technical resources necessary for effective uses of broadband technology.

Yeas: Polivka, Fuda
Nays: None

CERTIFICATION

I, Paulette A. Godfrey, Clerk of the Board of County Commissioners, Trumbull County, Ohio, do hereby certify that the foregoing is a true and correct copy of a Resolution adopted by the Board of Trumbull County Commissioners on August 22, 2012, and is duly recorded in Journal Volume 138, page 16912.

Handwritten signature of Paulette A. Godfrey
Paulette A. Godfrey, Clerk/Interim Administrator
Board of County Commissioners

/kat

cc: Planning Commission

August 29, 2012

NOTE TO PLANNING COMMISSION: Enclosed is a copy of the Memorandum of Understanding signed by Commissioner Fuda. It is our understanding that you will obtain the remainder of the signatures and return a copy to our office for our files. Thank you.

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
Between  
STARK COUNTY  
And  
CUYAHOGA COUNTY, LORAIN COUNTY, TRUMBULL COUNTY,  
MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
ONECOMMUNITY**

This memorandum of Mutual Understanding and Collaboration (MUAC) describes the relationship between Stark County and Cuyahoga, Lorain, Erie, Trumbull, and Medina counties, the City of Parma (“Partners”) and OneCommunity. Further, this MUAC articulates our mutual objectives and agreements, and the manner in which we will work together to advance the Network Readiness Assessment (“Assessment”) being conducted by OneCommunity, a nonprofit broadband provider, on behalf of Stark County.

**1. SHARED OBJECTIVES**

- A. We share common concerns for the financial welfare and future sustainability of our respective communities;
- B. We share a desire to achieve the best practices possible in the delivery of municipal services depended upon by our residents;
- C. We share a desire to deliver services to our residents in the most efficient and cost-effective manner possible;
- D. We share a mutual understanding that shared services are enabled by high-capacity broadband; and
- E. We share a desire to have among our six counties: 1) a full understanding of the existing broadband network conditions within our respective communities individually and collectively; 2) knowledge of the full range of possibilities for coordination of services, sharing of services, and leveraging broadband networks; 3) an understanding of the readiness, cost, benefit, and effectiveness of coordinated, shared services and/or merged services, enabled by robust broadband networks, among our communities; and 4) the full depth of information required to help our counties make good decisions regarding the question of our broadband networks.

**2. PURPOSE**

The purpose of this MUAC is to identify and formalize the roles and responsibilities of Stark County and the six partners during the Network Readiness Assessment and in support of an application for funding to the Ohio Department of Development’s Local Government Innovation Fund.

The Network Readiness Assessment is designed to evaluate the current state of each Partner’s broadband network infrastructure to ensure that they are prepared to offer and

receive high-quality, customer-centric shared services. A data collection, assessment, and analysis methodology will be used to benchmark the readiness of the counties to provide and receive shared services. The Network Readiness Assessment will also include the evaluation of current service-delivery models and identify shared-service opportunities, offered through existing service providers within their county or from the state. The final component of the Network Readiness Assessment will include identification of human/technical resources necessary for effective uses of broadband technology.

### **3. THE PARTNERS**

The collaborative partners of the Network Readiness Assessment include: Stark County, Cuyahoga, Lorain, Medina, Erie, and Trumbull counties and the City of Parma.

### **4. STATEMENT OF COMMITMENT**

The Partners agree to the following roles, responsibilities, and tasks in order to fulfill the purpose of this MUAC.

#### **Stark County agrees to:**

- A. Act as the fiscal agent responsible for the allocation and accounting of funds received through the Local Government Innovation Grant
- B. Will submit grant updates and reports in compliance with LGIF regulations

#### **The Partners agree to:**

- A. Actively participate in the Network Readiness Assessment by providing information/data and access to county/city network information
- B. Attend quarterly and ad hoc meetings as necessary
- C. Identify a “lead” within their organization that will be responsible for coordinating access to staff, facilities and information/data and will facilitate communications, updates and other information to their respective leadership.
- D. Work with the parties to ensure the reasonable availability of IT staff and facilities
- E. Will provide data and information required to complete the network readiness assessment
- F. Will provide data and information required for compliance with LGIF grant regulations
- G. Make a good-faith effort to evaluate and consider implementation of the findings of the Assessment.

#### **OneCommunity agrees to:**

OneCommunity will commit to do all of the following:

- A. Complete a Network Readiness Assessment for each of the partners

- B. Provide technical assistance, research, and facilitation of the Network Readiness Assessment.
- C. Coordinate services to be provided by project managers and subject-matter experts
- D. Convene regular meetings and/or ad hoc meetings as necessary
- E. Help identify opportunities for coordination of services and shared-service delivery
- F. Identify practices and methodologies that make the Network Readiness Assessment scalable and replicable for other municipalities within each county and/or for other Ohio counties

## 5. PRINCIPAL CONTACTS

The principal contacts for this MUAC are listed below.

### **Stark County**

Micheal E. Hanke  
 County Administrator  
 110 Central Plaza  
 S. Canton, OH 44702  
 330-451-7781 (Main Phone)

### **Cuyahoga County**

Jeff Mowry  
 Chief Information Officer  
 1255 Euclid Avenue  
 Cleveland, OH 44115  
 216-443-8010 (Main Phone)

### **County of Erie**

Robert M. Lange  
 Chief Information Officer  
 2900 Columbus Ave. 2nd Fl. Annex  
 Sandusky, OH 44870  
 419-624-6948

### **Lorain County**

James R. Cordes  
 County Administrator  
 226 Mille Avenue  
 Elyria, Ohio 44035  
 440-329-5760

### **Medina County**

Adam Friedrich  
 County Commissioner  
 144 N. Broadway Street, Room 201  
 Medina, Ohio 44256  
 330.722.9208

### **Trumbull County**

Bill Miller  
 Director - Trumbull County Planning  
 Commission  
 347 North Park Avenue  
 Warren, OH 44481  
 330-675-2790 (Main Phone)

### **City of Parma**

Mike Culp  
 Chief of Staff  
 6611 Ridge Road  
 Parma, Ohio 44129  
 (440)885-8001

### **OneCommunity**

Scot Rourke  
 President  
 800 W. St. Clair – 2<sup>nd</sup> Floor  
 Cleveland, OH 44113  
 216-923-2200

## **6. GRANT FUNDS**

The parties agree that any grant funds that may be awarded for the study may be received by Stark County. However, the expenditure of such grant funds must be in accordance with any grant award agreement, and Stark County shall notify each party to this Agreement of the receipt and expenditure of funds.

## **7. TERMINATION**

This MUAC may be terminated by any party for any reason by giving the other parties thirty (30) days written notice. Notices shall be given by written communication deposited in the United States mail, postage paid and delivered by registered mail, return receipt requested.

## **8. CHANGES AND MODIFICATIONS**

Any changes to this MUAC must be mutually agreed upon and made in writing and signed by all parties.

## **9. EFFECTIVE DATE AND TERM**

This MUAC shall be effective upon execution by the parties and shall be in force until June 31, 2014.

## **10. PUBLIC RECORDS**

All public records in connection with this Agreement are subject to Ohio Public Records Laws and may be made available for review and inspection to anyone making a request pursuant to the provisions of the Ohio Revised Code. In no event shall Stark County, or any of their agents, representatives, consultants, officers, or employees be liable for disclosure of any work products or other documents provided in relationship to this Study or Agreement.

## **11. AUTHORITY**

The parties to this MUAC are authorized representatives and signatories of their respective political subdivisions of the State of Ohio, and have subscribed to and affixed their respective signatures to this MUAC.

## **12. SPECIAL ACKNOWLEDGEMENTS**

The parties intend this MUAC to be binding with respect to its contents; however, it does not constitute a binding obligation beyond the commitments stated herein.

## **13. AGREEMENT COUNTERPARTS**

This Agreement may be executed in any number of counterparts and by different parties in separate counterparts. Each counterpart when so executed shall be deemed to be an

original and all of which together shall constitute one and the same agreement.

#### **14. ELECTRONIC SIGNATURES**

By signing this Agreement, the parties agree to conduct this transaction by electronic means. Therefore, the parties agree that all documents requiring the parties signatures may be executed by electronic means, and that the electronic signatures affixed by the parties to said documents shall have the same legal effect as if the signature was manually affixed to a paper version of the document.

The parties also agree to be bound by the provisions of Chapters 304 and 1306 of the Ohio Revised Code as they pertain to Electronic Transactions, and to comply with the Electronic Signature Policy of Stark County.

**15. SIGNATORIES**

We, the collaborative partners on the Network Readiness Assessment, agree to work together in accordance with this MUAC:

\_\_\_\_\_  
Stark County Date

\_\_\_\_\_  
Cuyahoga County Date

\_\_\_\_\_  
Lorain County Date  
*Trumbull* *8/29/12*  
Trumbull Date

\_\_\_\_\_  
Medina Date

\_\_\_\_\_  
Parma Date

\_\_\_\_\_  
Erie Date

\_\_\_\_\_  
OneCommunity Date

**REGULAR MEETING – MONDAY, AUGUST 20, 2012**

The Board of County Commissioners of Medina County, Ohio, met in regular session on this date with the following members present:

STEPHEN D. HAMBLEY      ADAM FRIEDRICK      PATRICIA G. GEISSMAN

Mr. Friedrich offered the following resolution and moved the adoption of same, which was duly seconded by Mrs. Geissman.

**RESOLUTION NO. 12-0769  
SUPPORTING PARTICIPATION IN A SHARED SERVICES/NETWORK  
READINESS ASSESSMENT PROJECT THROUGH THE OHIO LOCAL  
GOVERNMENT INNOVATION FUND GRANT PROGRAM**

**WHEREAS**, Stark County has initiated a project to study the merits of a Network Readiness Assessment for local governments to complete as a prerequisite for establishing or participating in shared services offerings, and

**WHEREAS**, Stark County, One Community, and other county governments wish to serve as collaborative partners with Medina County in order to facilitate the Network Readiness Assessment study process, and

**WHEREAS**, these partners wish to seek funding from the State of Ohio's Local Government Innovation Fund grant program, through the Ohio Department of Development, to support this Network Readiness Assessment study, with an emphasis on process implementation, and

**WHEREAS**, the Local Government Innovation Fund was established to provide financial assistance to Ohio political subdivisions for planning and implementing projects that can create more efficient and effective service delivery within a specific discipline of government for one or more entities, and

**WHEREAS**, through the Local Government Innovation Fund, the Ohio Department of Development seeks to promote efficiency, collaboration, merged services, and shared services among local governments, and

**WHEREAS**, Local Government Innovation Fund grant funding represents one of the key sources of funding necessary for evaluating the opportunities for shared service efficiencies.

**NOW, THEREFORE, BE IT RESOLVED** by this Board of County Commissioners that participation in the Network Readiness Assessment project with Stark County, One Community, and other county governments is hereby supported and that the Board be authorized to subsequently execute a memorandum of understanding with the project partners that details the project objectives, agreements, and expectations.

Voting AYE thereon: Mr. Hambley, Mr. Friedrich, and Mrs. Geissman

Adopted: August 20, 2012

Prepared by: County Administrator

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
Between  
STARK COUNTY  
And  
CUYAHOGA COUNTY, LORAIN COUNTY, TRUMBULL COUNTY,  
MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
ONECOMMUNITY**

This memorandum of Mutual Understanding and Collaboration (MUAC) describes the relationship between Stark County and Cuyahoga, Lorain, Erie, Trumbull, and Medina counties, the City of Parma (“Partners”) and OneCommunity. Further, this MUAC articulates our mutual objectives and agreements, and the manner in which we will work together to advance the Network Readiness Assessment (“Assessment”) being conducted by OneCommunity, a nonprofit broadband provider, on behalf of Stark County.

**1. SHARED OBJECTIVES**

- A. We share common concerns for the financial welfare and future sustainability of our respective communities;
- B. We share a desire to achieve the best practices possible in the delivery of municipal services depended upon by our residents;
- C. We share a desire to deliver services to our residents in the most efficient and cost-effective manner possible;
- D. We share a mutual understanding that shared services are enabled by high-capacity broadband; and
- E. We share a desire to have among our six counties: 1) a full understanding of the existing broadband network conditions within our respective communities individually and collectively; 2) knowledge of the full range of possibilities for coordination of services, sharing of services, and leveraging broadband networks; 3) an understanding of the readiness, cost, benefit, and effectiveness of coordinated, shared services and/or merged services, enabled by robust broadband networks, among our communities; and 4) the full depth of information required to help our counties make good decisions regarding the question of our broadband networks.

**2. PURPOSE**

The purpose of this MUAC is to identify and formalize the roles and responsibilities of Stark County and the six partners during the Network Readiness Assessment and in support of an application for funding to the Ohio Department of Development’s Local Government Innovation Fund.

The Network Readiness Assessment is designed to evaluate the current state of each Partner’s broadband network infrastructure to ensure that they are prepared to offer and

receive high-quality, customer-centric shared services. A data collection, assessment, and analysis methodology will be used to benchmark the readiness of the counties to provide and receive shared services. The Network Readiness Assessment will also include the evaluation of current service-delivery models and identify shared-service opportunities, offered through existing service providers within their county or from the state. The final component of the Network Readiness Assessment will include identification of human/technical resources necessary for effective uses of broadband technology.

### **3. THE PARTNERS**

The collaborative partners of the Network Readiness Assessment include: Stark County, Cuyahoga, Lorain, Medina, Erie, and Trumbull counties and the City of Parma.

### **4. STATEMENT OF COMMITMENT**

The Partners agree to the following roles, responsibilities, and tasks in order to fulfill the purpose of this MUAC.

#### **Stark County agrees to:**

- A. Act as the fiscal agent responsible for the allocation and accounting of funds received through the Local Government Innovation Grant
- B. Will submit grant updates and reports in compliance with LGIF regulations

#### **The Partners agree to:**

- A. Actively participate in the Network Readiness Assessment by providing information/data and access to county/city network information
- B. Attend quarterly and ad hoc meetings as necessary
- C. Identify a “lead” within their organization that will be responsible for coordinating access to staff, facilities and information/data and will facilitate communications, updates and other information to their respective leadership.
- D. Work with the parties to ensure the reasonable availability of IT staff and facilities
- E. Will provide data and information required to complete the network readiness assessment
- F. Will provide data and information required for compliance with LGIF grant regulations
- G. Make a good-faith effort to evaluate and consider implementation of the findings of the Assessment.

#### **OneCommunity agrees to:**

OneCommunity will commit to do all of the following:

- A. Complete a Network Readiness Assessment for each of the partners

- B. Provide technical assistance, research, and facilitation of the Network Readiness Assessment.
- C. Coordinate services to be provided by project managers and subject-matter experts
- D. Convene regular meetings and/or ad hoc meetings as necessary
- E. Help identify opportunities for coordination of services and shared-service delivery
- F. Identify practices and methodologies that make the Network Readiness Assessment scalable and replicable for other municipalities within each county and/or for other Ohio counties

## 5. PRINCIPAL CONTACTS

The principal contacts for this MUAC are listed below.

### **Stark County**

Micheal E. Hanke  
 County Administrator  
 110 Central Plaza  
 S. Canton, OH 44702  
 330-451-7781 (Main Phone)

### **Cuyahoga County**

Jeff Mowry  
 Chief Information Officer  
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### **County of Erie**

Robert M. Lange  
 Chief Information Officer  
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### **Lorain County**

James R. Cordes  
 County Administrator  
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### **Medina County**

Adam Friedrich  
 County Commissioner  
 144 N. Broadway Street, Room 201  
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 330.722.9208

### **Trumbull County**

Bill Miller  
 Director - Trumbull County Planning  
 Commission  
 347 North Park Avenue  
 Warren, OH 44481  
 330-675-2790 (Main Phone)

### **City of Parma**

Mike Culp  
 Chief of Staff  
 6611 Ridge Road  
 Parma, Ohio 44129  
 (440)885-8001

### **OneCommunity**

Scot Rourke  
 President  
 800 W. St. Clair – 2<sup>nd</sup> Floor  
 Cleveland, OH 44113  
 216-923-2200

## **6. GRANT FUNDS**

The parties agree that any grant funds that may be awarded for the study may be received by Stark County. However, the expenditure of such grant funds must be in accordance with any grant award agreement, and Stark County shall notify each party to this Agreement of the receipt and expenditure of funds.

## **7. TERMINATION**

This MUAC may be terminated by any party for any reason by giving the other parties thirty (30) days written notice. Notices shall be given by written communication deposited in the United States mail, postage paid and delivered by registered mail, return receipt requested.

## **8. CHANGES AND MODIFICATIONS**

Any changes to this MUAC must be mutually agreed upon and made in writing and signed by all parties.

## **9. EFFECTIVE DATE AND TERM**

This MUAC shall be effective upon execution by the parties and shall be in force until June 31, 2014.

## **10. PUBLIC RECORDS**

All public records in connection with this Agreement are subject to Ohio Public Records Laws and may be made available for review and inspection to anyone making a request pursuant to the provisions of the Ohio Revised Code. In no event shall Stark County, or any of their agents, representatives, consultants, officers, or employees be liable for disclosure of any work products or other documents provided in relationship to this Study or Agreement.

## **11. AUTHORITY**

The parties to this MUAC are authorized representatives and signatories of their respective political subdivisions of the State of Ohio, and have subscribed to and affixed their respective signatures to this MUAC.

## **12. SPECIAL ACKNOWLEDGEMENTS**

The parties intend this MUAC to be binding with respect to its contents; however, it does not constitute a binding obligation beyond the commitments stated herein.

## **13. AGREEMENT COUNTERPARTS**

This Agreement may be executed in any number of counterparts and by different parties in separate counterparts. Each counterpart when so executed shall be deemed to be an original and all of which together shall constitute one and the same agreement.

#### **14. ELECTRONIC SIGNATURES**

By signing this Agreement, the parties agree to conduct this transaction by electronic means. Therefore, the parties agree that all documents requiring the parties signatures may be executed by electronic means, and that the electronic signatures affixed by the parties to said documents shall have the same legal effect as if the signature was manually affixed to a paper version of the document.

The parties also agree to be bound by the provisions of Chapters 304 and 1306 of the Ohio Revised Code as they pertain to Electronic Transactions, and to comply with the Electronic Signature Policy of Stark County.



**15. SIGNATORIES**

We, the collaborative partners on the Network Readiness Assessment, agree to work together in accordance with this MUAC:

\_\_\_\_\_  
Stark County Date

\_\_\_\_\_  
Cuyahoga County Date

\_\_\_\_\_  
Lorain County Date

\_\_\_\_\_  
Trumbull Date  
*Stacy D. Haly* 8/28/12  
\_\_\_\_\_  
Medina Date

\_\_\_\_\_  
Parma Date

\_\_\_\_\_  
Erie Date

\_\_\_\_\_  
OneCommunity Date

RESOLUTION NO. 12-423

**RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF ERIE COUNTY, OHIO, FOR THE PURPOSE OF SUPPORTING PARTICIPATION IN A SHARED SERVICES/NETWORK READINESS ASSESSMENT FOR A LOCAL GOVERNMENT INNOVATION FUND GRANT APPLICATION, ROUND 3, SUBMITTED BY STARK COUNTY**

The Board of County Commissioners of Erie County, Ohio, met this 30th day of August, 2012, in regular session with the following members present:

William J. Monaghan, Patrick J. Shenigo, and Thomas M. Ferrell, Jr.

Mr. Ferrell introduced the following resolution and moved its adoption.

**WHEREAS**, Stark County is committed to studying the merits of a Network Readiness Assessment for municipalities to complete as a prerequisite for establishing or participating in shared services offerings; and

**WHEREAS**, Stark County, Cuyahoga County, and OneCommunity, would like to serve as collaborative partners with Erie County to facilitate the Network Readiness Assessment Study process; and

**WHEREAS**, Stark County, Cuyahoga County, and OneCommunity would like to seek funding from the State of Ohio, Department of Development, Local Government Innovation Fund on behalf of Erie County to support this Network Readiness Assessment study process, particularly as it pertains to process implementation; and

**WHEREAS**, in accordance with the application procedures for the Local Government Innovation Fund, the Ohio Department of Development requests a resolution of support from the applicant's and collaborative partner's governing entity; and

**WHEREAS**, the Local Government Innovation Fund was established to provide financial assistance to Ohio political subdivisions for planning and implementing projects that are projected to create more efficient and effective service delivery within a specific discipline of government services for one or more entities; and

**WHEREAS**, through the Local Government Innovation Fund, the Ohio Department of Development seeks to promote efficiency, collaboration, merger, and shared services among local governments; and

**WHEREAS**, the Local Government Innovation Fund grant funding represents one of the key sources of funding necessary to study the merits of merging it municipalities and evaluate the opportunities for shared service efficiencies; **NOW, THEREFORE**,

**BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF ERIE COUNTY, OHIO:**

**THAT**, this Board hereby enters into a Memorandum of Mutual Understanding and Collaboration (MUAC) with Stark, Cuyahoga, Summit, Lorain, Mahoning, Trumbull, and Medina Counties, and OneCommunity, serving as a collaborative partner and supporting the efforts of Stark County in submitting a Local Government Innovation Fund (LGIF) grant application, Round 3, to fund a shared services network readiness assessment, according to the provisions as outlined in the attached document; and

**THAT**, this Board authorizes Erie County Chief Information Officer Robert M. Lange to sign the Memorandum of Mutual Understanding and Collaboration, and other documents as necessary pertaining to the LGIF grant application; and

**THAT**, this Board of County Commissioners hereby finds and determines that all formal actions relative to the adoption of this resolution were taken in an open meeting of this Board; and that all deliberations of this Board and of its committees, if any, which resulted in formal action, were taken in meetings open to the public in full compliance with applicable legal requirements, including Section 121.22 of the Revised Code.

Mr. Shenigo seconded the motion for the adoption of said resolution; and the roll being called upon its adoption, the vote resulted as follows:

**Roll Call:** Mr. Ferrell, Aye; Mr. Shenigo, Aye; Mr. Monaghan, Aye

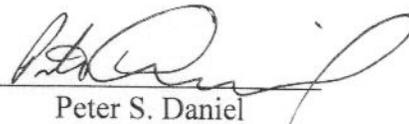
**Adopted:** August 30, 2012

**CERTIFICATE**

I, Carolyn L. Hauenstein, Clerk of the Board of County Commissioners of Erie County, Ohio, hereby do certify that the above is a true and correct copy of resolution adopted by said Board under said date, and as same appears in Commissioners' Journal Volume #190.

\_\_\_\_\_  
Board of County Commissioners  
of Erie County, Ohio Clerk

Approved by Interim County Administrator

  
Peter S. Daniel

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
Between  
STARK COUNTY  
And  
CUYAHOGA COUNTY, LORAIN COUNTY, TRUMBULL COUNTY,  
MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
ONECOMMUNITY**

This memorandum of Mutual Understanding and Collaboration (MUAC) describes the relationship between Stark County and Cuyahoga, Lorain, Erie, Trumbull, and Medina counties, the City of Parma (“Partners”) and OneCommunity. Further, this MUAC articulates our mutual objectives and agreements, and the manner in which we will work together to advance the Network Readiness Assessment (“Assessment”) being conducted by OneCommunity, a nonprofit broadband provider, on behalf of Stark County.

**1. SHARED OBJECTIVES**

- A. We share common concerns for the financial welfare and future sustainability of our respective communities;
- B. We share a desire to achieve the best practices possible in the delivery of municipal services depended upon by our residents;
- C. We share a desire to deliver services to our residents in the most efficient and cost-effective manner possible;
- D. We share a mutual understanding that shared services are enabled by high-capacity broadband; and
- E. We share a desire to have among our six counties: 1) a full understanding of the existing broadband network conditions within our respective communities individually and collectively; 2) knowledge of the full range of possibilities for coordination of services, sharing of services, and leveraging broadband networks; 3) an understanding of the readiness, cost, benefit, and effectiveness of coordinated, shared services and/or merged services, enabled by robust broadband networks, among our communities; and 4) the full depth of information required to help our counties make good decisions regarding the question of our broadband networks.

**2. PURPOSE**

The purpose of this MUAC is to identify and formalize the roles and responsibilities of Stark County and the six partners during the Network Readiness Assessment and in support of an application for funding to the Ohio Department of Development’s Local Government Innovation Fund.

The Network Readiness Assessment is designed to evaluate the current state of each Partner’s broadband network infrastructure to ensure that they are prepared to offer and

receive high-quality, customer-centric shared services. A data collection, assessment, and analysis methodology will be used to benchmark the readiness of the counties to provide and receive shared services. The Network Readiness Assessment will also include the evaluation of current service-delivery models and identify shared-service opportunities, offered through existing service providers within their county or from the state. The final component of the Network Readiness Assessment will include identification of human/technical resources necessary for effective uses of broadband technology.

### **3. THE PARTNERS**

The collaborative partners of the Network Readiness Assessment include: Stark County, Cuyahoga, Lorain, Medina, Erie, and Trumbull counties and the City of Parma.

### **4. STATEMENT OF COMMITMENT**

The Partners agree to the following roles, responsibilities, and tasks in order to fulfill the purpose of this MUAC.

#### **Stark County agrees to:**

- A. Act as the fiscal agent responsible for the allocation and accounting of funds received through the Local Government Innovation Grant
- B. Will submit grant updates and reports in compliance with LGIF regulations

#### **The Partners agree to:**

- A. Actively participate in the Network Readiness Assessment by providing information/data and access to county/city network information
- B. Attend quarterly and ad hoc meetings as necessary
- C. Identify a "lead" within their organization that will be responsible for coordinating access to staff, facilities and information/data and will facilitate communications, updates and other information to their respective leadership.
- D. Work with the parties to ensure the reasonable availability of IT staff and facilities
- E. Will provide data and information required to complete the network readiness assessment
- F. Will provide data and information required for compliance with LGIF grant regulations
- G. Make a good-faith effort to evaluate and consider implementation of the findings of the Assessment.

#### **OneCommunity agrees to:**

OneCommunity will commit to do all of the following:

- A. Complete a Network Readiness Assessment for each of the partners

- B. Provide technical assistance, research, and facilitation of the Network Readiness Assessment.
- C. Coordinate services to be provided by project managers and subject-matter experts
- D. Convene regular meetings and/or ad hoc meetings as necessary
- E. Help identify opportunities for coordination of services and shared-service delivery
- F. Identify practices and methodologies that make the Network Readiness Assessment scalable and replicable for other municipalities within each county and/or for other Ohio counties

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 800 W. St. Clair – 2<sup>nd</sup> Floor  
 Cleveland, OH 44113  
 216-923-2200

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## **12. SPECIAL ACKNOWLEDGEMENTS**

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**15. SIGNATORIES**

We, the collaborative partners on the Network Readiness Assessment, agree to work together in accordance with this MUAC:

Stark County \_\_\_\_\_ Date \_\_\_\_\_

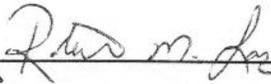
Cuyahoga County \_\_\_\_\_ Date \_\_\_\_\_

Lorain County \_\_\_\_\_ Date \_\_\_\_\_

Trumbull \_\_\_\_\_ Date \_\_\_\_\_

Medina \_\_\_\_\_ Date \_\_\_\_\_

Parma \_\_\_\_\_ Date \_\_\_\_\_

Erie  \_\_\_\_\_ Date 8/30/2012

OneCommunity \_\_\_\_\_ Date \_\_\_\_\_



**TIM DeGEETER**  
MAYOR

[www.cityofparma-oh.gov](http://www.cityofparma-oh.gov)  
[mayorsoffice@cityofparma-oh.gov](mailto:mayorsoffice@cityofparma-oh.gov)

6611 Ridge Road  
Parma, Ohio 44129

440-885-8001  
Fax: 440-885-8012

August 24, 2012

To Whom It May Concern:

Attached please find an executed Memorandum of Mutual Understanding and Collaboration (MUAC) between Stark County and Cuyahoga County, Lorain County, Mahoning County, Trumbull County, Medina County, Erie County, the City of Parma, and OneCommunity as required under the application process for the Local Government Innovation Fund grant application.

This letter is to inform you that the requisite Parma City Council resolution supporting this grant application will be submitted for Council approval at the regularly scheduled Council meeting on September 4, 2012. The resolution will be passed under emergency/suspension which will allow for it to be enacted the next business day. Once all signatures are obtained on the resolution we will forward to your office.

Sincerely,

Mayor Tim DeGeeter

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
Between  
STARK COUNTY  
And  
CUYAHOGA COUNTY, LORAIN COUNTY, TRUMBULL COUNTY,  
MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
ONECOMMUNITY**

This memorandum of Mutual Understanding and Collaboration (MUAC) describes the relationship between Stark County and Cuyahoga, Lorain, Erie, Trumbull, and Medina counties, the City of Parma (“Partners”) and OneCommunity. Further, this MUAC articulates our mutual objectives and agreements, and the manner in which we will work together to advance the Network Readiness Assessment (“Assessment”) being conducted by OneCommunity, a nonprofit broadband provider, on behalf of Stark County.

**1. SHARED OBJECTIVES**

- A. We share common concerns for the financial welfare and future sustainability of our respective communities;
- B. We share a desire to achieve the best practices possible in the delivery of municipal services depended upon by our residents;
- C. We share a desire to deliver services to our residents in the most efficient and cost-effective manner possible;
- D. We share a mutual understanding that shared services are enabled by high-capacity broadband; and
- E. We share a desire to have among our six counties: 1) a full understanding of the existing broadband network conditions within our respective communities individually and collectively; 2) knowledge of the full range of possibilities for coordination of services, sharing of services, and leveraging broadband networks; 3) an understanding of the readiness, cost, benefit, and effectiveness of coordinated, shared services and/or merged services, enabled by robust broadband networks, among our communities; and 4) the full depth of information required to help our counties make good decisions regarding the question of our broadband networks.

**2. PURPOSE**

The purpose of this MUAC is to identify and formalize the roles and responsibilities of Stark County and the six partners during the Network Readiness Assessment and in support of an application for funding to the Ohio Department of Development’s Local Government Innovation Fund.

The Network Readiness Assessment is designed to evaluate the current state of each Partner’s broadband network infrastructure to ensure that they are prepared to offer and

receive high-quality, customer-centric shared services. A data collection, assessment, and analysis methodology will be used to benchmark the readiness of the counties to provide and receive shared services. The Network Readiness Assessment will also include the evaluation of current service-delivery models and identify shared-service opportunities, offered through existing service providers within their county or from the state. The final component of the Network Readiness Assessment will include identification of human/technical resources necessary for effective uses of broadband technology.

### **3. THE PARTNERS**

The collaborative partners of the Network Readiness Assessment include: Stark County, Cuyahoga, Lorain, Medina, Erie, and Trumbull counties and the City of Parma.

### **4. STATEMENT OF COMMITMENT**

The Partners agree to the following roles, responsibilities, and tasks in order to fulfill the purpose of this MUAC.

#### **Stark County agrees to:**

- A. Act as the fiscal agent responsible for the allocation and accounting of funds received through the Local Government Innovation Grant
- B. Will submit grant updates and reports in compliance with LGIF regulations

#### **The Partners agree to:**

- A. Actively participate in the Network Readiness Assessment by providing information/data and access to county/city network information
- B. Attend quarterly and ad hoc meetings as necessary
- C. Identify a “lead” within their organization that will be responsible for coordinating access to staff, facilities and information/data and will facilitate communications, updates and other information to their respective leadership.
- D. Work with the parties to ensure the reasonable availability of IT staff and facilities
- E. Will provide data and information required to complete the network readiness assessment
- F. Will provide data and information required for compliance with LGIF grant regulations
- G. Make a good-faith effort to evaluate and consider implementation of the findings of the Assessment.

#### **OneCommunity agrees to:**

OneCommunity will commit to do all of the following:

- A. Complete a Network Readiness Assessment for each of the partners

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Trumbull \_\_\_\_\_ Date

Medina \_\_\_\_\_ Date

 \_\_\_\_\_ Date  
Parma **8.24.12** Date

Erie \_\_\_\_\_ Date

OneCommunity \_\_\_\_\_ Date

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
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And  
CUYAHOGA COUNTY, LORAIN COUNTY, TRUMBULL COUNTY,  
MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
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Cuyahoga County Date

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Lorain County Date

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Trumbull Date

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Medina Date

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Parma Date

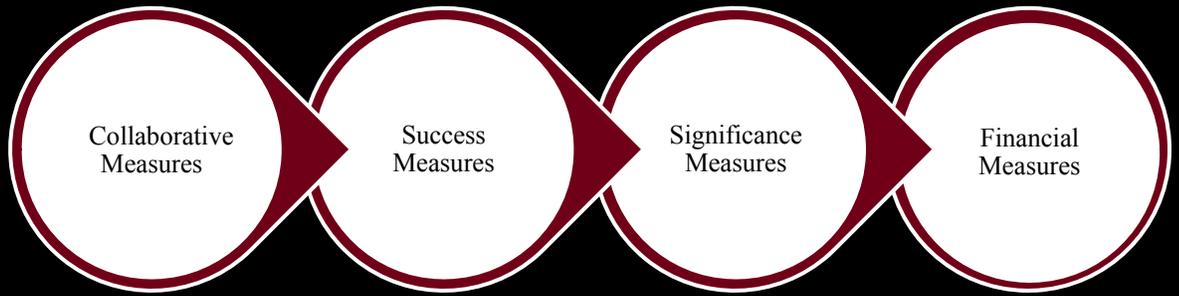
---

Erie Date

*Scott M. Rowle* 8/19/12

---

OneCommunity Date



## Round 3: Application Form

# Local Government Innovation Fund

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

<b>Lead Applicant</b>	
<b>Project Name</b>	
<b>Type of Request</b>	
<b>Funding Request</b>	
<b>JobsOhio Region</b>	
<b>Number of Collaborative Partners</b>	

#### Office of Redevelopment

Website: <http://development.ohio.gov/Urban/LGIF.htm>

Email: [LGIF@development.ohio.gov](mailto:LGIF@development.ohio.gov)

Phone: 614 | 995 2292

Lead Applicant		<b>Round 3</b>	
Project Name		Type of Request	

Lead Applicant				
<b>Mailing Address:</b>	Address Line 1			
	Address Line 2			
	City	State	Zip Code	
City, Township or Village			Population (2010)	
County			Population (2010)	
Did the lead applicant provide a resolution of support?		Yes (Attached)	No (In Process)	

Project Contact				
Complete the section below with information for the individual to be contacted on matters involving this application.				
	Project Contact		Title	
<b>Mailing Address:</b>	Address Line 1			
	Address Line 2			
	City	State	Zip Code	
Email Address			Phone Number	

Fiscal Officer				
Complete the section below with information for the entity and individual serving as the fiscal agent for the project.				
	Fiscal Officer		Title	
<b>Mailing Address:</b>	Address Line 1			
	Address Line 2			
	City	State	Zip Code	
Email Address			Phone Number	
Is your organization registered in OAKS as a vendor?		Yes	No	

Section 1  
Contacts

Lead Applicant		<b>Round 3</b>	
Project Name		Type of	

<b>Single Applicant</b>		
Is your organization applying as a single entity?	Yes	No
Participating Entity: (1 point) for single applicants		

<b>Collaborative Partners</b>		
Does the proposal involve other entities acting as collaborative partners?	Yes	No
<p>Applicants applying with a collaborative partner are required to show proof of the partnership with a partnership agreement signed by each partner and resolutions of support from the governing entities. If the collaborative partner does not have a governing entity, a letter of support from the partnering organization is sufficient. Include these documents in the supporting documents section of the application.</p> <p>In the section below, applicants are required to identify population information and the nature of the partnership.</p> <p>Each collaborative partner should also be clearly and separately identified on pages 4-5.</p>		
Number of Collaborative Partners who signed the partnership agreement, and provided resolutions of support.		
Participating Entity: (5 points) allocated to projects with collaborative partners.		

<b>Population</b>		
The applicant is required to provide information from the 2010 U.S. Census information, available at: <a href="http://factfinder2.census.gov/">http://factfinder2.census.gov/</a>		
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	
	Municipality/Township	Population
Does the applicant (or collaborative partner) represent a county with a population of less than 235,000 residents?	Yes	No
	List Entity	
	County	Population
Population: (3-5 points) determined by the smallest population listed in the application. Applications from (or collaborating with) small communities are preferred.		

Section 2 Collaborative Partners

Lead Applicant		<b>Round 3</b>	
Project Name		Type of Request	

**Nature of Partnership (2000 character limit)**

**As agreed upon in the partnership agreement, please identify the nature of the partnership, and explain how the main applicant and the partners will work together on the proposed project.**

Section 2 Collaborative Partners

**List of Partners**

**The applicant applying with collaborative partners (defined in §1.03 of the LGIF Policies) must include the following information for each applicant:**

- **Name of collaborative partners**
- **Contact Information**
- **Population data (derived from the 2010 U.S. Census)**

**If the project involves more than 12 collaborative partners, additional forms are available on the LGIF website.**

Lead Applicant		<b>Round 3</b>		
Project Name		Type of Request		

<b>Collaborative Partners</b>								
Number 1								
Address Line 1					<b>Population</b>			
Address Line 2					Municipality /Township		Population	
City		State		Zip Code		County		Population
Email Address					Phone Number			
Resolution of Support	<input type="checkbox"/> Yes <input type="checkbox"/> No				Signed Agreement	<input type="checkbox"/> Yes <input type="checkbox"/> No		

<b>Collaborative Partners</b>								
Number 2								
Address Line 1					<b>Population</b>			
Address Line 2					Municipality /Township		Population	
City		State		Zip Code		County		Population
Email Address					Phone Number			
Resolution of Support	<input type="checkbox"/> Yes <input type="checkbox"/> No				Signed Agreement	<input type="checkbox"/> Yes <input type="checkbox"/> No		

<b>Collaborative Partners</b>								
Number 3								
Address Line 1					<b>Population</b>			
Address Line 2					Municipality /Township		Population	
City		State		Zip Code		County		Population
Email Address					Phone Number			
Resolution of Support	<input type="checkbox"/> Yes <input type="checkbox"/> No				Signed Agreement	<input type="checkbox"/> Yes <input type="checkbox"/> No		

<b>Collaborative Partners</b>								
Number 4								
Address Line 1					<b>Population</b>			
Address Line 2					Municipality /Township		Population	
City		State		Zip Code		County		Population
Email Address					Phone Number			
Resolution of Support	<input type="checkbox"/> Yes <input type="checkbox"/> No				Signed Agreement	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Section 2 Collaborative Partners

Lead Applicant		<b>Round 3</b>		
Project Name		Type of Request		

<b>Collaborative Partners</b>					
Number 5					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	
				<input type="checkbox"/> Yes <input type="checkbox"/> No	

<b>Collaborative Partners</b>					
Number 6					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	
				<input type="checkbox"/> Yes <input type="checkbox"/> No	

<b>Collaborative Partners</b>					
Number 7					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	
				<input type="checkbox"/> Yes <input type="checkbox"/> No	

<b>Collaborative Partners</b>					
Number 8					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	
				<input type="checkbox"/> Yes <input type="checkbox"/> No	

Section 2 Collaborative Partners

Lead Applicant		<b>Round 3</b>		
Project Name		Type of Request		

<b>Collaborative Partners</b>					
Number 9					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	

<b>Collaborative Partners</b>					
Number 10					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	

<b>Collaborative Partners</b>					
Number 11					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	

<b>Collaborative Partners</b>					
Number 12					
Address Line 1		<b>Population</b>			
Address Line 2		Municipality /Township		Population	
City	State	Zip Code	County	Population	
Email Address		Phone Number			
Resolution of Support		Signed Agreement		<input type="checkbox"/> Yes <input type="checkbox"/> No	

Section 2 Collaborative Partners

Lead Applicant		<b>Round 3</b>	
Project Name		Type of Request	

<b>Identification of the Type of Award</b>	
<b>Targeted Approach</b>	

**Project Description (4000 character limit)**

Please provide a general description of the project. The information provided will be used for council briefings, program, and marketing materials.

Section 3  
Project Information

Lead Applicant		<b>Round 3</b>	
Project Name		Type of Request	

<b>Past Success</b>	Yes	No
<b>Past Success (5 points)</b>		
Provide a summary of past efforts to implement a project to improve efficiency, implement shared services, coproduction, or a merger. (1000 character limit)		

<b>Scalable/Replicable Proposal</b>	Scalable	Replicable	Both
<b>Scalable/Replicable (10 points)</b>			
Provide a summary of how the applicant's proposal can be replicated by other local governments or scaled for the inclusion of other local governments. (1000 character limit)			

Section 3  
Project Information

<b>Probability of Success</b>	Yes	No
<b>Probability of Success (5 points)</b>		
Provide a summary of the likelihood of the grant study recommendations being implemented. Applicants requesting a loan should provide a summary of the probability of savings from the loan request. (1000 character limit)		

Lead Applicant		<b>Round 3</b>	
Project Name		Type of Request	

<b>Performance Audit Implementation/Cost Benchmarking</b>	Yes	No
<b>Performance Audit/Benchmarking (5 points)</b>		
If the project is the result of recommendations from a performance audit provided by the Auditor of State under Chapter 117 of the Ohio Revised Code or a cost benchmarking study, please attach a copy with the supporting documents. In the section below, provide a summary of the performance audit or cost benchmarking study. (1000 character limit)		

<b>Economic Impact</b>	Yes	No
<b>Economic Impact (5 points)</b>		
Provide a summary of how the proposal can be replicated by other local governments or scaled for the inclusion of other local governments. (1000 character limit)		

Section 3  
Project Information

<b>Response to Economic Demand</b>	Yes	No
<b>Response to Economic Demand (5 points)</b>		
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 service level. (1000 character limit)		

# 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 in Section 5: Supplemental Information.

### Project Budget:

- 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 (2) 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.
- Please provide documentation of all in-kind match contributions in the supporting documents section. For future in-kind match contributions, supporting documentation will be provided at a later date.

### Program Budget:

- 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 any unusual activities or expenses, 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 the budget projection 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).

<b>Lead Applicant</b>		<b>Round 3</b>	
<b>Project Name</b>		<b>Type of Request</b>	

## Project Budget

### Sources of Funds

LGIF Request:

Cash Match (List Sources Below):

Source:	<input style="width: 100%;" type="text"/>

In-Kind Match (List Sources Below):

Source:	<input style="width: 100%;" type="text"/>
Source:	<input style="width: 100%;" type="text"/>
Source:	<input style="width: 100%;" type="text"/>

Total Match:   
Total Sources:

### Uses of Funds

	<u>Amount</u>	<u>Revenue Source</u>
Consultant Fees:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Legal Fees:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: _____	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: _____	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: _____	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: _____	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: _____	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: _____	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other: _____	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" 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)

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

Section 4  
Financial Information

Lead Applicant		Round 3
Project Name		Type of Request

## Program Budget

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

<b>Lead Applicant</b>		<b>Round 3</b>	
<b>Project Name</b>		Type of Request	

## Program Budget

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

<b>Lead Applicant</b>		<b>Round 3</b>
<b>Project Name</b>		Type of Request

### Program Budget

Use this space to justify the program budget and/or explain any usual revenues or expenses (6000 characters max).

#### 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.

<b>Lead Applicant</b>		<b>Round 3</b>	
<b>Project Name</b>		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 the project. Check the box of the formula used to determine the ROI for the project. These numbers should refer to savings/revenues illustrated in projected budgets.

Do you expect cost savings from efficiency from the project?

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

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

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

Expected Return on Investment = \_\_\_\_\_ \* 100 = \_\_\_\_\_

**Return on Investment Justification Narrative:** In the space below, briefly describe the nature of the expected return on investment, using references when appropriate. (1300 character limit)

Expected Return on Investment is:

Less than 25% (10 points)
25%-74.99% (20 points)
Greater than 75% (30 points)

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

Section 4  
Financial Information

<b>Lead Applicant</b>		<b>Round 3</b>	
<b>Project Name</b>		Type of Request	

## Loan Repayment Structure

Please outline the 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 the 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)
--	---

<b>Lead Applicant</b>		<b>Round 3</b>	
<b>Project Name</b>		Type of Request	

## Scoring Overview

### Section 1: Collaborative Measures

Collaborative Measures	Description	Max Points		Applicant Self Score
<b>Population</b>	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 <b>smallest</b> population listed in the application. Applications from (or collaborating with) small communities are preferred.	5		
<b>Participating Entities</b>	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

<b>Past Success</b>	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		
<b>Scalable/Replicable Proposal</b>	Applicant's proposal can be replicated by other local governments or scaled for the inclusion of other local governments.	10		
<b>Probability of Success</b>	Applicant provides a documented need for the project and clearly outlines the likelihood of the need being met.	5		

### Section 3: Significance Measures

<b>Performance Audit Implementation/Cost Benchmarking</b>	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		
<b>Economic Impact</b>	Applicant demonstrates the project will a 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)	5		
<b>Response to Economic Demand</b>	The project responds to current substantial changes in economic demand for local or regional government services.	5		

### Section 4: Financial Measures

<b>Financial Information</b>	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		
<b>Local Match</b>	Percentage of local matching funds being contributed to the project. This may include in-kind contributions.	5		
<b>Expected Return</b>	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		
<b>Repayment Structure (Loan Only)</b>	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**

# Stark County Network Readiness Assessment

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*Supporting Documentation  
Revised 10-22-12*

## *Contents*

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# Appendices

## 1. Network Architectural Assessment

Local governments are facing substantial changes in economic demand across all facets of their business. Financial, operational and technical functional areas are challenged with increasing efficiencies and reducing cost. Replication of services within government entities creates additional financial overhead and complicates business processes.

The purpose of this proposal is to collect and analyze network and systems information, identify application suites, and perform a skills assessment of key personnel responsible for the support of network infrastructure and programs.

These appendices are divided into the following three sections:

1. Network architecture review
2. Software application inventory
3. Personnel skills assessment

The process within each section is executed according to the methodology shown in exhibit 1:

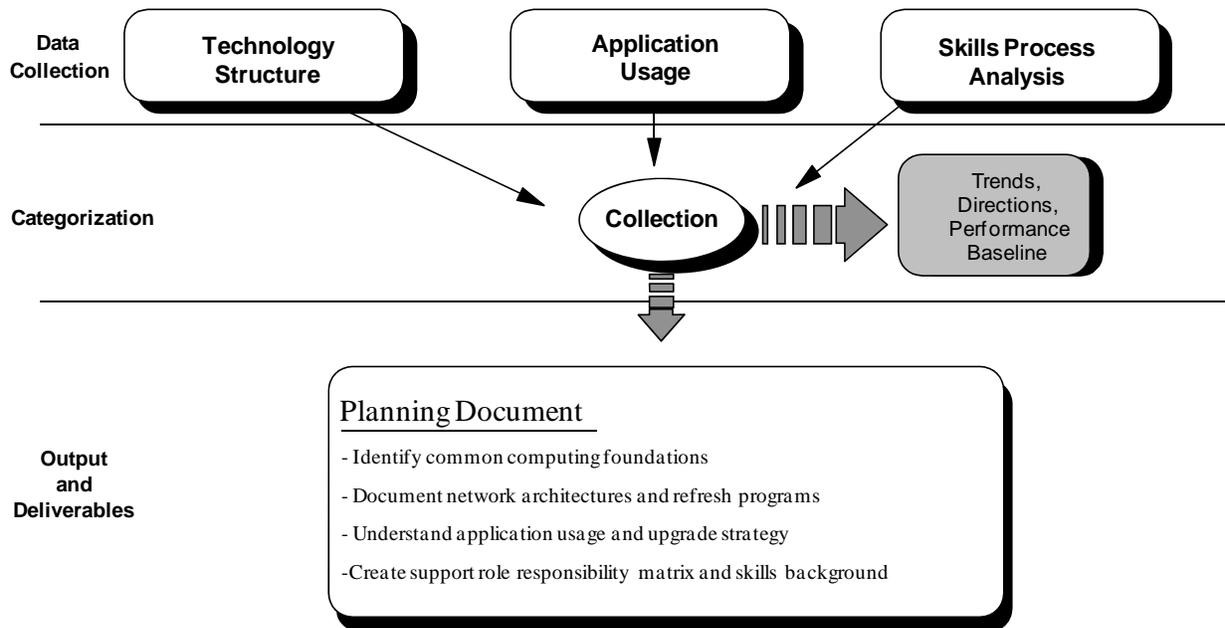


Exhibit 1

The application of this methodology will be conducted in concert with local government technology personnel, who will assist with data gathering and understanding the computing environments within each local government involved in this study.

The focus of the network assessment effort is to identify key areas contributing to the current availability, capacity and performance of the partner’s wide area networks. The report targets architectural changes in the network services layer that are needed to support a shared-services computing environment. This includes technical guidance on how networking devices, application servers and storage devices should be configured to enable shared services and ensure high levels of availability and fault tolerance.

A high-level review of the researched technologies is done against three attributes:

- **Value to business**

The key driver of the adoption of a technology is whether it creates value from a business perspective. In other words, merely being advanced or mature does not necessarily lead to an adoption. Value to business could be cost reduction/avoidance, generation of new revenue stream, and improvement of customer satisfaction. It could also be improvement of operational efficiency or introduction of transformational effects in the organization.

- **External readiness**

External readiness looks at the technology aspect. A technology has a life cycle. On one hand, a technology may not be ready for use in a “production” environment and may continue to evolve. At the other extreme, it may be widely accepted and adopted by the industry, and eventually may become a commodity.

- **Internal readiness**

Before applying a technology, one of the key considerations is internal readiness. A technology may already be used in multiple business areas. It may be considered strategic after some study and is planned for future use. A technology may be new to an organization with no skills, or may have high dependence on other technologies’ organizational factors. A technology with low internal readiness might require more planning, effort and change.

The detailed project tasks for the development of the network assessment are segmented into five major categories, as shown in exhibit 2:

<p style="text-align: center;"><b>Gather Business Requirements</b></p>	<p>Business requirements will be gathered with key business leaders and will use a standard questionnaire. This information will be used in the gap-analysis and strategy-development phases.</p>
<p style="text-align: center;"><b>Current Network Baseline</b></p>	<p>This will be completed through joint data-gathering methods and will be used during the gap-analysis phase.</p>
<p style="text-align: center;"><b>Benchmarks and Leading Practices</b></p>	<p>Executive briefings will be held with key industry and technology leaders in combination with industry best practices, and data will be used to gain an understanding of future directions. This information will feed into the gap-analysis and strategy-</p>

	development phases.
<b>Gap Analysis</b>	The gap analysis will provide a roadmap showing where the network is today and where and how to achieve the preferred state.
<b>Develop Strategic Network Architecture</b>	Current architecture will be updated using the information gathered throughout the project.

Exhibit 2

Empirical information is collected, analyzed and compared against best-practice methods. A roadmap to mitigate gaps between the current operating environment and the desired state is constructed and reviewed by all stakeholders.

## 2. Enterprise Application and Services Assessment

To effectively provide and receive shared services, organizations must continuously identify, evaluate and catalog their enterprise applications and services. Many organizations underestimate the sheer volume and value of their enterprise application infrastructure and perpetuate inefficiencies that drain staff resources to maintain legacy applications. Organizations are also mired by silos of redundant applications that require subject-matter experts who are neither cross-trained nor proficient in supporting anything beyond their department’s customized application solution.

The second component of the Network Readiness Assessment will focus on cataloging applications and services being utilized by the partners. The aggregated information will provide a foundation for each county partner to identify the strengths, redundancies and deficiencies in their application portfolio, and to map/analyze opportunities to create shared-services strategies. The end result will be a catalog for counties to make informed decisions about aggregating or consolidating applications and resources, creating internal shared-services strategies or collaborating with local, regional and state shared-service providers.

A standardized template for collecting software information is shown on the next page in exhibit 3.

Application Name					
Active (Y/N)					
Owned or Hosted					
Version					
Software Vendor or Hosted Vendor Name					
# of Licenses					
Primary Department					
# of Users					
Business Critical (Y/N)					
Hardware Platform					
Operating System(s)					
Client-Server/Mainframe or					

virtual					
Is used between multiple users in multiple locations Y/N					

Exhibit 3

**3. Personnel Skills Assessment**

Today’s computing environments rely on the support of individuals with a formalized skill set obtained through extensive training and experience with complex systems. As businesses increase their use and dependency on technology architectures and applications, the need for standardized training programs increases.

Government technology budgets face critical issues of doing more with less. “Nice to have” applications sometimes require additional FTEs to support new systems. Internal consolidation is not sufficient to reduce IT spending budgets.

Shared-service environments allocate IT costs efficiently through the separation of core competencies among shared IT structures. A given IT group supports only the systems hosting applications shared among stakeholders within the shared-service group. Subject-matter experts reside with the hosting department, with cross-training occurring with other support personnel at non-core locations. This type of environment not only leads to a lean support structure, but also opens a clear path for career development.

In this phase of the readiness assessment, individual skills are categorized according to the following scale:

- 1. Have read some information on the topic**
- 2. Can install with assistance**
- 3. Can install, configure and troubleshoot without assistance**
- 4. Have installed numerous times without assistance and can provide pre-sales and positioning information on this product**
- 5. Product expert, can teach topics on this product, one of the team product leaders**

The application of a scale provides for a quantitative measurement of personnel skills that can be baselined against best practices established by industry norms. This method is referred to as Workforce Planning. Workforce Planning (WFP) ensures that "the right people with the right skills are in the right place at the right time." This suggests a methodical process that provides managers with a framework for making human-resource decisions based on an organization’s mission, strategic plan, budgetary resources, and a set of desired workforce competencies.



Exhibit 4

Exhibit 4 graphically depicts the steps of the workforce planning model. Workforce planning is a dynamic, continuous process normally applied in five-year cycles, matching to technology refresh cycles.

The ratio of certified subject-matter experts to generalists changes by product type, business model, support structure (i.e. in-house vs. outsourced) and maturity of the technological environment. There are no best-practice models that cover all industries, types of workers, etc., since each business environment has too many variables that prevent a global categorization. The workforce planning approach was created to address these variables.

We will begin our skills assessment with an impact analysis to align existing workforce to the anticipated future state of the organization (exhibit 5). Once we have identified the working environment and business model of each governmental entity, a skills-assessment matrix will be completed by administering questionnaires centered on current product sets and support requirements.

Network Readiness Assessment  
Appendix 4 - Network Construction

The middle mile network that OneCommunity has built across the participating counties is a critical component of the Network Readiness Assessment. One of the core goals of building the OneCommunity network was to expand each county's network capacity to enable intra-county, inter-county and regional collaboration. The OneCommunity network assets, which are already mapped using the same methodology being proposed for the Network Readiness Assessment, will provide the partner counties with readily available, high-capacity broadband infrastructure to incorporate into their strategic network plans that result from the Network Readiness Assessment.

<u>COUNTY</u>	<u>Sum of Construction (1)</u>	<u>Fiber plus materials (2)</u>	<u>Electronics (3)</u>	<u>Remaining Construction</u>	<u>Total invest 2011-2013</u>	<u>Description</u>	<u>START DATE</u>	<u>END DATE</u>
Cuyahoga	\$ 3,542,161	\$ 1,122,514	\$ 270,000		\$ 4,934,675	Installation of 113.5 miles of fiber optic cable throughout the county. Electronics installed / upgraded in two (2) data centers; providing 16 points of interconnections to other carriers.	June, 2011	complete
Erie	\$ 18,863	\$ 5,788		\$ 214,888	\$ 239,539	Installation of 3 miles of fiber optic cable completed, additional miles pending.	Oct, 2011	complete
Medina	\$ 505,966	\$ 160,347	\$ 173,000		\$ 839,311	Building on top of the Medina County network, building out to community anchor institutions, and purchasing IRU's for traffic mgmt.	Oct, 2011	Oct, 2012
Stark	\$ 2,035,239	\$ 633,913	\$ 213,000	\$ 146,287	\$ 3,028,439	Construction of over 50 miles of fiber optic network, with another 12-15 miles pending construction.	Oct, 2011	Dec, 2012
Trumbull	\$ 1,538,257	\$ 459,574	\$ 173,000		\$ 2,170,831	Construction of over 50 miles of fiber optic network, with another 12-15 miles pending construction.	Aug, 2011	complete
					<b>\$ 11,212,795</b>			

**NOTES:**

(1) CONSTRUCTION includes all labor related to installation of the fiber optic cable as "outside plant" (OSP) facilities. Labor includes boring/trenching for underground cable, installation of conduit, pulling fiber through the conduit. For aerial it includes installation of the strand on which the fiber optic cable is attached, installation of the fiber, splicing the fiber, and testing.

(2) Fiber + materials - includes actual fiber optic cable, conduit for underground installation, strand and all related hardware to attach cable to utility poles for aerial installation

(3) Electronics - the switches, routers and hubs required to "light up" the fiber, and route traffic over it. Also includes all hardware and software to manage the network devices and network traffic.

## Network Readiness Assessment

### *Return on Investment - References*

To create a model that predicts process, human resources or material savings is highly speculative without empirical data. Each model is unique and cannot be constructed until the controllable variables can be identified and worked into the savings model. This section will refer to some possible savings areas and some data that have been calculated based on similar assessments.

The goal of this project is to identify those variables that have the greatest impact on savings and efficiency by employing a shared-services environment.

Aberdeen's research benchmarks<sup>1</sup> provide an in-depth and comprehensive look into process, procedure, methodologies, and technologies with best-practice identification. From a 2007 survey conducted by the Aberdeen Group of 235 companies, the following research benchmarks were recorded:

- 1,158% average improvement in response times for business-critical applications
- 87% average improvement in bandwidth utilization
- 100% decreased WAN latency
- The best in class are twice as likely to have capabilities to centrally manage WAN optimization in appliances compare with laggards
- 61% of average organizations do not have the capability to centrally manage network appliances

Additional benchmark information can be found in "Shared Service: A Benchmark Study" by Kristin Purtell (The Johnsson Group)<sup>2</sup> in 2005:

- Cost reduction and transaction efficiency remain the top two reasons for transitioning to shared services.
- By implementing a shared-services model, companies across a wide variety of industries have achieved significant cost savings, averaging 15%.

---

<sup>1</sup> The Aberdeen Group (October 2007) Optimizing WAN for Application Acceleration

<sup>2</sup> Kristin Purtell (2005) Shared Service A Benchmark Study. The Johnsson Group (<http://www.cfoclub.cz/data/1132664833/shared-services.pdf>)

Network Readiness Assessment ROI Calculator

Appendix

Aggregated Assessment

The largest multiplier effect is due to the network infrastructure assessment. Where a shared services model can leverage a single tool and single resource across secured VPN's, an individual approach requires six tools and six individuals each running their own assessment in parallel which basically increases work effort by a factor of 6.

Individual County Assessments	
Stark County	\$ 76,063.00
Cuyahoga County	\$ 76,063.00
Medina County	\$ 76,063.00
Erie County	\$ 76,063.00
Trumbull County	\$ 76,063.00
City of Parma	\$ 76,063.00
Total without Shared Service	\$ 456,378.00

Network Readiness Assessment - Shared Service			
	Cost		Savings
Stark County	\$ 25,542.93		\$ 50,520.07
Cuyahoga County	\$ 25,542.93		\$ 50,520.07
Medina County	\$ 25,542.93		\$ 50,520.07
Erie County	\$ 25,542.93		\$ 50,520.07
Trumbull County	\$ 25,542.93		\$ 50,520.07
City of Parma	\$ 25,542.93		\$ 50,520.07
Total	\$ 153,257.58		\$ 303,120.42

Total Savings with Shared Service	\$ 303,120.42
Total Project Cost	\$ 153,257.58
Expected Return on Investment	197.78

Combined Cost of Full Assessment	Network	Application	Skills	
	\$ 102,317.58	\$ 32,280.00	\$ 18,660.00	
Total Cost				\$ 153,257.58
Cost per County				\$ 25,542.93

In conjunction with a \$60 million network expansion across our partner counties and neighboring counties in northeast Ohio, OneCommunity worked with the State of Ohio as a possible customer for network related services. Through our work with them we were able to identify a number of state office locations in our footprint where there were numerous circuits going into the building, which could readily be consolidated/shared at an immediate cost savings. One such location in downtown Cleveland (615 West Superior), housed the Dept of Youth Services, the Lottery Commission, a Dept of Commerce office, Dept of Health Office, Rehabilitations & Corrections office, and several offices for the Dept of Jobs & Family Services – all with separate T1 lines in the building, at an average monthly cost of almost \$1,000.00 (9 circuits in total, over \$10k/month). A single 25 mbps circuit which OneCommunity could provide would have provided more bandwidth in total at 25% of the cost, for an estimated \$7500/month savings at just one location!

We estimate identifying similar consolidation opportunities in each of the partner counties. With a conservative estimate that we could identify situation with at least 4 circuits to be consolidated, the yearly return would be \$86,400 (1 Year) and \$259,200 (3 Years)

Example - Circuit Consolidation

	Original Cost	Consolidated Cost
Month	\$ 4,000.00	\$ 1,000.00
Year	\$ 48,000.00	\$ 12,000.00
Total Savings	\$ 36,000.00	
Partner Counties		6
Yearly Savings (estimate consolidating a minimum of 4 circuits per county)	\$ 14,400.00	
Total Savings (1 Year)	\$ 86,400.00	
Total Savings (3 Years)	\$ 259,200.00	



P1

TOTAL POPULATION  
Universe: Total population  
2010 Census Summary File 1

NOTE: For information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2010/doc/sf1.pdf>.

	<b>Cuyahoga County, Ohio</b>	<b>Erie County, Ohio</b>	<b>Lorain County, Ohio</b>	<b>Mahoning County, Ohio</b>	<b>Medina County, Ohio</b>	<b>Stark County, Ohio</b>
Total	1,280,122	77,079	301,356	238,823	172,332	375,586

	<b>Summit County, Ohio</b>	<b>Trumbull County, Ohio</b>
Total	541,781	210,312

Source: U.S. Census Bureau, 2010 Census.

# Resolution

Distribution

Stark County Commissioners

Journal  
File

Adopted August 15, 2012

Subject

## **AUTHORIZING BOARD PRESIDENT TO SIGN MUAC FOR SHARED NETWORK READINESS ASSESSMENT GRANT PROPOSAL**

Commissioner Creighton moved for the adoption of the following Resolution, which was seconded by Commissioner Ferguson:

**WHEREAS**, on February 22, 2012, the Board of Stark County Commissioners approved a resolution declaring Stark County's participation in a shared services/network readiness assessment grant application; and

**WHEREAS**, OneCommunity, Stark County's partner in making application for a Local Government Innovation Fund Grant on behalf of Cuyahoga, Lorain, Trumbull, Medina, and Erie counties, and the City of Parma, has requested that each participating county sign a Memorandum of Mutual Understanding and Collaboration as part of the grant application; and

**WHEREAS**, the aforementioned MUAC is incorporated herein by reference and made a part hereof as though rewritten herein in full;

**NOW, THEREFORE, BE IS RESOLVED** that this Board of Commissioners authorizes the President of the Board to sign the supporting MUAC as part of the Local Government Innovation Fund Grant proposal.

Upon roll call the vote results are as follows:

Mr. Bernabei: yes    Dr. Ferguson: yes    Ms. Creighton: yes

### CERTIFICATE

I, the undersigned Administrator of the Board of Stark County Commissioners, hereby certify that the foregoing is a true and correct record of the resolutions of said Board.

Michael Hanke  
Michael Hanke  
County Administrator

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
Between  
STARK COUNTY  
And  
CUYAHOGA COUNTY, LORAIN COUNTY, TRUMBULL COUNTY,  
MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
ONECOMMUNITY**

This memorandum of Mutual Understanding and Collaboration (MUAC) describes the relationship between Stark County and Cuyahoga, Lorain, Erie, Trumbull, and Medina counties, the City of Parma (“Partners”) and OneCommunity. Further, this MUAC articulates our mutual objectives and agreements, and the manner in which we will work together to advance the Network Readiness Assessment (“Assessment”) being conducted by OneCommunity, a nonprofit broadband provider, on behalf of Stark County.

**1. SHARED OBJECTIVES**

- A. We share common concerns for the financial welfare and future sustainability of our respective communities;
- B. We share a desire to achieve the best practices possible in the delivery of municipal services depended upon by our residents;
- C. We share a desire to deliver services to our residents in the most efficient and cost-effective manner possible;
- D. We share a mutual understanding that shared services are enabled by high-capacity broadband; and
- E. We share a desire to have among our six counties: 1) a full understanding of the existing broadband network conditions within our respective communities individually and collectively; 2) knowledge of the full range of possibilities for coordination of services, sharing of services, and leveraging broadband networks; 3) an understanding of the readiness, cost, benefit, and effectiveness of coordinated, shared services and/or merged services, enabled by robust broadband networks, among our communities; and 4) the full depth of information required to help our counties make good decisions regarding the question of our broadband networks.

**2. PURPOSE**

The purpose of this MUAC is to identify and formalize the roles and responsibilities of Stark County and the six partners during the Network Readiness Assessment and in support of an application for funding to the Ohio Department of Development’s Local Government Innovation Fund.

The Network Readiness Assessment is designed to evaluate the current state of each Partner’s broadband network infrastructure to ensure that they are prepared to offer and

receive high-quality, customer-centric shared services. A data collection, assessment, and analysis methodology will be used to benchmark the readiness of the counties to provide and receive shared services. The Network Readiness Assessment will also include the evaluation of current service-delivery models and identify shared-service opportunities, offered through existing service providers within their county or from the state. The final component of the Network Readiness Assessment will include identification of human/technical resources necessary for effective uses of broadband technology.

### **3. THE PARTNERS**

The collaborative partners of the Network Readiness Assessment include: Stark County, Cuyahoga, Lorain, Medina, Erie, and Trumbull counties and the City of Parma.

### **4. STATEMENT OF COMMITMENT**

The Partners agree to the following roles, responsibilities, and tasks in order to fulfill the purpose of this MUAC.

#### **Stark County agrees to:**

- A. Act as the fiscal agent responsible for the allocation and accounting of funds received through the Local Government Innovation Grant
- B. Will submit grant updates and reports in compliance with LGIF regulations

#### **The Partners agree to:**

- A. Actively participate in the Network Readiness Assessment by providing information/data and access to county/city network information
- B. Attend quarterly and ad hoc meetings as necessary
- C. Identify a "lead" within their organization that will be responsible for coordinating access to staff, facilities and information/data and will facilitate communications, updates and other information to their respective leadership.
- D. Work with the parties to ensure the reasonable availability of IT staff and facilities
- E. Will provide data and information required to complete the network readiness assessment
- F. Will provide data and information required for compliance with LGIF grant regulations
- G. Make a good-faith effort to evaluate and consider implementation of the findings of the Assessment.

#### **OneCommunity agrees to:**

OneCommunity will commit to do all of the following:

- A. Complete a Network Readiness Assessment for each of the partners

- B. Provide technical assistance, research, and facilitation of the Network Readiness Assessment.
- C. Coordinate services to be provided by project managers and subject-matter experts
- D. Convene regular meetings and/or ad hoc meetings as necessary
- E. Help identify opportunities for coordination of services and shared-service delivery
- F. Identify practices and methodologies that make the Network Readiness Assessment scalable and replicable for other municipalities within each county and/or for other Ohio counties

## 5. PRINCIPAL CONTACTS

The principal contacts for this MUAC are listed below.

### **Stark County**

Micheal E. Hanke  
 County Administrator  
 110 Central Plaza  
 S. Canton, OH 44702  
 330-451-7781 (Main Phone)

### **Cuyahoga County**

Jeff Mowry  
 Chief Information Officer  
 1255 Euclid Avenue  
 Cleveland, OH 44115  
 216-443-8010 (Main Phone)

### **County of Erie**

Robert M. Lange  
 Chief Information Officer  
 2900 Columbus Ave. 2nd Fl. Annex  
 Sandusky, OH 44870  
 419-624-6948

### **Lorain County**

James R. Cordes  
 County Administrator  
 226 Mille Avenue  
 Elyria, Ohio 44035  
 440-329-5760

### **Medina County**

Adam Friedrich  
 County Commissioner  
 144 N. Broadway Street, Room 201  
 Medina, Ohio 44256  
 330.722.9208

### **Trumbull County**

Bill Miller  
 Director - Trumbull County Planning  
 Commission 347 North Park Avenue  
 Warren, OH 44481  
 330-675-2790 (Main Phone)

### **City of Parma**

Mike Culp  
 Chief of Staff  
 6611 Ridge Road  
 Parma, Ohio 44129  
 (440)885-8001

### **OneCommunity**

Scot Rourke  
 President  
 800 W. St. Clair – 2<sup>nd</sup> Floor  
 Cleveland, OH 44113  
 216-923-2200

## **6. GRANT FUNDS**

The parties agree that any grant funds that may be awarded for the study may be received by Stark County. However, the expenditure of such grant funds must be in accordance with any grant award agreement, and Stark County shall notify each party to this Agreement of the receipt and expenditure of funds.

## **7. TERMINATION**

This MUAC may be terminated by any party for any reason by giving the other parties thirty (30) days written notice. Notices shall be given by written communication deposited in the United States mail, postage paid and delivered by registered mail, return receipt requested.

## **8. CHANGES AND MODIFICATIONS**

Any changes to this MUAC must be mutually agreed upon and made in writing and signed by all parties.

## **9. EFFECTIVE DATE AND TERM**

This MUAC shall be effective upon execution by the parties and shall be in force until June 31, 2014.

## **10. PUBLIC RECORDS**

All public records in connection with this Agreement are subject to Ohio Public Records Laws and may be made available for review and inspection to anyone making a request pursuant to the provisions of the Ohio Revised Code. In no event shall Stark County, or any of their agents, representatives, consultants, officers, or employees be liable for disclosure of any work products or other documents provided in relationship to this Study or Agreement.

## **11. AUTHORITY**

The parties to this MUAC are authorized representatives and signatories of their respective political subdivisions of the State of Ohio, and have subscribed to and affixed their respective signatures to this MUAC.

## **12. SPECIAL ACKNOWLEDGEMENTS**

The parties intend this MUAC to be binding with respect to its contents; however, it does not constitute a binding obligation beyond the commitments stated herein.

## **13. AGREEMENT COUNTERPARTS**

This Agreement may be executed in any number of counterparts and by different parties in separate counterparts. Each counterpart when so executed shall be deemed to be an original and all of which together shall constitute one and the same agreement.

#### **14. ELECTRONIC SIGNATURES**

By signing this Agreement, the parties agree to conduct this transaction by electronic means. Therefore, the parties agree that all documents requiring the parties signatures may be executed by electronic means, and that the electronic signatures affixed by the parties to said documents shall have the same legal effect as if the signature was manually affixed to a paper version of the document.

The parties also agree to be bound by the provisions of Chapters 304 and 1306 of the Ohio Revised Code as they pertain to Electronic Transactions, and to comply with the Electronic Signature Policy of Stark County.

**15. SIGNATORIES**

We, the collaborative partners on the Network Readiness Assessment, agree to work together in accordance with this MUAC:

 8/15/12  
\_\_\_\_\_  
Stark County Date

\_\_\_\_\_  
Cuyahoga County Date

\_\_\_\_\_  
Lorain County Date

\_\_\_\_\_  
Trumbull Date

\_\_\_\_\_  
Medina Date

\_\_\_\_\_  
Parma Date

\_\_\_\_\_  
Erie Date

\_\_\_\_\_  
OneCommunity Date

# County Council of Cuyahoga County, Ohio

## Resolution No. R2012-0163

Sponsored by: **County Executive FitzGerald**

**A Resolution** supporting submission of applications on behalf of Cuyahoga County for third-round funding under the Local Government Innovation Fund available through the State of Ohio, Department of Development; authorizing the County Executive and Department Directors to take all steps necessary in furtherance of this goal, including, entering into partnership initiatives/memoranda of understanding with any other potential partners; and declaring the necessity that this Resolution become immediately effective.

WHEREAS, Section 3.17 of the County's Contracting and Purchasing Procedures Ordinance, Ordinance No. O2011-0044, as amended, provides that the "County Executive may apply for and accept grants on behalf of the county without specific approval from the Contracts and Purchasing Board, the Board of Control, or the County Council," and Section 4.15 provides that "[t]his Ordinance is intended to fulfill any state, federal, or other requirement for a Resolution or Ordinance granting the County Executive the authority to apply for or accept grants on behalf of the County;" and,

WHEREAS, to further demonstrate the County's support and bolster the County's applications for funding from the Local Government Innovation Fund administered by the State of Ohio, the County Executive has requested specific support from the County Council through this Resolution, in addition to the general authority granted to the County Executive in the Contracting and Purchasing Procedures Ordinance, to submit applications by County departments and agencies, where Cuyahoga County is serving as the 'primary applicant' or as a 'collaborative partner' with political subdivisions for the third round of funding from the Local Government Innovation Fund available through the State of Ohio, Department of Development; and,

WHEREAS, in accordance with the application procedures for the Local Government Innovation Fund, the State of Ohio, Department of Development, requests a resolution of support from the applicant's and collaborative partner's governing entity; and,

WHEREAS, the Local Government Innovation Fund was established to provide financial assistance to Ohio political subdivisions for planning and implementing projects that are projected to create more efficient and effective service delivery within a specific discipline of government services for one or more entities; and,

WHEREAS, through the Local Government Innovation Fund, the State of Ohio, Department of Development seeks to promote efficiency, collaboration, merger, and shared services among local governments; and,

WHEREAS, the applications are to be submitted for third round of funding to the Local Government Innovation Fund where Cuyahoga County is the 'primary applicant' or as a 'collaborative partner' in order to facilitate efficiencies in various disciplines of government service including economic development, education, information technology, and regional collaboration; and,

WHEREAS, Cuyahoga County is working collaboratively on submitting applications with a number of municipal, non-profit, and private partners across the county and region; and,

WHEREAS, the applications for the third round of Local Government Innovation Fund awards are due on September 4, 2012 to the State of Ohio, Department of Development; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order to meet the application deadlines mandated by the State of Ohio, Department of Development.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** The County Council hereby supports the submission of applications by County departments and agencies as the 'primary applicant' and as a 'collaborative partner' with political subdivisions for the third round of funding from the Local Government Innovation Fund available through the State of Ohio, Department of Development.

**SECTION 2.** The County Executive and Department Directors are hereby authorized to take all steps necessary in furtherance of the County's applications to the Local Government Innovation Fund, including, but not limited to, entering into partnership initiatives/memoranda of understanding, with any other potential partners.

**SECTION 3.** It is necessary that this Resolution become immediately effective, in order that critical services provided by Cuyahoga County can continue, and to continue the usual and daily operation of the County. Provided that this Resolution receives the affirmative vote of eight members of Council, this Resolution shall become immediately effective upon the signature of the County Executive.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

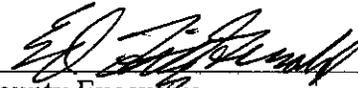
On a motion by Mr. Schron, seconded by Mr. Germana, the foregoing Resolution was duly adopted.

Yeas: Simon, Greenspan, Miller, Brady, Germana, Gallagher, Schron, Conwell, Jones, Rogers and Connally

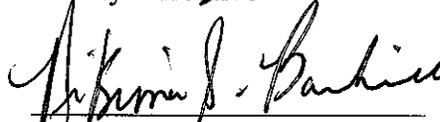
Nays: None

  
County Council President

8-28-12  
Date

  
County Executive

8-31-12  
Date

  
Deputy Clerk of Council

8/28/2012  
Date

First Reading/Referred to Committee: August 14, 2012  
Committee(s) Assigned: Economic Development & Planning

Journal CC007  
August 28, 2012

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
Between  
STARK COUNTY  
And  
CUYAHOGA COUNTY, LORAIN COUNTY, TRUMBULL COUNTY,  
MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
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This memorandum of Mutual Understanding and Collaboration (MUAC) describes the relationship between Stark County and Cuyahoga, Lorain, Erie, Trumbull, and Medina counties, the City of Parma (“Partners”) and OneCommunity. Further, this MUAC articulates our mutual objectives and agreements, and the manner in which we will work together to advance the Network Readiness Assessment (“Assessment”) being conducted by OneCommunity, a nonprofit broadband provider, on behalf of Stark County.

**1. SHARED OBJECTIVES**

- A. We share common concerns for the financial welfare and future sustainability of our respective communities;
- B. We share a desire to achieve the best practices possible in the delivery of municipal services depended upon by our residents;
- C. We share a desire to deliver services to our residents in the most efficient and cost-effective manner possible;
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**2. PURPOSE**

The purpose of this MUAC is to identify and formalize the roles and responsibilities of Stark County and the six partners during the Network Readiness Assessment and in support of an application for funding to the Ohio Department of Development’s Local Government Innovation Fund.

The Network Readiness Assessment is designed to evaluate the current state of each Partner’s broadband network infrastructure to ensure that they are prepared to offer and

receive high-quality, customer-centric shared services. A data collection, assessment, and analysis methodology will be used to benchmark the readiness of the counties to provide and receive shared services. The Network Readiness Assessment will also include the evaluation of current service-delivery models and identify shared-service opportunities, offered through existing service providers within their county or from the state. The final component of the Network Readiness Assessment will include identification of human/technical resources necessary for effective uses of broadband technology.

### **3. THE PARTNERS**

The collaborative partners of the Network Readiness Assessment include: Stark County, Cuyahoga, Lorain, Medina, Erie, and Trumbull counties and the City of Parma.

### **4. STATEMENT OF COMMITMENT**

The Partners agree to the following roles, responsibilities, and tasks in order to fulfill the purpose of this MUAC.

#### **Stark County agrees to:**

- A. Act as the fiscal agent responsible for the allocation and accounting of funds received through the Local Government Innovation Grant
- B. Will submit grant updates and reports in compliance with LGIF regulations

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The principal contacts for this MUAC are listed below.

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James R. Cordes  
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 Elyria, Ohio 44035  
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**Medina County**

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 County Commissioner  
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**Trumbull County**

Bill Miller  
 Director - Trumbull County Planning  
 Commission  
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**City of Parma**

Mike Culp  
 Chief of Staff  
 6611 Ridge Road  
 Parma, Ohio 44129  
 (440)885-8001

**OneCommunity**

Scot Rourke  
 President  
 800 W. St. Clair – 2<sup>nd</sup> Floor  
 Cleveland, OH 44113  
 216-923-2200

## **6. GRANT FUNDS**

The parties agree that any grant funds that may be awarded for the study may be received by Stark County. However, the expenditure of such grant funds must be in accordance with any grant award agreement, and Stark County shall notify each party to this Agreement of the receipt and expenditure of funds.

## **7. TERMINATION**

This MUAC may be terminated by any party for any reason by giving the other parties thirty (30) days written notice. Notices shall be given by written communication deposited in the United States mail, postage paid and delivered by registered mail, return receipt requested.

## **8. CHANGES AND MODIFICATIONS**

Any changes to this MUAC must be mutually agreed upon and made in writing and signed by all parties.

## **9. EFFECTIVE DATE AND TERM**

This MUAC shall be effective upon execution by the parties and shall be in force until June 31, 2014.

## **10. PUBLIC RECORDS**

All public records in connection with this Agreement are subject to Ohio Public Records Laws and may be made available for review and inspection to anyone making a request pursuant to the provisions of the Ohio Revised Code. In no event shall Stark County, or any of their agents, representatives, consultants, officers, or employees be liable for disclosure of any work products or other documents provided in relationship to this Study or Agreement.

## **11. AUTHORITY**

The parties to this MUAC are authorized representatives and signatories of their respective political subdivisions of the State of Ohio, and have subscribed to and affixed their respective signatures to this MUAC.

## **12. SPECIAL ACKNOWLEDGEMENTS**

The parties intend this MUAC to be binding with respect to its contents; however, it does not constitute a binding obligation beyond the commitments stated herein.

## **13. AGREEMENT COUNTERPARTS**

This Agreement may be executed in any number of counterparts and by different parties in separate counterparts. Each counterpart when so executed shall be deemed to be an original and all of which together shall constitute one and the same agreement.

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By signing this Agreement, the parties agree to conduct this transaction by electronic means. Therefore, the parties agree that all documents requiring the parties signatures may be executed by electronic means, and that the electronic signatures affixed by the parties to said documents shall have the same legal effect as if the signature was manually affixed to a paper version of the document.

The parties also agree to be bound by the provisions of Chapters 304 and 1306 of the Ohio Revised Code as they pertain to Electronic Transactions, and to comply with the Electronic Signature Policy of Stark County.

## 15. SIGNATORIES

We, the collaborative partners on the Network Readiness Assessment, agree to work together in accordance with this MUAC:

Stark County	Date
	
Cuyahoga County	Date
Lorain County	Date
Trumbull	Date
Medina	Date
Parma	Date
Erie	Date
OneCommunity	Date



TRUMBULL COUNTY COMMISSIONERS

160 High Street, NW
Warren, Ohio 44481-1093
330-675-2451 • Fax 330-675-2462

Commissioners
Frank S. Fuda
Paul E. Heltzel
Daniel E. Polivka

Clerk
Paulette A. Godfrey

August 22, 2012

The following action was taken by the Board of Trumbull County Commissioners on August 22, 2012, and duly recorded in their Journal Volume 138, page 16912.

\*\*\*\*\*
RE: EXECUTE MEMORANDUM OF UNDERSTANDING
AND COLLABORATION WITH STARK,
CUYAHOGA, SUMMIT, LORAIN, MAHONING AND
MEDINA COUNTIES, AND ONECOMMUNITY,
TO APPLY FOR A GRANT TO OHIO LOCAL
GOVERNMENT INNOVATION FUND TO
CONDUT "NETWORK READINESS ASSESSMENT

MOTION: Made by Mr. Polivka, seconded by Mr. Fuda, to authorize Frank S. Fuda, President of the Board of Trumbull County Commissioners, to execute the Memorandum of Understanding and Collaboration with Stark, Cuyahoga, Summit, Lorain, Mahoning and Medina counties, and OneCommunity, a not-for-profit organization, to apply for a grant to the Ohio Local Government Innovation Fund to conduct a "Network Readiness Assessment" of broadband infrastructure in Trumbull County, AND to authorize the Trumbull County Planning Commission Director, William F. Miller, to be designated as the principal contact for the Memorandum of Mutual Understanding and Collaboration—with Stark County being designated as the lead agency for the grant application—no cash match is requested; this action per the recommendation of the Planning Commission, and subject to the approval of the Prosecutor's Office.

NOTE: The purposes of the MUAC are to identify and formalize the roles and responsibilities of the six counties during the network readiness assessment and to support the grant application to the Ohio Department of Development's Local Government Innovation Fund. The network readiness assessment will evaluate, through data collection, assessment and analysis, the current state of each county's broadband infrastructure to ensure that the counties are prepared to offer and receive high-quality, customer-centric shared services. The assessment will also evaluate current service-delivery models and identify shared service opportunities through existing service providers within the county or from the state. The assessment will also identify human/technical resources necessary for effective uses of broadband technology.

Yeas: Polivka, Fuda
Nays: None

CERTIFICATION

I, Paulette A. Godfrey, Clerk of the Board of County Commissioners, Trumbull County, Ohio, do hereby certify that the foregoing is a true and correct copy of a Resolution adopted by the Board of Trumbull County Commissioners on August 22, 2012, and is duly recorded in Journal Volume 138, page 16912.

Handwritten signature of Paulette A. Godfrey
Paulette A. Godfrey, Clerk/Interim Administrator
Board of County Commissioners

/kat

cc: Planning Commission

August 29, 2012

NOTE TO PLANNING COMMISSION: Enclosed is a copy of the Memorandum of Understanding signed by Commissioner Fuda. It is our understanding that you will obtain the remainder of the signatures and return a copy to our office for our files. Thank you.

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
Between  
STARK COUNTY  
And  
CUYAHOGA COUNTY, LORAIN COUNTY, TRUMBULL COUNTY,  
MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
ONECOMMUNITY**

This memorandum of Mutual Understanding and Collaboration (MUAC) describes the relationship between Stark County and Cuyahoga, Lorain, Erie, Trumbull, and Medina counties, the City of Parma (“Partners”) and OneCommunity. Further, this MUAC articulates our mutual objectives and agreements, and the manner in which we will work together to advance the Network Readiness Assessment (“Assessment”) being conducted by OneCommunity, a nonprofit broadband provider, on behalf of Stark County.

**1. SHARED OBJECTIVES**

- A. We share common concerns for the financial welfare and future sustainability of our respective communities;
- B. We share a desire to achieve the best practices possible in the delivery of municipal services depended upon by our residents;
- C. We share a desire to deliver services to our residents in the most efficient and cost-effective manner possible;
- D. We share a mutual understanding that shared services are enabled by high-capacity broadband; and
- E. We share a desire to have among our six counties: 1) a full understanding of the existing broadband network conditions within our respective communities individually and collectively; 2) knowledge of the full range of possibilities for coordination of services, sharing of services, and leveraging broadband networks; 3) an understanding of the readiness, cost, benefit, and effectiveness of coordinated, shared services and/or merged services, enabled by robust broadband networks, among our communities; and 4) the full depth of information required to help our counties make good decisions regarding the question of our broadband networks.

**2. PURPOSE**

The purpose of this MUAC is to identify and formalize the roles and responsibilities of Stark County and the six partners during the Network Readiness Assessment and in support of an application for funding to the Ohio Department of Development’s Local Government Innovation Fund.

The Network Readiness Assessment is designed to evaluate the current state of each Partner’s broadband network infrastructure to ensure that they are prepared to offer and

receive high-quality, customer-centric shared services. A data collection, assessment, and analysis methodology will be used to benchmark the readiness of the counties to provide and receive shared services. The Network Readiness Assessment will also include the evaluation of current service-delivery models and identify shared-service opportunities, offered through existing service providers within their county or from the state. The final component of the Network Readiness Assessment will include identification of human/technical resources necessary for effective uses of broadband technology.

### **3. THE PARTNERS**

The collaborative partners of the Network Readiness Assessment include: Stark County, Cuyahoga, Lorain, Medina, Erie, and Trumbull counties and the City of Parma.

### **4. STATEMENT OF COMMITMENT**

The Partners agree to the following roles, responsibilities, and tasks in order to fulfill the purpose of this MUAC.

#### **Stark County agrees to:**

- A. Act as the fiscal agent responsible for the allocation and accounting of funds received through the Local Government Innovation Grant
- B. Will submit grant updates and reports in compliance with LGIF regulations

#### **The Partners agree to:**

- A. Actively participate in the Network Readiness Assessment by providing information/data and access to county/city network information
- B. Attend quarterly and ad hoc meetings as necessary
- C. Identify a “lead” within their organization that will be responsible for coordinating access to staff, facilities and information/data and will facilitate communications, updates and other information to their respective leadership.
- D. Work with the parties to ensure the reasonable availability of IT staff and facilities
- E. Will provide data and information required to complete the network readiness assessment
- F. Will provide data and information required for compliance with LGIF grant regulations
- G. Make a good-faith effort to evaluate and consider implementation of the findings of the Assessment.

#### **OneCommunity agrees to:**

OneCommunity will commit to do all of the following:

- A. Complete a Network Readiness Assessment for each of the partners

- B. Provide technical assistance, research, and facilitation of the Network Readiness Assessment.
- C. Coordinate services to be provided by project managers and subject-matter experts
- D. Convene regular meetings and/or ad hoc meetings as necessary
- E. Help identify opportunities for coordination of services and shared-service delivery
- F. Identify practices and methodologies that make the Network Readiness Assessment scalable and replicable for other municipalities within each county and/or for other Ohio counties

## 5. PRINCIPAL CONTACTS

The principal contacts for this MUAC are listed below.

### **Stark County**

Micheal E. Hanke  
 County Administrator  
 110 Central Plaza  
 S. Canton, OH 44702  
 330-451-7781 (Main Phone)

### **Cuyahoga County**

Jeff Mowry  
 Chief Information Officer  
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 800 W. St. Clair – 2<sup>nd</sup> Floor  
 Cleveland, OH 44113  
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## **6. GRANT FUNDS**

The parties agree that any grant funds that may be awarded for the study may be received by Stark County. However, the expenditure of such grant funds must be in accordance with any grant award agreement, and Stark County shall notify each party to this Agreement of the receipt and expenditure of funds.

## **7. TERMINATION**

This MUAC may be terminated by any party for any reason by giving the other parties thirty (30) days written notice. Notices shall be given by written communication deposited in the United States mail, postage paid and delivered by registered mail, return receipt requested.

## **8. CHANGES AND MODIFICATIONS**

Any changes to this MUAC must be mutually agreed upon and made in writing and signed by all parties.

## **9. EFFECTIVE DATE AND TERM**

This MUAC shall be effective upon execution by the parties and shall be in force until June 31, 2014.

## **10. PUBLIC RECORDS**

All public records in connection with this Agreement are subject to Ohio Public Records Laws and may be made available for review and inspection to anyone making a request pursuant to the provisions of the Ohio Revised Code. In no event shall Stark County, or any of their agents, representatives, consultants, officers, or employees be liable for disclosure of any work products or other documents provided in relationship to this Study or Agreement.

## **11. AUTHORITY**

The parties to this MUAC are authorized representatives and signatories of their respective political subdivisions of the State of Ohio, and have subscribed to and affixed their respective signatures to this MUAC.

## **12. SPECIAL ACKNOWLEDGEMENTS**

The parties intend this MUAC to be binding with respect to its contents; however, it does not constitute a binding obligation beyond the commitments stated herein.

## **13. AGREEMENT COUNTERPARTS**

This Agreement may be executed in any number of counterparts and by different parties in separate counterparts. Each counterpart when so executed shall be deemed to be an

original and all of which together shall constitute one and the same agreement.

#### **14. ELECTRONIC SIGNATURES**

By signing this Agreement, the parties agree to conduct this transaction by electronic means. Therefore, the parties agree that all documents requiring the parties signatures may be executed by electronic means, and that the electronic signatures affixed by the parties to said documents shall have the same legal effect as if the signature was manually affixed to a paper version of the document.

The parties also agree to be bound by the provisions of Chapters 304 and 1306 of the Ohio Revised Code as they pertain to Electronic Transactions, and to comply with the Electronic Signature Policy of Stark County.

**15. SIGNATORIES**

We, the collaborative partners on the Network Readiness Assessment, agree to work together in accordance with this MUAC:

\_\_\_\_\_  
Stark County Date

\_\_\_\_\_  
Cuyahoga County Date

\_\_\_\_\_  
Lorain County Date  
*Trumbull* *8/29/12*  
Trumbull Date

\_\_\_\_\_  
Medina Date

\_\_\_\_\_  
Parma Date

\_\_\_\_\_  
Erie Date

\_\_\_\_\_  
OneCommunity Date

**REGULAR MEETING – MONDAY, AUGUST 20, 2012**

The Board of County Commissioners of Medina County, Ohio, met in regular session on this date with the following members present:

STEPHEN D. HAMBLEY      ADAM FRIEDRICK      PATRICIA G. GEISSMAN

Mr. Friedrich offered the following resolution and moved the adoption of same, which was duly seconded by Mrs. Geissman.

**RESOLUTION NO. 12-0769  
SUPPORTING PARTICIPATION IN A SHARED SERVICES/NETWORK  
READINESS ASSESSMENT PROJECT THROUGH THE OHIO LOCAL  
GOVERNMENT INNOVATION FUND GRANT PROGRAM**

**WHEREAS**, Stark County has initiated a project to study the merits of a Network Readiness Assessment for local governments to complete as a prerequisite for establishing or participating in shared services offerings, and

**WHEREAS**, Stark County, One Community, and other county governments wish to serve as collaborative partners with Medina County in order to facilitate the Network Readiness Assessment study process, and

**WHEREAS**, these partners wish to seek funding from the State of Ohio's Local Government Innovation Fund grant program, through the Ohio Department of Development, to support this Network Readiness Assessment study, with an emphasis on process implementation, and

**WHEREAS**, the Local Government Innovation Fund was established to provide financial assistance to Ohio political subdivisions for planning and implementing projects that can create more efficient and effective service delivery within a specific discipline of government for one or more entities, and

**WHEREAS**, through the Local Government Innovation Fund, the Ohio Department of Development seeks to promote efficiency, collaboration, merged services, and shared services among local governments, and

**WHEREAS**, Local Government Innovation Fund grant funding represents one of the key sources of funding necessary for evaluating the opportunities for shared service efficiencies.

**NOW, THEREFORE, BE IT RESOLVED** by this Board of County Commissioners that participation in the Network Readiness Assessment project with Stark County, One Community, and other county governments is hereby supported and that the Board be authorized to subsequently execute a memorandum of understanding with the project partners that details the project objectives, agreements, and expectations.

Voting AYE thereon: Mr. Hambley, Mr. Friedrich, and Mrs. Geissman

Adopted: August 20, 2012

Prepared by: County Administrator

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
Between  
STARK COUNTY  
And  
CUYAHOGA COUNTY, LORAIN COUNTY, TRUMBULL COUNTY,  
MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
ONECOMMUNITY**

This memorandum of Mutual Understanding and Collaboration (MUAC) describes the relationship between Stark County and Cuyahoga, Lorain, Erie, Trumbull, and Medina counties, the City of Parma (“Partners”) and OneCommunity. Further, this MUAC articulates our mutual objectives and agreements, and the manner in which we will work together to advance the Network Readiness Assessment (“Assessment”) being conducted by OneCommunity, a nonprofit broadband provider, on behalf of Stark County.

**1. SHARED OBJECTIVES**

- A. We share common concerns for the financial welfare and future sustainability of our respective communities;
- B. We share a desire to achieve the best practices possible in the delivery of municipal services depended upon by our residents;
- C. We share a desire to deliver services to our residents in the most efficient and cost-effective manner possible;
- D. We share a mutual understanding that shared services are enabled by high-capacity broadband; and
- E. We share a desire to have among our six counties: 1) a full understanding of the existing broadband network conditions within our respective communities individually and collectively; 2) knowledge of the full range of possibilities for coordination of services, sharing of services, and leveraging broadband networks; 3) an understanding of the readiness, cost, benefit, and effectiveness of coordinated, shared services and/or merged services, enabled by robust broadband networks, among our communities; and 4) the full depth of information required to help our counties make good decisions regarding the question of our broadband networks.

**2. PURPOSE**

The purpose of this MUAC is to identify and formalize the roles and responsibilities of Stark County and the six partners during the Network Readiness Assessment and in support of an application for funding to the Ohio Department of Development’s Local Government Innovation Fund.

The Network Readiness Assessment is designed to evaluate the current state of each Partner’s broadband network infrastructure to ensure that they are prepared to offer and

receive high-quality, customer-centric shared services. A data collection, assessment, and analysis methodology will be used to benchmark the readiness of the counties to provide and receive shared services. The Network Readiness Assessment will also include the evaluation of current service-delivery models and identify shared-service opportunities, offered through existing service providers within their county or from the state. The final component of the Network Readiness Assessment will include identification of human/technical resources necessary for effective uses of broadband technology.

### **3. THE PARTNERS**

The collaborative partners of the Network Readiness Assessment include: Stark County, Cuyahoga, Lorain, Medina, Erie, and Trumbull counties and the City of Parma.

### **4. STATEMENT OF COMMITMENT**

The Partners agree to the following roles, responsibilities, and tasks in order to fulfill the purpose of this MUAC.

#### **Stark County agrees to:**

- A. Act as the fiscal agent responsible for the allocation and accounting of funds received through the Local Government Innovation Grant
- B. Will submit grant updates and reports in compliance with LGIF regulations

#### **The Partners agree to:**

- A. Actively participate in the Network Readiness Assessment by providing information/data and access to county/city network information
- B. Attend quarterly and ad hoc meetings as necessary
- C. Identify a “lead” within their organization that will be responsible for coordinating access to staff, facilities and information/data and will facilitate communications, updates and other information to their respective leadership.
- D. Work with the parties to ensure the reasonable availability of IT staff and facilities
- E. Will provide data and information required to complete the network readiness assessment
- F. Will provide data and information required for compliance with LGIF grant regulations
- G. Make a good-faith effort to evaluate and consider implementation of the findings of the Assessment.

#### **OneCommunity agrees to:**

OneCommunity will commit to do all of the following:

- A. Complete a Network Readiness Assessment for each of the partners

- B. Provide technical assistance, research, and facilitation of the Network Readiness Assessment.
- C. Coordinate services to be provided by project managers and subject-matter experts
- D. Convene regular meetings and/or ad hoc meetings as necessary
- E. Help identify opportunities for coordination of services and shared-service delivery
- F. Identify practices and methodologies that make the Network Readiness Assessment scalable and replicable for other municipalities within each county and/or for other Ohio counties

## 5. PRINCIPAL CONTACTS

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Scot Rourke  
 President  
 800 W. St. Clair – 2<sup>nd</sup> Floor  
 Cleveland, OH 44113  
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## **6. GRANT FUNDS**

The parties agree that any grant funds that may be awarded for the study may be received by Stark County. However, the expenditure of such grant funds must be in accordance with any grant award agreement, and Stark County shall notify each party to this Agreement of the receipt and expenditure of funds.

## **7. TERMINATION**

This MUAC may be terminated by any party for any reason by giving the other parties thirty (30) days written notice. Notices shall be given by written communication deposited in the United States mail, postage paid and delivered by registered mail, return receipt requested.

## **8. CHANGES AND MODIFICATIONS**

Any changes to this MUAC must be mutually agreed upon and made in writing and signed by all parties.

## **9. EFFECTIVE DATE AND TERM**

This MUAC shall be effective upon execution by the parties and shall be in force until June 31, 2014.

## **10. PUBLIC RECORDS**

All public records in connection with this Agreement are subject to Ohio Public Records Laws and may be made available for review and inspection to anyone making a request pursuant to the provisions of the Ohio Revised Code. In no event shall Stark County, or any of their agents, representatives, consultants, officers, or employees be liable for disclosure of any work products or other documents provided in relationship to this Study or Agreement.

## **11. AUTHORITY**

The parties to this MUAC are authorized representatives and signatories of their respective political subdivisions of the State of Ohio, and have subscribed to and affixed their respective signatures to this MUAC.

## **12. SPECIAL ACKNOWLEDGEMENTS**

The parties intend this MUAC to be binding with respect to its contents; however, it does not constitute a binding obligation beyond the commitments stated herein.

## **13. AGREEMENT COUNTERPARTS**

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**15. SIGNATORIES**

We, the collaborative partners on the Network Readiness Assessment, agree to work together in accordance with this MUAC:

\_\_\_\_\_  
Stark County Date

\_\_\_\_\_  
Cuyahoga County Date

\_\_\_\_\_  
Lorain County Date

\_\_\_\_\_  
Trumbull Date  
*Steph D. Haly* 8/28/12  
\_\_\_\_\_  
Medina Date

\_\_\_\_\_  
Parma Date

\_\_\_\_\_  
Erie Date

\_\_\_\_\_  
OneCommunity Date

RESOLUTION NO. 12-423

**RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF ERIE COUNTY, OHIO, FOR THE PURPOSE OF SUPPORTING PARTICIPATION IN A SHARED SERVICES/NETWORK READINESS ASSESSMENT FOR A LOCAL GOVERNMENT INNOVATION FUND GRANT APPLICATION, ROUND 3, SUBMITTED BY STARK COUNTY**

The Board of County Commissioners of Erie County, Ohio, met this 30th day of August, 2012, in regular session with the following members present:

William J. Monaghan, Patrick J. Shenigo, and Thomas M. Ferrell, Jr.

Mr. Ferrell introduced the following resolution and moved its adoption.

**WHEREAS**, Stark County is committed to studying the merits of a Network Readiness Assessment for municipalities to complete as a prerequisite for establishing or participating in shared services offerings; and

**WHEREAS**, Stark County, Cuyahoga County, and OneCommunity, would like to serve as collaborative partners with Erie County to facilitate the Network Readiness Assessment Study process; and

**WHEREAS**, Stark County, Cuyahoga County, and OneCommunity would like to seek funding from the State of Ohio, Department of Development, Local Government Innovation Fund on behalf of Erie County to support this Network Readiness Assessment study process, particularly as it pertains to process implementation; and

**WHEREAS**, in accordance with the application procedures for the Local Government Innovation Fund, the Ohio Department of Development requests a resolution of support from the applicant's and collaborative partner's governing entity; and

**WHEREAS**, the Local Government Innovation Fund was established to provide financial assistance to Ohio political subdivisions for planning and implementing projects that are projected to create more efficient and effective service delivery within a specific discipline of government services for one or more entities; and

**WHEREAS**, through the Local Government Innovation Fund, the Ohio Department of Development seeks to promote efficiency, collaboration, merger, and shared services among local governments; and

**WHEREAS**, the Local Government Innovation Fund grant funding represents one of the key sources of funding necessary to study the merits of merging it municipalities and evaluate the opportunities for shared service efficiencies; **NOW, THEREFORE**,

**BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF ERIE COUNTY, OHIO:**

**THAT**, this Board hereby enters into a Memorandum of Mutual Understanding and Collaboration (MUAC) with Stark, Cuyahoga, Summit, Lorain, Mahoning, Trumbull, and Medina Counties, and OneCommunity, serving as a collaborative partner and supporting the efforts of Stark County in submitting a Local Government Innovation Fund (LGIF) grant application, Round 3, to fund a shared services network readiness assessment, according to the provisions as outlined in the attached document; and

**THAT**, this Board authorizes Erie County Chief Information Officer Robert M. Lange to sign the Memorandum of Mutual Understanding and Collaboration, and other documents as necessary pertaining to the LGIF grant application; and

**THAT**, this Board of County Commissioners hereby finds and determines that all formal actions relative to the adoption of this resolution were taken in an open meeting of this Board; and that all deliberations of this Board and of its committees, if any, which resulted in formal action, were taken in meetings open to the public in full compliance with applicable legal requirements, including Section 121.22 of the Revised Code.

Mr. Shenigo seconded the motion for the adoption of said resolution; and the roll being called upon its adoption, the vote resulted as follows:

**Roll Call:** Mr. Ferrell, Aye; Mr. Shenigo, Aye; Mr. Monaghan, Aye

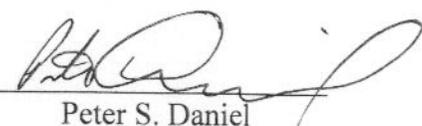
**Adopted:** August 30, 2012

**CERTIFICATE**

I, Carolyn L. Hauenstein, Clerk of the Board of County Commissioners of Erie County, Ohio, hereby do certify that the above is a true and correct copy of resolution adopted by said Board under said date, and as same appears in Commissioners' Journal Volume #190.

\_\_\_\_\_  
Board of County Commissioners  
of Erie County, Ohio Clerk

Approved by Interim County Administrator

  
Peter S. Daniel

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
Between  
STARK COUNTY  
And  
CUYAHOGA COUNTY, LORAIN COUNTY, TRUMBULL COUNTY,  
MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
ONECOMMUNITY**

This memorandum of Mutual Understanding and Collaboration (MUAC) describes the relationship between Stark County and Cuyahoga, Lorain, Erie, Trumbull, and Medina counties, the City of Parma (“Partners”) and OneCommunity. Further, this MUAC articulates our mutual objectives and agreements, and the manner in which we will work together to advance the Network Readiness Assessment (“Assessment”) being conducted by OneCommunity, a nonprofit broadband provider, on behalf of Stark County.

**1. SHARED OBJECTIVES**

- A. We share common concerns for the financial welfare and future sustainability of our respective communities;
- B. We share a desire to achieve the best practices possible in the delivery of municipal services depended upon by our residents;
- C. We share a desire to deliver services to our residents in the most efficient and cost-effective manner possible;
- D. We share a mutual understanding that shared services are enabled by high-capacity broadband; and
- E. We share a desire to have among our six counties: 1) a full understanding of the existing broadband network conditions within our respective communities individually and collectively; 2) knowledge of the full range of possibilities for coordination of services, sharing of services, and leveraging broadband networks; 3) an understanding of the readiness, cost, benefit, and effectiveness of coordinated, shared services and/or merged services, enabled by robust broadband networks, among our communities; and 4) the full depth of information required to help our counties make good decisions regarding the question of our broadband networks.

**2. PURPOSE**

The purpose of this MUAC is to identify and formalize the roles and responsibilities of Stark County and the six partners during the Network Readiness Assessment and in support of an application for funding to the Ohio Department of Development’s Local Government Innovation Fund.

The Network Readiness Assessment is designed to evaluate the current state of each Partner’s broadband network infrastructure to ensure that they are prepared to offer and

receive high-quality, customer-centric shared services. A data collection, assessment, and analysis methodology will be used to benchmark the readiness of the counties to provide and receive shared services. The Network Readiness Assessment will also include the evaluation of current service-delivery models and identify shared-service opportunities, offered through existing service providers within their county or from the state. The final component of the Network Readiness Assessment will include identification of human/technical resources necessary for effective uses of broadband technology.

### **3. THE PARTNERS**

The collaborative partners of the Network Readiness Assessment include: Stark County, Cuyahoga, Lorain, Medina, Erie, and Trumbull counties and the City of Parma.

### **4. STATEMENT OF COMMITMENT**

The Partners agree to the following roles, responsibilities, and tasks in order to fulfill the purpose of this MUAC.

#### **Stark County agrees to:**

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OneCommunity will commit to do all of the following:

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Any changes to this MUAC must be mutually agreed upon and made in writing and signed by all parties.

## **9. EFFECTIVE DATE AND TERM**

This MUAC shall be effective upon execution by the parties and shall be in force until June 31, 2014.

## **10. PUBLIC RECORDS**

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## **11. AUTHORITY**

The parties to this MUAC are authorized representatives and signatories of their respective political subdivisions of the State of Ohio, and have subscribed to and affixed their respective signatures to this MUAC.

## **12. SPECIAL ACKNOWLEDGEMENTS**

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**15. SIGNATORIES**

We, the collaborative partners on the Network Readiness Assessment, agree to work together in accordance with this MUAC:

Stark County \_\_\_\_\_ Date \_\_\_\_\_

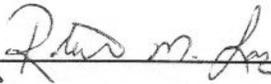
Cuyahoga County \_\_\_\_\_ Date \_\_\_\_\_

Lorain County \_\_\_\_\_ Date \_\_\_\_\_

Trumbull \_\_\_\_\_ Date \_\_\_\_\_

Medina \_\_\_\_\_ Date \_\_\_\_\_

Parma \_\_\_\_\_ Date \_\_\_\_\_

Erie  \_\_\_\_\_ Date 8/30/2012

OneCommunity \_\_\_\_\_ Date \_\_\_\_\_



**TIM DeGEETER**  
MAYOR

[www.cityofparma-oh.gov](http://www.cityofparma-oh.gov)  
[mayorsoffice@cityofparma-oh.gov](mailto:mayorsoffice@cityofparma-oh.gov)

6611 Ridge Road  
Parma, Ohio 44129

440-885-8001  
Fax: 440-885-8012

August 24, 2012

To Whom It May Concern:

Attached please find an executed Memorandum of Mutual Understanding and Collaboration (MUAC) between Stark County and Cuyahoga County, Lorain County, Mahoning County, Trumbull County, Medina County, Erie County, the City of Parma, and OneCommunity as required under the application process for the Local Government Innovation Fund grant application.

This letter is to inform you that the requisite Parma City Council resolution supporting this grant application will be submitted for Council approval at the regularly scheduled Council meeting on September 4, 2012. The resolution will be passed under emergency/suspension which will allow for it to be enacted the next business day. Once all signatures are obtained on the resolution we will forward to your office.

Sincerely,

Mayor Tim DeGeeter

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
Between  
STARK COUNTY  
And  
CUYAHOGA COUNTY, LORAIN COUNTY, TRUMBULL COUNTY,  
MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
ONECOMMUNITY**

This memorandum of Mutual Understanding and Collaboration (MUAC) describes the relationship between Stark County and Cuyahoga, Lorain, Erie, Trumbull, and Medina counties, the City of Parma (“Partners”) and OneCommunity. Further, this MUAC articulates our mutual objectives and agreements, and the manner in which we will work together to advance the Network Readiness Assessment (“Assessment”) being conducted by OneCommunity, a nonprofit broadband provider, on behalf of Stark County.

**1. SHARED OBJECTIVES**

- A. We share common concerns for the financial welfare and future sustainability of our respective communities;
- B. We share a desire to achieve the best practices possible in the delivery of municipal services depended upon by our residents;
- C. We share a desire to deliver services to our residents in the most efficient and cost-effective manner possible;
- D. We share a mutual understanding that shared services are enabled by high-capacity broadband; and
- E. We share a desire to have among our six counties: 1) a full understanding of the existing broadband network conditions within our respective communities individually and collectively; 2) knowledge of the full range of possibilities for coordination of services, sharing of services, and leveraging broadband networks; 3) an understanding of the readiness, cost, benefit, and effectiveness of coordinated, shared services and/or merged services, enabled by robust broadband networks, among our communities; and 4) the full depth of information required to help our counties make good decisions regarding the question of our broadband networks.

**2. PURPOSE**

The purpose of this MUAC is to identify and formalize the roles and responsibilities of Stark County and the six partners during the Network Readiness Assessment and in support of an application for funding to the Ohio Department of Development’s Local Government Innovation Fund.

The Network Readiness Assessment is designed to evaluate the current state of each Partner’s broadband network infrastructure to ensure that they are prepared to offer and

receive high-quality, customer-centric shared services. A data collection, assessment, and analysis methodology will be used to benchmark the readiness of the counties to provide and receive shared services. The Network Readiness Assessment will also include the evaluation of current service-delivery models and identify shared-service opportunities, offered through existing service providers within their county or from the state. The final component of the Network Readiness Assessment will include identification of human/technical resources necessary for effective uses of broadband technology.

### **3. THE PARTNERS**

The collaborative partners of the Network Readiness Assessment include: Stark County, Cuyahoga, Lorain, Medina, Erie, and Trumbull counties and the City of Parma.

### **4. STATEMENT OF COMMITMENT**

The Partners agree to the following roles, responsibilities, and tasks in order to fulfill the purpose of this MUAC.

#### **Stark County agrees to:**

- A. Act as the fiscal agent responsible for the allocation and accounting of funds received through the Local Government Innovation Grant
- B. Will submit grant updates and reports in compliance with LGIF regulations

#### **The Partners agree to:**

- A. Actively participate in the Network Readiness Assessment by providing information/data and access to county/city network information
- B. Attend quarterly and ad hoc meetings as necessary
- C. Identify a “lead” within their organization that will be responsible for coordinating access to staff, facilities and information/data and will facilitate communications, updates and other information to their respective leadership.
- D. Work with the parties to ensure the reasonable availability of IT staff and facilities
- E. Will provide data and information required to complete the network readiness assessment
- F. Will provide data and information required for compliance with LGIF grant regulations
- G. Make a good-faith effort to evaluate and consider implementation of the findings of the Assessment.

#### **OneCommunity agrees to:**

OneCommunity will commit to do all of the following:

- A. Complete a Network Readiness Assessment for each of the partners

- B. Provide technical assistance, research, and facilitation of the Network Readiness Assessment.
- C. Coordinate services to be provided by project managers and subject-matter experts
- D. Convene regular meetings and/or ad hoc meetings as necessary
- E. Help identify opportunities for coordination of services and shared-service delivery
- F. Identify practices and methodologies that make the Network Readiness Assessment scalable and replicable for other municipalities within each county and/or for other Ohio counties

## 5. PRINCIPAL CONTACTS

The principal contacts for this MUAC are listed below.

### **Stark County**

Micheal E. Hanke  
 County Administrator  
 110 Central Plaza  
 S. Canton, OH 44702  
 330-451-7781 (Main Phone)

### **Cuyahoga County**

Jeff Mowry  
 Chief Information Officer  
 1255 Euclid Avenue  
 Cleveland, OH 44115  
 216-443-8010 (Main Phone)

### **County of Erie**

Robert M. Lange  
 Chief Information Officer  
 2900 Columbus Ave. 2nd Fl. Annex  
 Sandusky, OH 44870  
 419-624-6948

### **Lorain County**

James R. Cordes  
 County Administrator  
 226 Mille Avenue  
 Elyria, Ohio 44035  
 440-329-5760

### **Medina County**

Adam Friedrich  
 County Commissioner  
 144 N. Broadway Street, Room 201  
 Medina, Ohio 44256  
 330.722.9208

### **Trumbull County**

Bill Miller  
 Director - Trumbull County Planning  
 Commission  
 347 North Park Avenue  
 Warren, OH 44481  
 330-675-2790 (Main Phone)

### **City of Parma**

Mike Culp  
 Chief of Staff  
 6611 Ridge Road  
 Parma, Ohio 44129  
 (440)885-8001

### **OneCommunity**

Scot Rourke  
 President  
 800 W. St. Clair – 2<sup>nd</sup> Floor  
 Cleveland, OH 44113  
 216-923-2200

## **6. GRANT FUNDS**

The parties agree that any grant funds that may be awarded for the study may be received by Stark County. However, the expenditure of such grant funds must be in accordance with any grant award agreement, and Stark County shall notify each party to this Agreement of the receipt and expenditure of funds.

## **7. TERMINATION**

This MUAC may be terminated by any party for any reason by giving the other parties thirty (30) days written notice. Notices shall be given by written communication deposited in the United States mail, postage paid and delivered by registered mail, return receipt requested.

## **8. CHANGES AND MODIFICATIONS**

Any changes to this MUAC must be mutually agreed upon and made in writing and signed by all parties.

## **9. EFFECTIVE DATE AND TERM**

This MUAC shall be effective upon execution by the parties and shall be in force until June 31, 2014.

## **10. PUBLIC RECORDS**

All public records in connection with this Agreement are subject to Ohio Public Records Laws and may be made available for review and inspection to anyone making a request pursuant to the provisions of the Ohio Revised Code. In no event shall Stark County, or any of their agents, representatives, consultants, officers, or employees be liable for disclosure of any work products or other documents provided in relationship to this Study or Agreement.

## **11. AUTHORITY**

The parties to this MUAC are authorized representatives and signatories of their respective political subdivisions of the State of Ohio, and have subscribed to and affixed their respective signatures to this MUAC.

## **12. SPECIAL ACKNOWLEDGEMENTS**

The parties intend this MUAC to be binding with respect to its contents; however, it does not constitute a binding obligation beyond the commitments stated herein.

## **13. AGREEMENT COUNTERPARTS**

This Agreement may be executed in any number of counterparts and by different parties in separate counterparts. Each counterpart when so executed shall be deemed to be an original and all of which together shall constitute one and the same agreement.

#### **14. ELECTRONIC SIGNATURES**

By signing this Agreement, the parties agree to conduct this transaction by electronic means. Therefore, the parties agree that all documents requiring the parties signatures may be executed by electronic means, and that the electronic signatures affixed by the parties to said documents shall have the same legal effect as if the signature was manually affixed to a paper version of the document.

The parties also agree to be bound by the provisions of Chapters 304 and 1306 of the Ohio Revised Code as they pertain to Electronic Transactions, and to comply with the Electronic Signature Policy of Stark County.

## 15. SIGNATORIES

We, the collaborative partners on the Network Readiness Assessment, agree to work together in accordance with this MUAC:

Stark County \_\_\_\_\_ Date

Cuyahoga County \_\_\_\_\_ Date

Lorain County \_\_\_\_\_ Date

Trumbull \_\_\_\_\_ Date

Medina \_\_\_\_\_ Date

 \_\_\_\_\_ Date  
Parma **8.24.12** \_\_\_\_\_ Date

Erie \_\_\_\_\_ Date

OneCommunity \_\_\_\_\_ Date

RESOLUTION NO. 170-12

BY: **SCOTT M. TUMA**, BRIAN BROCHETTI, MARK CASSELBERRY, BRIAN DAY,  
ALLAN DIVIS, MARY GALINAS, DEBORAH LIME, LARRY NAPOLI  
(By Request – Mayor)

A RESOLUTION SUPPORTING THE PARTICIPATION OF  
THE CITY OF PARMA IN A SHARED SERVICES/NETWORK  
READINESS ASSESSMENT FOR A LOCAL GOVERNMENT  
INNOVATION FUND GRANT APPLICATION, FOR SECOND  
ATTEMPT OF FUNDING, SUBMITTED BY STARK COUNTY,  
AND DECLARING AN EMERGENCY

WHEREAS, Stark County is committed to studying the merits of a Network Readiness Assessment for municipalities to complete as a prerequisite for establishing or participating in shared services offerings; and,

WHEREAS, Stark County, Cuyahoga County, and OneCommunity, would like to serve as collaborative partners with City of Parma to facilitate the Network Readiness Assessment Study process; and,

WHEREAS, Stark County, Cuyahoga County, and OneCommunity would like to seek funding from the State of Ohio, Department of Development, Local Government Innovation Fund on behalf of City of Parma to support this Network Readiness Assessment study process, particularly as it pertains to process implementation; and,

WHEREAS, in accordance with the application procedures for the Local Government Innovation Fund, the State of Ohio, Department of Development, requests a resolution of support from the applicant’s and collaborative partner’s governing entity; and,

WHEREAS, the Local Government Innovation Fund was established to provide financial assistance to Ohio political subdivisions for planning and implementing projects that are projected to create more efficient and effective service delivery within a specific discipline of government services for one or more entities; and,

WHEREAS, through the Local Government Innovation Fund, the Ohio Department of Development seeks to promote efficiency, collaboration, merger, and shared services among local governments; and,

WHEREAS, the Local Government Innovation Fund grant funding represents one of the key sources of funding necessary to study the merits of merging its municipalities and evaluate the opportunities for shared service efficiencies; and,

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF PARMA, STATE OF OHIO:

Section 1. That this Council hereby supports the participation of the City of Parma in a Shared Services/Network Readiness Assessment for a Local Government Innovation Fund Grant Application, for second attempt of funding, submitted by Stark County.

Section 2. That the Clerk of Council be, and he hereby is, directed to forward a true and accurate copy of this Resolution to Tom Miller, Community Technology Executive, OneCommunity, tmiller@onecommunity.org.

Section 3. That it is found and determined that all formal actions of this Council concerning and relating to the adoption of this Resolution were adopted in an open meeting of this Council, and that all 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.

Pg. 2 of L-170-12 Res. supporting the participation of the City of Parma in a Shared Services/Network Readiness Assessment for a Local Government Innovation Fund grant application, for second attempt of funding, submitted by Stark County, and declaring an emergency

Section 4. That this Resolution is hereby declared to be an emergency measure necessary for the immediate preservation of the public health, safety and welfare of the City of Parma, and for the further reason that this measure is necessary in order to timely file the grant paperwork, and this Resolution shall become immediately effective upon receiving the affirmative vote of two-thirds of all members elected to Council and approval of the Mayor, otherwise from and after the earliest period allowed by law.

PASSED: September 4, 2012 /s/ Sean P. Brennan  
PRESIDENT OF COUNCIL

ATTEST: /s/ Kenneth A. Ramser APPROVED: September 5, 2012  
CLERK OF COUNCIL

FILED WITH  
THE MAYOR: September 5, 2012 /s/ Timothy J. DeGeeter  
MAYOR, CITY OF PARMA, OHIO

**MEMORANDUM OF MUTUAL UNDERSTANDING AND COLLABORATION  
(MUAC)  
Between  
STARK COUNTY  
And  
CUYAHOGA COUNTY, LORAIN COUNTY, TRUMBULL COUNTY,  
MEDINA COUNTY, COUNTY OF ERIE, THE CITY OF PARMA AND  
ONECOMMUNITY**

This memorandum of Mutual Understanding and Collaboration (MUAC) describes the relationship between Stark County and Cuyahoga, Lorain, Erie, Trumbull, and Medina counties, the City of Parma (“Partners”) and OneCommunity. Further, this MUAC articulates our mutual objectives and agreements, and the manner in which we will work together to advance the Network Readiness Assessment (“Assessment”) being conducted by OneCommunity, a nonprofit broadband provider, on behalf of Stark County.

**1. SHARED OBJECTIVES**

- A. We share common concerns for the financial welfare and future sustainability of our respective communities;
- B. We share a desire to achieve the best practices possible in the delivery of municipal services depended upon by our residents;
- C. We share a desire to deliver services to our residents in the most efficient and cost-effective manner possible;
- D. We share a mutual understanding that shared services are enabled by high-capacity broadband; and
- E. We share a desire to have among our six counties: 1) a full understanding of the existing broadband network conditions within our respective communities individually and collectively; 2) knowledge of the full range of possibilities for coordination of services, sharing of services, and leveraging broadband networks; 3) an understanding of the readiness, cost, benefit, and effectiveness of coordinated, shared services and/or merged services, enabled by robust broadband networks, among our communities; and 4) the full depth of information required to help our counties make good decisions regarding the question of our broadband networks.

**2. PURPOSE**

The purpose of this MUAC is to identify and formalize the roles and responsibilities of Stark County and the six partners during the Network Readiness Assessment and in support of an application for funding to the Ohio Department of Development’s Local Government Innovation Fund.

The Network Readiness Assessment is designed to evaluate the current state of each Partner’s broadband network infrastructure to ensure that they are prepared to offer and

receive high-quality, customer-centric shared services. A data collection, assessment, and analysis methodology will be used to benchmark the readiness of the counties to provide and receive shared services. The Network Readiness Assessment will also include the evaluation of current service-delivery models and identify shared-service opportunities, offered through existing service providers within their county or from the state. The final component of the Network Readiness Assessment will include identification of human/technical resources necessary for effective uses of broadband technology.

### **3. THE PARTNERS**

The collaborative partners of the Network Readiness Assessment include: Stark County, Cuyahoga, Lorain, Medina, Erie, and Trumbull counties and the City of Parma.

### **4. STATEMENT OF COMMITMENT**

The Partners agree to the following roles, responsibilities, and tasks in order to fulfill the purpose of this MUAC.

#### **Stark County agrees to:**

- A. Act as the fiscal agent responsible for the allocation and accounting of funds received through the Local Government Innovation Grant
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 Director - Trumbull County Planning  
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### **City of Parma**

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 Chief of Staff  
 6611 Ridge Road  
 Parma, Ohio 44129  
 (440)885-8001

### **OneCommunity**

Scot Rourke  
 President  
 800 W. St. Clair – 2<sup>nd</sup> Floor  
 Cleveland, OH 44113  
 216-923-2200

## **6. GRANT FUNDS**

The parties agree that any grant funds that may be awarded for the study may be received by Stark County. However, the expenditure of such grant funds must be in accordance with any grant award agreement, and Stark County shall notify each party to this Agreement of the receipt and expenditure of funds.

## **7. TERMINATION**

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## **8. CHANGES AND MODIFICATIONS**

Any changes to this MUAC must be mutually agreed upon and made in writing and signed by all parties.

## **9. EFFECTIVE DATE AND TERM**

This MUAC shall be effective upon execution by the parties and shall be in force until June 31, 2014.

## **10. PUBLIC RECORDS**

All public records in connection with this Agreement are subject to Ohio Public Records Laws and may be made available for review and inspection to anyone making a request pursuant to the provisions of the Ohio Revised Code. In no event shall Stark County, or any of their agents, representatives, consultants, officers, or employees be liable for disclosure of any work products or other documents provided in relationship to this Study or Agreement.

## **11. AUTHORITY**

The parties to this MUAC are authorized representatives and signatories of their respective political subdivisions of the State of Ohio, and have subscribed to and affixed their respective signatures to this MUAC.

## **12. SPECIAL ACKNOWLEDGEMENTS**

The parties intend this MUAC to be binding with respect to its contents; however, it does not constitute a binding obligation beyond the commitments stated herein.

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The parties also agree to be bound by the provisions of Chapters 304 and 1306 of the Ohio Revised Code as they pertain to Electronic Transactions, and to comply with the Electronic Signature Policy of Stark County.

## 15. SIGNATORIES

We, the collaborative partners on the Network Readiness Assessment, agree to work together in accordance with this MUAC:

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Stark County Date

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Cuyahoga County Date

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Lorain County Date

---

Trumbull Date

---

Medina Date

---

Parma Date

---

Erie Date

*Scott M. Rowle* 8/19/12

---

OneCommunity Date



ONECOMMUNITY

RESOLUTION NO: 11-12

A RESOLUTION SUPPORTING THE PARTICIPATION OF ONECOMMUNITY IN A SHARED SERVICES/NETWORK READINESS ASSESSMENT FOR A LOCAL GOVERNMENT INNOVATION FUND GRANT APPLICATION SUBMITTED BY STARK COUNTY

WHEREAS, Stark County is committed to studying the merits of a Network Readiness Assessment for municipalities as a prerequisite for establishing or participating in shared services offerings.

WHEREAS, Stark County, Cuyahoga County, and OneCommunity, would like to serve as collaborative partners with Erie County, Trumbull County, Medina County, and the City of Parma to facilitate the Network Readiness Assessment Study process; and,

WHEREAS, Stark County, Cuyahoga County, and OneCommunity would like to seek funding from the State of Ohio, Department of Development, Local Government Innovation Fund to support this Network Readiness Assessment study process, particularly as it pertains to process implementation; and,

WHEREAS, in accordance with the application procedures for the Local Government Innovation Fund, the State of Ohio, Department of Development, requests a resolution of support from the applicant's and collaborative partner's governing entity; and,

WHEREAS, the Local Government Innovation Fund was established to provide financial assistance to Ohio political subdivisions for planning and implementing projects that are projected to create more efficient and effective service delivery within a specific discipline of government services for one or more entities; and,

WHEREAS, through the Local Government Innovation Fund, the Ohio Department of Development seeks to promote efficiency, collaboration, merger, and shared services among local governments; and,

WHEREAS, the Local Government Innovation Fund grant funding represents one of the key sources of funding necessary to study the merits of merging municipalities and evaluating the opportunities for shared service efficiencies; and,

WHEREAS, THEREFORE BE IT RESOLVED that OneCommunity supports the Local Government Innovation Fund application to obtain the resources necessary to study the merits of designing and developing a Shared Service/Network Readiness Assessment.

DATE APPROVED: 10-19-2012

Board Chair

A handwritten signature in black ink, appearing to read 'D. J. B...', written over a horizontal line.