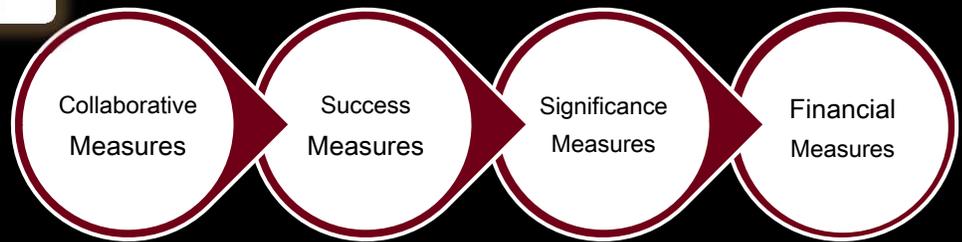




**Ohio**  
**Local Government**  
 Innovation Fund



## Round 5: Application Form

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

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

### LGIF: Applicant Profile

Lead Agency	
Project Name	
Type of Request	
Request Amount	
<a href="#">JobsOhio Region</a>	
Number of Collaborative Partners (including lead agency)	
Project Approach	
Project Type	



**Development  
 Services Agency**

Website: [http://development.ohio.gov/cs/cs\\_localgovfund.htm](http://development.ohio.gov/cs/cs_localgovfund.htm)

E-mail: [LGIF@development.ohio.gov](mailto:LGIF@development.ohio.gov)

Phone: 614 | 995 2292

<b>Lead Applicant</b>		<b>Round 5</b>	
<b>Project Name</b>		<b>Type of Request</b>	

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

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

Section 1  
Contacts

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

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

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

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

<b>Lead Applicant</b>		<b>Round 5</b>	
<b>Project Name</b>		<b>Type of Request</b>	

**Collaborative Partners**

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

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

**Nature of the Partnership**

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

Section 2  
Collaborative Partners

<b>Lead Applicant</b>		<b>Round 5</b>	
<b>Project Name</b>		<b>Type of Request</b>	

**List of Partners**

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

Collaborative Partner # 1	
<b>Mailing Address:</b>	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 2	
<b>Mailing Address:</b>	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 3	
<b>Mailing Address:</b>	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 4	
<b>Mailing Address:</b>	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 5	
<b>Mailing Address:</b>	Name:
	Street Address:
	City:
	Zip:

Collaborative Partner # 6	
<b>Mailing Address:</b>	Name:
	Street Address:
	City:
	Zip:

Section 2 Collaborative Partners

<b>Lead Applicant</b>		<b>Round 5</b>	
<b>Project Name</b>		<b>Type of Request</b>	

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

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

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

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

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

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

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

Section 2 Collaborative Partners

<b>Lead Applicant</b>		<b>Round 5</b>	
<b>Project Name</b>		<b>Type of Request</b>	

**Project Information**

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

Section 3

Project Information

<b>Lead Applicant</b>		<b>Round 5</b>	
<b>Project Name</b>		<b>Type of Request</b>	

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

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

Section 3

Project Information

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

<b>Lead Applicant</b>		<b>Round 5</b>	
<b>Project Name</b>		<b>Type of Request</b>	

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

Section 3  
Project Information

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

<b>Lead Applicant</b>		<b>Round 5</b>	
<b>Project Name</b>		<b>Type of Request</b>	

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

Section 3  
Project Information

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

<b>Lead Applicant</b>		<b>Round 5</b>	
<b>Project Name</b>		<b>Type of Request</b>	

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

Section 3  
Project Information

## Budget Information

### General Instructions

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

#### Project Budget:

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

#### Program Budget

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

#### Return on Investment:

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

#### For Loan Applications only:

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

Lead Applicant		Round 5	
Project Name		Type of Request	

**Project Budget**

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

Sources of Funds

LGIF Request:

Cash Match (List Sources Below):

Source:	<input type="text"/>

In-Kind Match (List Sources Below):

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

Total Match:

Total Sources:

Uses of Funds

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

Total Uses:

Local Match Percentage:

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

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

Section 4  
Financial Information

<b>Lead Applicant</b>		<b>Round 5</b>	
<b>Project Name</b>		<b>Type of Request</b>	

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

Section 4  
Financial Information

Lead Applicant		Round 5	
Project Name		Type of Request	

**Program Budget**

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

Lead Applicant		Round 5	
Project Name		Type of Request	

**Program Budget**

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

Lead Applicant		Round 5
Project Name		Type of Request

**Program Budget**

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

**Section 4: Financial Information Scoring**

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

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

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

<b>Lead Applicant</b>		<b>Round 5</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 your project. Check the box of the formula that you are using to determine your ROI. These numbers should refer to savings/revenues illustrated in projected budgets.

Do you expect cost savings from efficiency from your project?

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

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

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

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

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

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

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

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

Expected Return on Investment is:

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

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

[lgif@development.ohio.gov](mailto:lgif@development.ohio.gov)

Section 4  
Financial Information

<b>Lead Applicant</b>		<b>Round 5</b>	
<b>Project Name</b>		<b>Type of Request</b>	

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

Section 4  
Financial Information

Lead Applicant		Round 5	
Project Name		Type of Request	

**Loan Repayment Structure**

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

Section 4  
Financial Information

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

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

Lead Applicant		Round 5	
Project Name		Type of Request	

## Scoring Overview

### Section 1: Collaborative Measures

Collaborative Measures	Description	Max Points		Applicant Self Score
<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</b>	Applicant's proposal can be scaled for the inclusion of other entities.	5		
<b>Replicable</b>	Applicant's proposal can be replicated by other local governments.	5		
<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 promote a business environment (i.e., demonstrates a business relationship resulting from the project) and will provide for community attraction (i.e., cost avoidance with respect to taxes).	5		
<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		

<b>Total Points</b>				
---------------------	--	--	--	--

# City of Youngstown

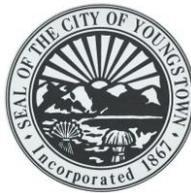
## Collaborative Code Enforcement System

Local Government Innovation Fund

Round 5 Application

Supporting Materials

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empyra

*City of Girard*

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CITY OF YOUNGSTOWN, PROPERTY CODE ENFORCEMENT OFFICE	
EMPYRA	
YOUNGSTOWN STATE UNIVERSITY, CENTER FOR URBAN & REGIONAL STUDIES	
CITY OF GIRARD	
YOUNGSTOWN NEIGHBORHOOD DEVELOPMENT CORPORATION	

## **LETTERS OF SUPPORT** **III**

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CITY OF YOUNGSTOWN, NETWORK ADMINISTRATOR	
CITY OF YOUNGSTOWN, PROPERTY CODE ENFORCEMENT OFFICE (+IN-KIND BREAKDOWN)	
EMPYRA	
YOUNGSTOWN STATE UNIVERSITY, CENTER FOR URBAN & REGIONAL STUDIES	
CITY OF GIRARD	
YOUNGSTOWN NEIGHBORHOOD DEVELOPMENT CORPORATION	

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CURRENT MODEL	
PROPOSED MODEL	

## **Resolution of Support**

# CITY OF YOUNGSTOWN

## MAYOR CHARLES P. SAMMARONE



OFFICE OF THE MAYOR  
CITY HALL • 26 S. PHELPS STREET • YOUNGSTOWN, OHIO 44503  
PHONE: 330.742.8701 • FAX: 330.743.1335



February 12, 2013

State of Ohio  
Office of Redevelopment  
77 South High Street, P.O. Box 1001  
Columbus, Ohio 43216-1001

RE: Youngstown Mobile Property Evaluation/Local Government Innovation Fund Proposal

To Whom It May Concern:

This letter is intended to express the full support of the City of Youngstown for the Youngstown Mobile Property Evaluation/Local Government Innovation Fund Proposal and the City's participation in the program. I, as Youngstown Mayor, wish to extend my personal support for this activity.

On September 19, 2012, Youngstown City Council passed a resolution, sponsored by me, in support of the proposal. There is widespread support among all sectors of Youngstown government for this grant application.

I hope the above will be sufficient to convey the City of Youngstown's commitment to this worthwhile and exciting project. If further information is needed, please contact me.

Sincerely yours,

Charles P. Sammarone  
Mayor

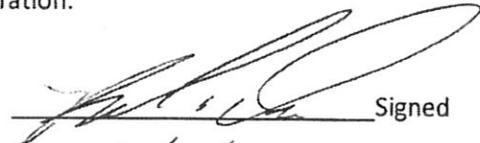
## **Signed Partnership Agreements**

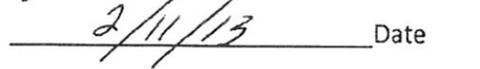
**Memorandum of Understanding**  
Support for the City of Youngstown Code Enforcement Collaborative  
Local Government Innovation Fund

**Role of Partner**

**City of Youngstown:**

The City of Youngstown will serve as the fiscal agent and lead applicant for this project. The Property Code Enforcement Office and Network Administrator's Office will be responsible for staff training, mobile application prototype testing, and data integration.

  
\_\_\_\_\_  
Signed

  
\_\_\_\_\_  
Date

**Memorandum of Understanding**  
Support for the City of Youngstown Code Enforcement Collaborative  
Local Government Innovation Fund

**Role of Partner**

**City of Youngstown Property Code Enforcement Office:**

The Property Code Enforcement Office will provide staff to work with the network administrator, YNDC and YSU CURS to test and analyze the application and any prototype software that is enhanced or developed as a result of this collaborative project.

Maureen O'Neil Signed

2/12/13 Date

**Empyra:**

Empyra will provide the development and integration of demolition and code enforcement systems into one streamlined system. Empyra will also be providing prototypes for a mobile property evaluation application to be used by the City of Youngstown, Empyra and YNDC staff to generate property inspection reports.

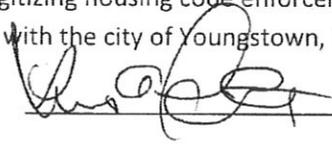
J. Alexander, PM

Signed

2/11/13 Date

**Center for Urban and Regional Studies at Youngstown State University (CURS at YSU):**

The Center for Urban and Regional Studies at Youngstown State University will be responsible for exploring the feasibility of streamlining and digitizing housing code enforcement and demolition data collection, analysis and sharing in conjunction with the city of Youngstown, YNDC and Empyra.

A handwritten signature in black ink, appearing to be 'V. [unclear]', written over a horizontal line.

Signed

2/12/13 Date

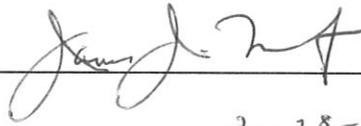
## Memorandum of Understanding

Support for the City of Youngstown Code Enforcement Collaborative  
Local Government Innovation Fund

### Role of Partners

#### City of Girard:

The City of Girard code enforcement office will provide staff to test the efficiency and effectiveness of the application and any prototype software that is enhanced or developed as a result of this collaborative project.

 \_\_\_\_\_ Signed  
2-28-13 \_\_\_\_\_ Date

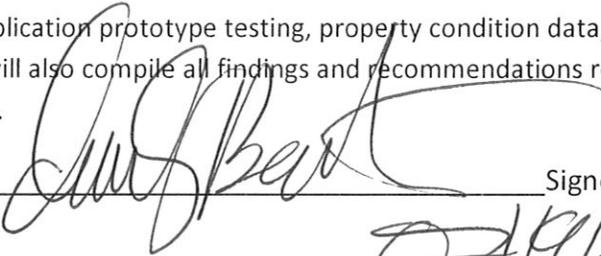
## Memorandum of Understanding

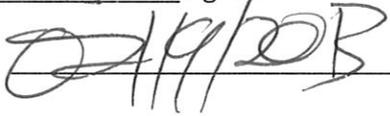
Support for the City of Youngstown Code Enforcement Collaborative  
Local Government Innovation Fund

### Role of Partner

#### Youngstown Neighborhood Development Corporation (YNDC):

The YNDC will provide staff training for mobile application prototype testing, property condition data, and continued management of city's housing programs. YNDC will also compile all findings and recommendations resulting from this feasibility study into a final feasibility study report.

  
\_\_\_\_\_  
Signed

  
\_\_\_\_\_  
Date

## **Letters of Support**

# CITY OF YOUNGSTOWN



INFORMATION TECHNOLOGY  
CITY HALL • 26 S. PHELPS STREET • YOUNGSTOWN, OHIO 44503  
PHONE: (330) 742-8787 • FAX: (330) 744-7460

February 11, 2013

Ms. Thea Walsh  
Deputy Chief  
Office of Redevelopment  
Ohio Department of Development  
77 S. High Street, 26<sup>th</sup> Floor  
Columbus, Ohio 43215

**Re: Local Government Innovation Fund  
City of Youngstown Code Enforcement Collaborative**

Dear Ms. Walsh:

It is my pleasure to write a letter in support of the City of Youngstown Code Enforcement Collaborative System.

The purpose of this project is to increase efficiency of data collection, data analysis, and data sharing between the City of Youngstown, the Youngstown Neighborhood Development Corporation, and the Center for Urban and Regional Studies at Youngstown State University in order to create a more effective structure for code enforcement and neighborhood investment.

The potential innovation resulting from this study includes new mobile technology and more accessible data that will have the capacity to report and invoke action on the plethora of blighted properties throughout the city of Youngtown.

The In-Kind Match amount for my department is \$2,000.00 based upon staff time spent to integrate data and software systems and updating the city website.

In conclusion, I fully support the efforts of the Youngstown Neighborhood Development Corporation, Youngstown State University, Empyra, as we seek external funding to support a program designed to increase efficiency through a collaborative partnership.

Any programs that can increase efficiency for municipal services in order to improve property conditions and attract reinvestment will benefit the community at large.

Sincerely,

Rick Deak  
Network Administrator

# CITY OF YOUNGSTOWN

## MAYOR CHARLES P. SAMMARONE



### PROPERTY CODE ENFORCEMENT OFFICE

9 W. FRONT STREET, SUITE 208 • YOUNGSTOWN, OHIO 44503  
PHONE: 330.742.9762 • FAX: 330.743.3602

February 12, 2013

Ms. Thea Walsh, Deputy Chief  
Office of Redevelopment  
Ohio Department of Redevelopment  
77 S. High Street, 26<sup>th</sup> Floor  
Columbus, Ohio 43215

Dear Ms. Walsh,

I am happy to write a letter in support of the City of Youngstown Code Enforcement Collaborative System. I have participated as a representative of the City of Youngstown with Youngstown State University, the Youngstown Neighborhood Development Corporation, and Empyra as we seek external funding to support a program designed to increase efficiency through a collaborative partnership.

As the Chief Code Official for the City of Youngstown, I have first hand knowledge of the challenges that our city faces in gaining compliance of the property code. As we have increased the number of code enforcement actions this past year, our newest challenge is data management. My staff and I are committed to working with our Network Administrator in training and testing the new prototype. By testing the prototype in real life applications, valuable information will be garnered in sharing it with other communities. The City of Youngstown will make an in-kind contribution estimated at \$77,500 through the Property Code Enforcement Office. The breakdown is attached.

The purpose of this project is to increase efficiency of data collection, data analysis and data sharing between the City of Youngstown and its partners and the community-at-large in order to create a more effective structure for code enforcement and neighborhood investment. The potential innovation resulting from this study includes new mobile technology and more accessible data that can be turned into a productive tool to removing the overabundance of blighted properties in the City of Youngstown. It is our goal that through the development of mobile data collection and database integration, the potential to remove or rehabilitate blighted properties will result in increased property values and a more appealing city for current and prospective residents.

Sincerely,

Maureen O'Neil  
Chief Code Official  
City of Youngstown  
(330) 742-9762  
[nic@cityofyoungstownoh.com](mailto:nic@cityofyoungstownoh.com)

## **Youngstown Mobile Property Evaluation Tool & Code Enforcement Data Integration Project**

---

Property Code Enforcement Office  
City of Youngstown

### **Chief Code Official:**

In-kind contribution: **\$14,000**

Coordination of staff training and procedural changes, analysis of data collection and maintenance methods, and other tests of the prototype.

Coordination of a community model prototype in an effort to harness the energy of Youngstown residents.

### **Property Code Enforcement Inspectors:**

In-kind contribution: **\$50,000**

5 full time inspectors at \$10,000 each for a total of \$50,000

Test the prototype.

Apply the new application in a fast-paced, real world setting and provide feedback.

### **Clerical staff:**

In-kind contribution: **\$13,500**

Staff will be trained in the new application.

Will provide data input of the new system.

Staff will also provide feedback on the data management system that is implemented.



ARE YOU IN THE NETWORK?

February 11, 2013

Dear Ms. Thea Walsh, Deputy Chief:

**Re: Letter of Support for the Youngstown Mobile Property Evaluation Tool & Code Enforcement Data Integration Project Local Government Innovation Fund (LGIF) Project**

It is my pleasure to write a letter in support of the Youngstown Mobile Property Evaluation Tool & Code Enforcement Data Integration Project.

The purpose of this project is to increase efficiency of data collection, data analysis, and data sharing between the City of Youngstown, the Youngstown Neighborhood Development Corporation, and the Center for Urban and Regional Studies at Youngstown State University in order to create a more effective structure for code enforcement and neighborhood investment. The potential innovation resulting from this study includes new mobile technology and more accessible data that will have the capacity to report and invoke action on the plethora of blighted properties throughout the city of Youngstown. The collaborative goal is that through the development of mobile data collection and database integration, the potential to remove or rehabilitate blighted properties will result in increased property values and overall attractiveness for the city of Youngstown.

In conclusion, I fully support the efforts of the City of Youngstown, Youngstown State University, and the Youngstown Neighborhood Development Corporation as they seek external funding to support a program designed to increase efficiency through a collaborative partnership.

Any programs that can increase efficiency for municipal services in order to improve property conditions and attract reinvestment will benefit the community at large.

Sincerely,

A handwritten signature in blue ink that reads "Shanthi Subramanyam".

Shanthi Subramanyam  
President and CEO  
Empyra

February 11, 2013

Thea Walsh  
Deputy Chief, Office of Redevelopment  
Ohio Department of Development  
77 South High Street, 26th Floor  
Columbus, Ohio 43215

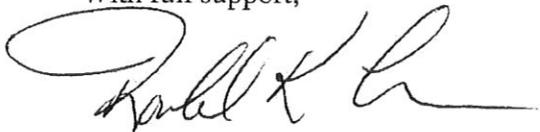
RE: City of Youngstown Collaborative Code Enforcement System Project

Dear Ms. Walsh,

Please accept this letter of support for Youngstown State University's participation in the city of Youngstown's Collaborative Code Enforcement System project. This study will explore the feasibility of streamlining and digitizing housing code enforcement and demolition data collection, analysis and sharing between the city of Youngstown, Youngstown Neighborhood Development Corporation and Youngstown State University's Center for Urban and Regional Studies, and could increase the capacity of city code enforcement officials and residents to report and take action on blighted properties throughout the city of Youngstown.

Youngstown State University fully supports the efforts of the city of Youngstown as they seek funding to support a program designed to increase efficiency through a collaborative partnership. Any programs that can increase efficiency for municipal services in order to improve property conditions and attract reinvestment will benefit the community at large.

With full support,



Ronald K. Chordas, Ph.D.  
Associate Provost for University Outreach; Executive Director, Public Service Institute  
Youngstown State University  
One University Plaza  
Youngstown, OH 44555

**OFFICE OF THE MAYOR**  
**City of Girard**  
**100 West Main Street**  
**Girard, Ohio 44420**

**JAMES J. MELFI**  
Mayor

**PHONE: (330) 545-3879**  
**FAX: (330) 545-4508**

February 28, 2013

Ms. Thea Walsh  
Deputy Chief  
Office of Redevelopment  
Ohio Department of Development  
77 S. High Street, 26<sup>th</sup> Floor  
Columbus, OH 43215

**Re: Local Government Innovation Fund**  
**City of Youngstown Code Enforcement Collaborative**

Dear Ms. Walsh:

It is my pleasure to write a letter in support of the City of Youngstown Code Enforcement Collaborative System.

The purpose of this project is to increase efficiency of data collection, data analysis, and data sharing between the City of Youngstown, the City of Girard, the Youngstown Neighborhood Development Corporation, Empyra and the Center for Urban and Regional Studies at Youngstown State University in order to create a more effective structure for code enforcement and neighborhood investment.

The potential innovation resulting from this study includes new mobile technology and more accessible data that will have the capacity to report and invoke action on the plethora of blighted properties throughout our region.

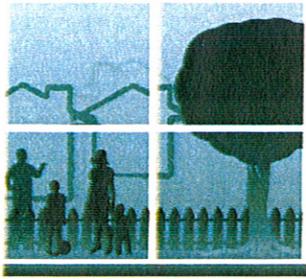
The City of Girard's code enforcement office will work with the identified partners in order to test the efficiency and effectiveness of the application and any prototype software that is enhanced or developed as a result of this collaborative project.

In conclusion, I fully support the efforts of the City of Youngstown, Youngstown State University, Youngstown Neighborhood Development Corporation and Empyra, as we seek external funding to support a program designed to increase efficiency through a collaborative partnership.

Any programs that can increase efficiency for municipal services in order to improve property conditions and attract reinvestment will benefit the community at large.

Sincerely,

  
\_\_\_\_\_  
JAMES J. MELFI, Mayor



# YOUNGSTOWN NEIGHBORHOOD DEVELOPMENT CORPORATION

201 E. Commerce Street,  
Suite 140  
Youngstown, Ohio 44503  
Phone: 330.480.0423  
Fax: 330.259.7575  
Email: [info@yndc.org](mailto:info@yndc.org)  
Website: [www.yndc.org](http://www.yndc.org)

February 18, 2013

Ms. Thea Walsh  
Deputy Chief  
Office of Redevelopment  
Ohio Department of Development  
77 S. High Street, 26<sup>th</sup> Floor  
Columbus, Ohio 43215

**Re: Local Government Innovation Fund  
City of Youngstown Code Enforcement Collaborative**

Dear Ms. Walsh:

It is my pleasure to write a letter in support of the City of Youngstown Code Enforcement Collaborative System.

The purpose of this project is to increase efficiency of data collection, data analysis, and data sharing between the City of Youngstown, the Youngstown Neighborhood Development Corporation, Empyra and the Center for Urban and Regional Studies at Youngstown State University in order to create a more effective structure for code enforcement and neighborhood investment.

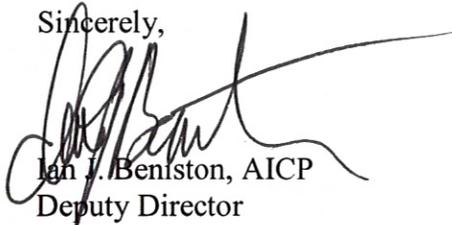
The potential innovation resulting from this study includes new mobile technology and more accessible data that will have the capacity to report and invoke action on the plethora of blighted properties throughout the city of Youngtown.

YNDC's in-kind match will amount to \$2,000.00 for the integration of all findings and recommendations made by YNDC, the City of Youngstown, CURS at YSU and Empyra, as a result of this feasibility study to generate a final feasibility study report.

In conclusion, I fully support the efforts of the City of Youngstown, Youngstown State University, and Empyra, as we seek external funding to support a program designed to increase efficiency through a collaborative partnership.

Any programs that can increase efficiency for municipal services in order to improve property conditions and attract reinvestment will benefit the community at large.

Sincerely,



Ian J. Beniston, AICP  
Deputy Director

## **Project Budget Breakdown**

Project Budget Spreadsheet  
LGIF

BUDGET ITEM DESCRIPTION	QTY	UNIT PRICE	TOTAL
<b>City of Youngstown</b>			
iPads for City inspectors	5	\$ 829	\$ 4,145
Monthly connectivity for inspectors ipads for 6 months	6	\$ 300	\$ 1,800
<b>SUB-TOTAL</b>			<b>\$ 5,945</b>
<b>CURS at YSU</b>			
Exploration of streamlining and digitizing code enforcement and demolition data collection, analysis and sharing, map generation	1	\$ 15,000	\$ 15,000
<b>SUB-TOTAL</b>			<b>\$ 15,000</b>
<b>Empyra</b>			
ipads for development	1	\$ 829	\$ 829
Training for inspectors	1	\$ 2,900	\$ 2,900
Data integration and establishment of a single database	1	\$ 27,500	\$ 27,500
Development and Testing of Mobile Application	1	\$ 40,000	\$ 40,000
<b>SUB-TOTAL</b>			<b>\$ 71,229</b>
<b>City of Girard</b>			
iPads for development	1	\$ 829	\$ 829
Monthly connectivity for 6 months	6	\$ 300	\$ 1,800
<b>SUB-TOTAL</b>			<b>\$ 2,629</b>
<b>TOTAL</b>			<b>\$ 94,803</b>
<b>Total Hard Costs &lt;10%</b>			<b>\$ 9,403</b>

## **Previous Program Budget Information**

REPORT 200  
 BY: FUND, ORG CODE, OBJECT

2010 CURRENT STATUS REPORT  
 APPROPRIATION ACCOUNTS

PAGE 32  
 DATE 02/03/11  
 12 MONTH - AS OF DATE 02/03/11

FUND 101 GENERAL FUND  
 ORG. 103000 PW - BLDG & HOUSING INSPECTION

	APPROPRIATION	ADJUSTMTS	ENCUMBRANCES	CURRENT MONTH	EXPENSES YEAR-TO-DATE	BALANCE
110 PERSONAL SERVICES	194,785.00	21,986.89-		13,575.00	172,795.96	2.15
111 PART-TIME-OVERTIME-SHIFT	3,000.00	5,072.00		12.24	5,986.62	2,085.38
112 FRINGE BENEFITS	5,100.00			3,260.00	5,005.40	94.60
115 PENSION PLANS - EMPLOYER'S SHARE	50,939.00	3,217.43-		6,564.29	45,495.68	2,225.89
116 OTHER EMPLOYEE BENEFITS	23,821.00	6,728.44		2,849.35	30,549.44	
120 MILEAGE	2,500.00			994.50	2,147.00	353.00
121 TRAVEL, SEMINARS, ETC	1,000.00	260.00		170.95	989.92	270.08
131 INSURANCE - EMPLOYEE RELATED	2,869.00				2,869.00	
132 PROFESSIONAL SERVICES	42,000.00	1,500.00-		6,037.50	36,182.50	4,317.50
135 UTILITIES & TELEPHONE	800.00	713.45		613.36	1,513.45	132.75
137 MAINTENANCE SERVICES		200.00			67.25	
139 OTHER OPERATING SERVICES	1,000.00			120.00	660.00	340.00
140 OFFICE SUPPLIES	3,000.00	1,800.00		1,680.96	4,695.07	104.93
142 POSTAGE & SHIPPING	600.00	143.00		95.38	643.61	99.39
TOTAL ORG. 103000	331,414.00	11,787.43-		35,973.53	309,600.90	10,025.67



# Expense Budget Performance Report

Date Range 01/01/11 - 12/31/11  
 Only Show Rollup Account and Rollup to Object

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% used/Rec'd	Prior Year YTD
Fund 1001 - General										
Department 08 - Public Works										
Division 083 - Housing Inspec / Demo										
	EXPENSE									
5001	Wages	201,555.00	(1,000.00)	200,555.00	12,589.99	.00	186,833.87	13,721.13	93	.00
5003	Wages Overtime	6,000.00	(260.00)	5,740.00	.00	.00	3,726.45	2,013.55	65	.00
5004	Fringe Benefits Salary Miscellaneous	6,000.00	.00	6,000.00	4,750.00	.00	4,865.00	1,135.00	81	.00
5005	City Pickup Pension	51,254.00	.00	51,254.00	3,788.90	.00	46,406.40	4,847.60	91	.00
5006	Medical Insurance Premiums	79,201.00	.00	79,201.00	5,268.03	.00	72,117.90	7,083.10	91	.00
5103	Professional Services	433.00	6,367.00	6,800.00	1,473.00	546.11	6,253.28	.61	100	.00
5104	Advertising	16,237.00	(8,756.00)	7,481.00	261.17	.00	7,480.56	.44	100	.00
5105	Utilities Miscellaneous	3,056.00	.00	3,056.00	217.40	.00	3,014.25	41.75	99	.00
5106	Rental	1,571.00	100.00	1,671.00	58.00	244.00	1,334.00	93.00	94	.00
5107	Operating Services	5,356.00	1,980.00	7,336.00	393.24	253.04	7,050.63	32.33	100	.00
5108	Operating Supplies	3,078.00	2,320.00	5,398.00	965.81	198.93	5,151.85	47.22	99	.00
5109	Office Supplies	7,141.00	(1,850.00)	5,291.00	529.65	296.18	4,971.89	22.93	100	.00
5110	Fuel / Gasoline	6,600.00	1,523.00	8,123.00	433.35	.00	6,998.72	1,124.28	86	.00
5111	Postage & Shipping	4,181.00	15.00	4,196.00	.00	.00	4,192.22	3.78	100	.00
5205	Equipment	2,207.00	(2,207.00)	.00	.00	.00	.00	.00	+++	.00
5703	Miscellaneous Expenses	.00	833.00	833.00	.00	.00	833.00	.00	100	.00
	<b>EXPENSE TOTALS</b>	<b>\$393,870.00</b>	<b>(\$935.00)</b>	<b>\$392,935.00</b>	<b>\$30,728.54</b>	<b>\$1,538.26</b>	<b>\$361,230.02</b>	<b>\$30,166.72</b>	<b>92%</b>	<b>\$0.00</b>
Division	<b>083 - Housing Inspec / Demo Totals</b>	<b>(\$393,870.00)</b>	<b>\$935.00</b>	<b>(\$392,935.00)</b>	<b>(\$30,728.54)</b>	<b>(\$1,538.26)</b>	<b>(\$361,230.02)</b>	<b>(\$30,166.72)</b>	<b>92%</b>	<b>\$0.00</b>
Department	<b>08 - Public Works Totals</b>	<b>(\$393,870.00)</b>	<b>\$935.00</b>	<b>(\$392,935.00)</b>	<b>(\$30,728.54)</b>	<b>(\$1,538.26)</b>	<b>(\$361,230.02)</b>	<b>(\$30,166.72)</b>	<b>92%</b>	<b>\$0.00</b>
Fund	<b>1001 - General Totals</b>	<b>\$393,870.00</b>	<b>(\$935.00)</b>	<b>\$392,935.00</b>	<b>\$30,728.54</b>	<b>\$1,538.26</b>	<b>\$361,230.02</b>	<b>\$30,166.72</b>		<b>\$0.00</b>
	<b>Grand Totals</b>	<b>\$393,870.00</b>	<b>(\$935.00)</b>	<b>\$392,935.00</b>	<b>\$30,728.54</b>	<b>\$1,538.26</b>	<b>\$361,230.02</b>	<b>\$30,166.72</b>		<b>\$0.00</b>



# Expense Budget Performance Report

Date Range 01/01/12 - 08/29/12  
Only Show Rollup Account and Rollup to Object

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% used/Rec'd	Prior Year YTD
Fund 1001 - General										
Department 08 - Public Works										
Division 083 - Housing Inspec / Demo										
	EXPENSE									
5001	Wages	163,700.00	.00	163,700.00	.00	.00	94,424.86	69,275.14	58	.00
5003	Wages Overtime	4,000.00	.00	4,000.00	.00	.00	2,334.46	1,665.54	58	.00
5004	Fringe Benefits Salary Miscellaneous	6,000.00	.00	6,000.00	.00	.00	490.00	5,510.00	8	.00
5005	City Pickup Pension	45,163.00	.00	45,163.00	.00	.00	21,259.01	23,903.99	47	.00
5006	Medical Insurance Premiums	70,076.00	.00	70,076.00	223.00	6,546.80	38,119.54	25,409.66	64	.00
5101	Travel Costs	.00	250.00	250.00	.00	.00	179.00	71.00	72	.00
5103	Professional Services	10,000.00	4,127.00	14,127.00	6,270.00	(94.91)	11,354.00	2,867.91	80	.00
5104	Advertising	7,500.00	6,500.00	14,000.00	503.72	.00	12,523.42	1,476.58	89	.00
5105	Utilities Miscellaneous	6,000.00	(1,000.00)	5,000.00	40.54	.00	2,203.95	2,796.05	44	.00
5106	Rental	6,500.00	(3,000.00)	3,500.00	.00	.00	87.00	3,413.00	2	.00
5107	Operating Services	35,000.00	700.00	35,700.00	126.42	14,515.80	10,383.26	10,800.94	70	.00
5108	Operating Supplies	10,000.00	(5,500.00)	4,500.00	.00	6,75.32	854.17	2,970.51	34	.00
5109	Office Supplies	6,000.00	1,000.00	7,000.00	406.18	1,377.86	5,316.27	305.87	96	.00
5110	Fuel / Gasoline	11,000.00	(2,500.00)	8,500.00	.00	.00	4,815.70	3,684.30	57	.00
5111	Postage & Shipping	10,000.00	(250.00)	9,750.00	.00	.00	4,329.43	5,420.57	44	.00
	EXPENSE TOTALS	\$390,939.00	\$327.00	\$391,266.00	\$7,569.86	\$23,020.87	\$208,674.07	\$159,571.06	59%	\$0.00
	Division 083 - Housing Inspec / Demo Totals	(\$390,939.00)	(\$327.00)	(\$391,266.00)	(\$7,569.86)	(\$23,020.87)	(\$208,674.07)	(\$159,571.06)	59%	\$0.00
	Department 08 - Public Works Totals	(\$390,939.00)	(\$327.00)	(\$391,266.00)	(\$7,569.86)	(\$23,020.87)	(\$208,674.07)	(\$159,571.06)	59%	\$0.00
	Fund 1001 - General Totals	\$390,939.00	\$327.00	\$391,266.00	\$7,569.86	\$23,020.87	\$208,674.07	\$159,571.06		\$0.00
	Grand Totals	\$390,939.00	\$327.00	\$391,266.00	\$7,569.86	\$23,020.87	\$208,674.07	\$159,571.06		\$0.00

## **PFM Study**

# Department of Law

ANTHONY J. FARRIS, Director Of Law

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## City of Youngstown, Ohio

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Mayor Charles P. Sammarone

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City Hall Youngstown, Ohio 44503 330/742-8874

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Ms. Thea Walsh  
Deputy Chief  
Office of Redevelopment  
Ohio Department of Redevelopment  
77 S. High Street, 26<sup>th</sup> Floor  
Columbus, Ohio 43215

02/21/13

Dear Ms. Walsh,

Recently, a study conducted by PFM focusing on current City operations compared to best practices has provided several recommendations for budget savings and operational improvements. In this study, several proposed recommendations were prioritized based on impact and likelihood of implementation.

A critical recommendation listed was an initiative to "continue to improve Technology utilization by field inspectors through the use of computers in the field to access their daily workload and schedule of inspections." The potential outcome identified was that "mobile computers will improve the efficiency of the daily administration of Code Enforcement inspections."

Based on these recommendations, the study and implementation of updated technology for code enforcement purposes is critical to the success of our revitalization efforts as a post industrial, shrinking city, faced with the aftermath of chronic abandonment.

We have already seen the positive effect that code enforcement can have. It is our goal now to increase code enforcement activities. Now we look forward to improving operations so that that impact can be multiplied and so that even more neighborhoods will be stabilized.

Sincerely,

Anthony Farris  
Law Director  
City of Youngstown  
26 S. Phelps Street, 4<sup>th</sup> Floor  
Youngstown, Ohio 44511



# The Youngstown Plan

PREPARED FOR  
CITY OF YOUNGSTOWN, OHIO

July 14, 2012

Public Financial Management, Inc.

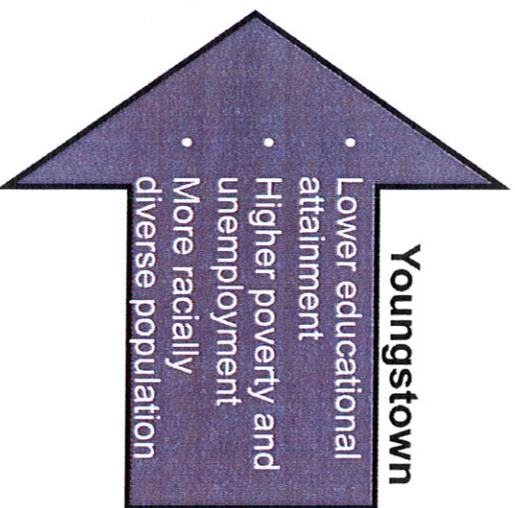
*Miller Plaza*  
850 Market Street, Suite 202  
Chattanooga, TN 37402  
phone: 423-425-3154

Two Logan Square, Suite 1600  
18th & Arch Streets  
Philadelphia, PA 19103  
phone: 215-567-6100  
[www.pfm.com](http://www.pfm.com)

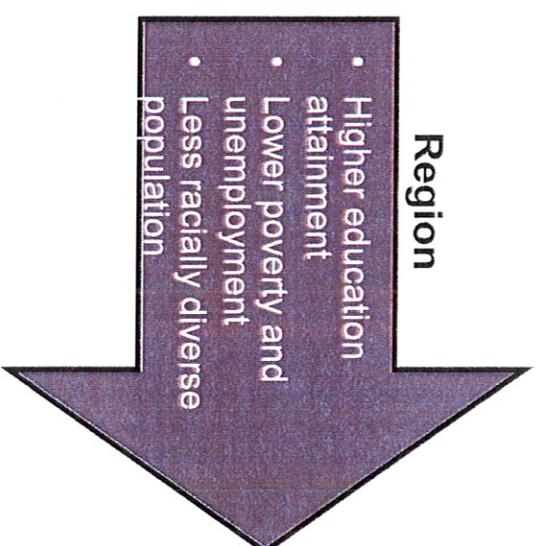
# Need for Comprehensive Regional Approach



*“City’s relationship with the region is a challenge... especially in redefining the city’s role in the valley” – former Youngstown Mayor Jay Williams*



- Opportunities for Regional Approach**
- Economic and workforce development
  - Planning and community development
    - Criminal justice
    - Public health
  - Emergency preparedness
  - Transportation and infrastructure



The fate of Youngstown and the Mahoning River Valley are intertwined; the City must engender stronger regional partnerships to create a shared vision that can begin to leverage funding for regional projects:

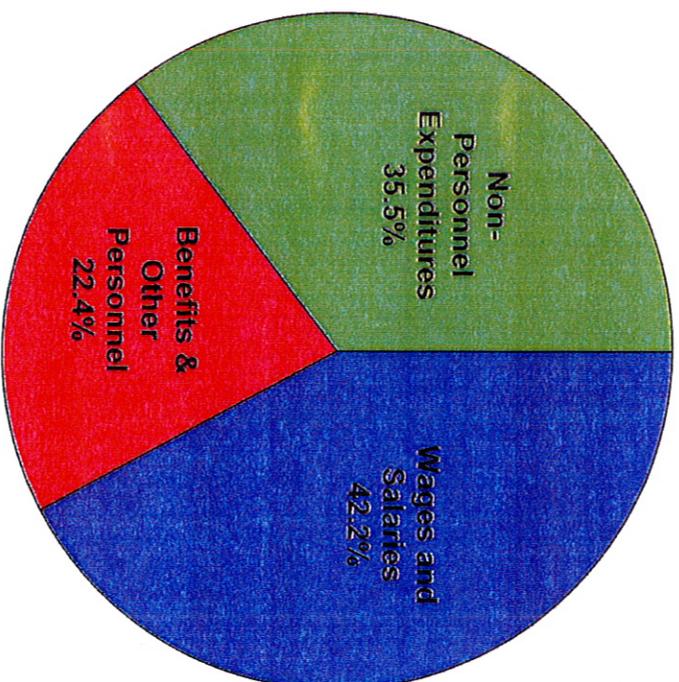
- **Establish Metropolitan Mayors Caucus** → improved communication and legislative collaboration with surrounding jurisdictions
- **Leverage Local Government Innovation Fund** → state funded grant that provides up to \$100K for multi-jurisdictional service delivery and efficiency improvements
- **State Fire Marshall** provides certain grants and loans to purchase equipment for multiple jurisdictions

# Workforce - Overview



- Workforce costs represent 64.6% of the City's budget (tax-supported funds)

2012 Expenditures - Tax Supported Funds



- Like many local governments, Youngstown faces growing cost pressures driven in part by rising workforce costs
- The cost of health benefits continues to grow at a rate that significantly outpaces inflation, and the City's premium costs are higher than state and regional averages
- Even with recent wage freezes, wages over the last ten years grew at a faster rate than inflation

# Technology – Proposed Initiatives



## INITIATIVE

**Establish regional technology collaborative**

## PURPOSE

- Create relationships with other jurisdictions and major entities such as YSU
- Focus on idea sharing, communications and trouble-shooting
- Could lead to greater shared services

## POTENTIAL OUTCOME

**Enhanced partnerships and potential for shared services**

**Explore the potential to contract out certain functions**

- Small number of staff in current unit could make it easier to outsource support functions
- Some current staff – such as data entry clerks – may not have strong technical skills for switch to help desk format

**Cost-savings and improved performance**

**Centralize payroll**

- Departments are spending time and resources on payroll instead of core functions
- Allow dedicated personnel to perform core support function

**Increased efficiency**

# Impact of Vacant Property and a Shrinking City



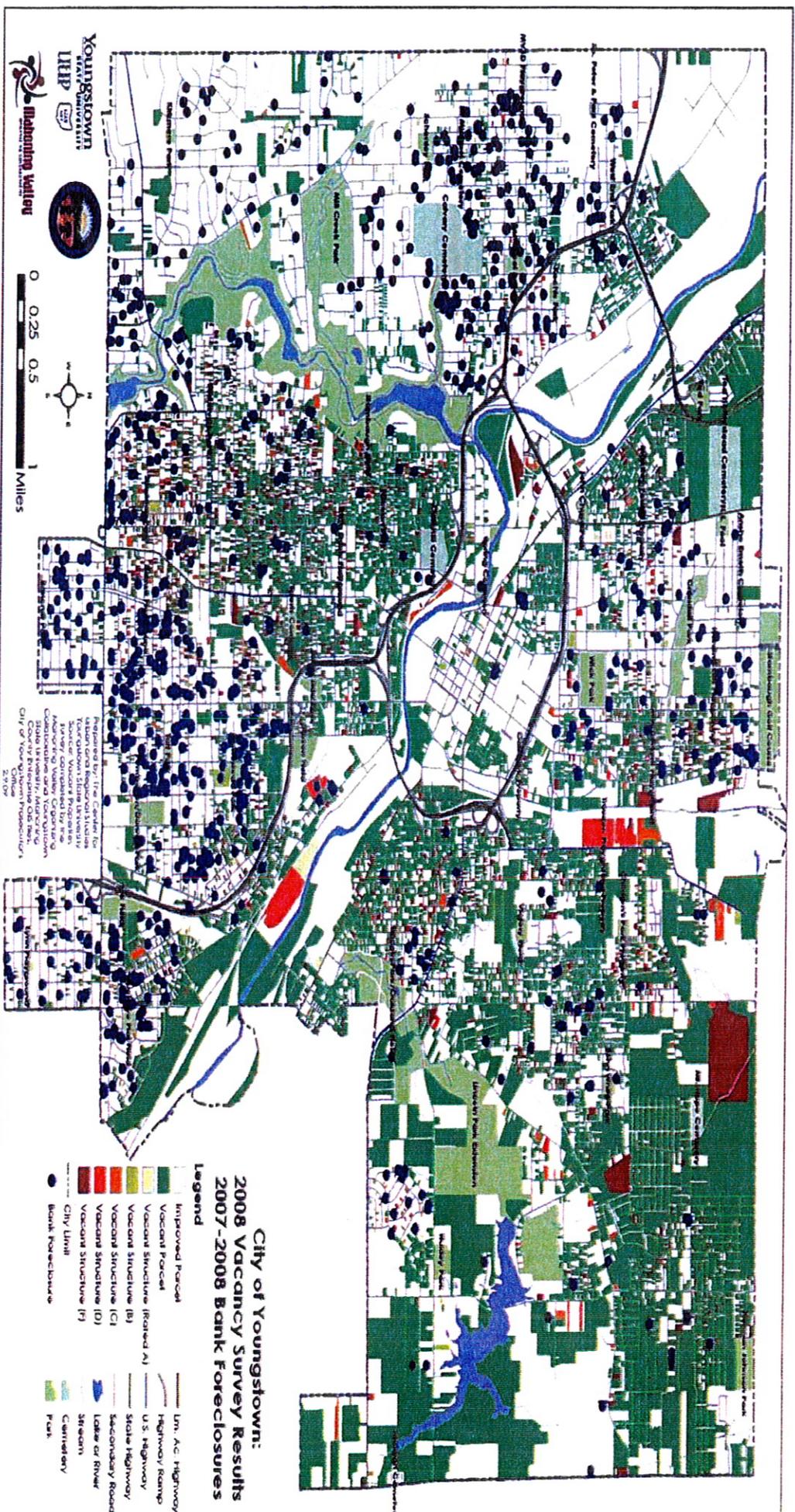
- Based on computation of the yearly rate of conversation from 2000 to 2010, an average 130 properties per year turn vacant, which will create an inventory of over 7,500 vacant structures by 2020. Assuming no growth in the City's total housing stock, by 2020 nearly 28% of the housing stock will be vacant.
- Vacant properties touch on number of issues affecting a number of departments.

Vacant Property Issue	Department Affected
Create a venue for criminal activity	Police Department
Are subject to a growing wave of arsons	Fire Department
Collect trash, overgrown vegetation, broken windows	Code Enforcement
Depress real estate values in neighborhood	Community Development
Many require demolition, vacant lots require mowing	Public Works
Hinders local business development	Economic Development

# Impact of Vacant Property and a Shrinking City



- The **green** sections of the map below are vacant parcels, the **red** sections are vacant structures, and the **blue** dots are home foreclosures.



# Code Enforcement - Operations



- Employees: The office employs four property maintenance inspectors, and a Coordinator.
- Administration: Daily inspections are driven by complaints received from residents and City Council Members; complaints are triaged by the severity of the issues reported to public health and safety, the location of the issue, and expected time to achieve resolution.
- Statutory Authority: The City Code provides and wide array of powers to the office that designed to ensure public safety and health, and achieve code compliance for both internal and external components of a property.
- Unified Treatment: Both residential and commercial property owners are subject to enforcement, and the office treats the property owners equally.
- Technology: Currently, the field inspectors do not have computers in the field, so reports/violations/notices are completed in the office, but computers will be provided by year-end.
- Community Education: Since 2011, the Coordinator has invested significant time in improving communications with residents and neighborhoods organizations in order to build an understanding of the property maintenance code.

# Code Enforcement - Assessment



- **Demands Exceed Resources:**
  - Foreclosures and delinquent mortgage rate in the City continue to outpace the national average in 2011.
  - Since 2008, the City averages 310 demolitions a year. \*
  - Therefore, the current housing rehabilitation, blight removal and demolition investments must address the backlog of blighted/vacant properties and the yearly additions.
- **Scattered Resources:**
  - **Four inspectors cover 7 target areas under the 2010 Comprehensive, which limits their effective and impact on a community.**
- **Inefficient Operations:**
  - **Lack of computers in the field increases time in the office, which decreases time enforcing the code and educating property owners.**
- **Lack of Performance Metrics:**
  - **Inspectors are not provided with clear performance metrics for violations, appeals, customer service.**

\* Source: City Data from 2009, 2010, 2011 on actual demolitions completed, which also includes those funded by property owners

# Code Enforcement - Assessment



## • **More Coordination with Other Offices & Community Organizations is Needed:**

- Code Enforcement proactively works with the Police Department on housing issues that raise a threat to personnel or public safety, but the office has minimal coordinated efforts with Community Development, Economic Development, the Fire Department inspections unit, which are other offices whose daily activities touch and concern residential and commercial property revitalization.
- The Office has initiated a relationship and coordinated efforts with YNDC and other organizations, but time investment in community outreach is limited by the pressures of the daily operation.

## • **Lack of Proactive Sweeps:**

- A complaint driven operation that is coupled with too many “target” neighborhoods prohibits an inspectors ability to proactively patrol any particular neighborhood, which increases the challenge of sustaining progress made in a neighborhood.
- Example: When an inspector successfully enforces a side lot cleanup, and is then unable to return to the neighborhood to check on the progress of keeping the space clean, the enforcement effort is “repeated” and the progress is lost.

# Code Enforcement - Initiatives



## INITIATIVE

**Coordinate with Community Development to make "Impact Investments".**

## PURPOSE

Impact investments will drive existing resources to fewer neighborhoods so that each dollar spent will have a greater impact on the neighborhood, rather than minor investments in many neighborhoods that have a limited influence on the trajectory of the community.

## POTENTIAL OUTCOME

A more effective, efficient, and coordinated revitalization strategy that will invest current dollars to change a few neighborhoods at a time.

**Apply demolitions funds toward the "Impact Investment" strategy.**

Impact Investments should also incorporate demolitions of vacant or abandoned structures that will help revitalize the area.

The demolition of structures outside the target neighborhoods that create a risk to public safety should be funded as needed regardless of location.

Demolition funds should be coordinated with the targeted neighborhoods for Code Enforcement and investments made by Community Development.

# Code Enforcement - Initiatives



## INITIATIVE

Improve Technology utilization by the field inspectors.

## PURPOSE

- All field inspectors should have computers in the field with access to their daily workload and schedule of inspections.
- Field access will reduce the administrative downtime and increase the total number of inspections completed each quarter.

## POTENTIAL OUTCOME

Mobile computers will improve the efficiency of the daily administration of Code Enforcement inspections.

Include proactive inspection sweeps in the three-year action plan.

- More time throughout the year will be made available to plan for targeted code enforcement activities to address seasonal or specific violations that spike throughout the year via inspection sweeps.

Proactive sweeps will allow property maintenance inspectors to better manage neighborhood concerns and issues before they become a problem.

# Code Enforcement - Initiatives



## INITIATIVE

## PURPOSE

## POTENTIAL OUTCOME

**Establish quarterly performance metrics for the Code Enforcement operation.**

- The Code Enforcement operation should have yearly goals and quarterly objectives that are in line with the three-year action plan.
- The metrics could identify the total number of inspections to be completed in a year or in a neighborhood, the number of vacant properties registered, or rental properties achieving compliance.

**A Code Enforcement operation that is driven by articulable goals, which will help triage the daily workload.**

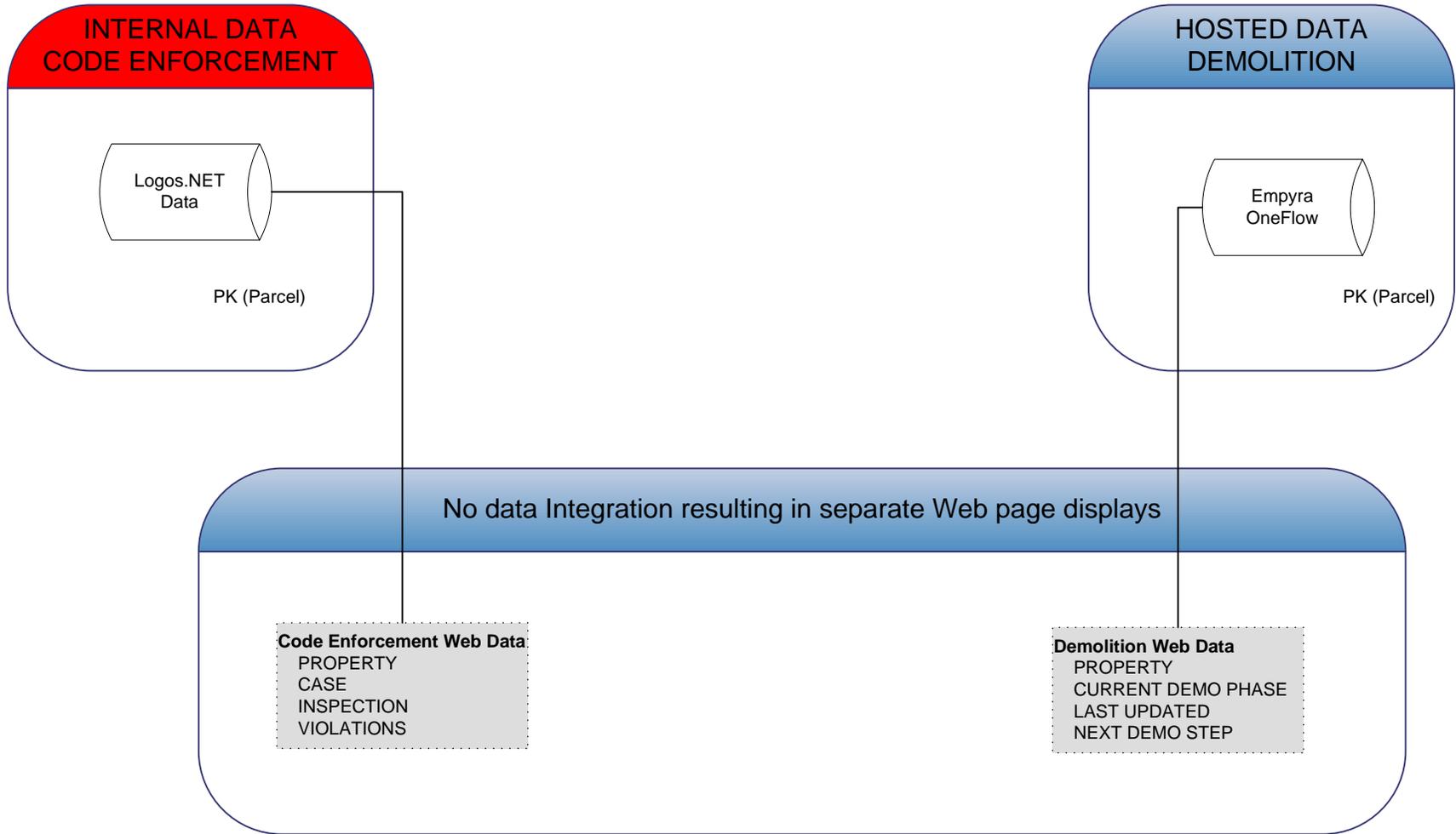
**Engage neighborhoods organizations in collaborative property maintenance code enforcement initiatives.**

- The ultimate goals of property maintenance code enforcement is to foster better neighborhoods by improving the housing stock and cleanliness of the public spaces.
- By engaging neighborhoods groups in the process, residents take ownership of their neighborhoods, which ultimately reduces the need for enforcement actions.

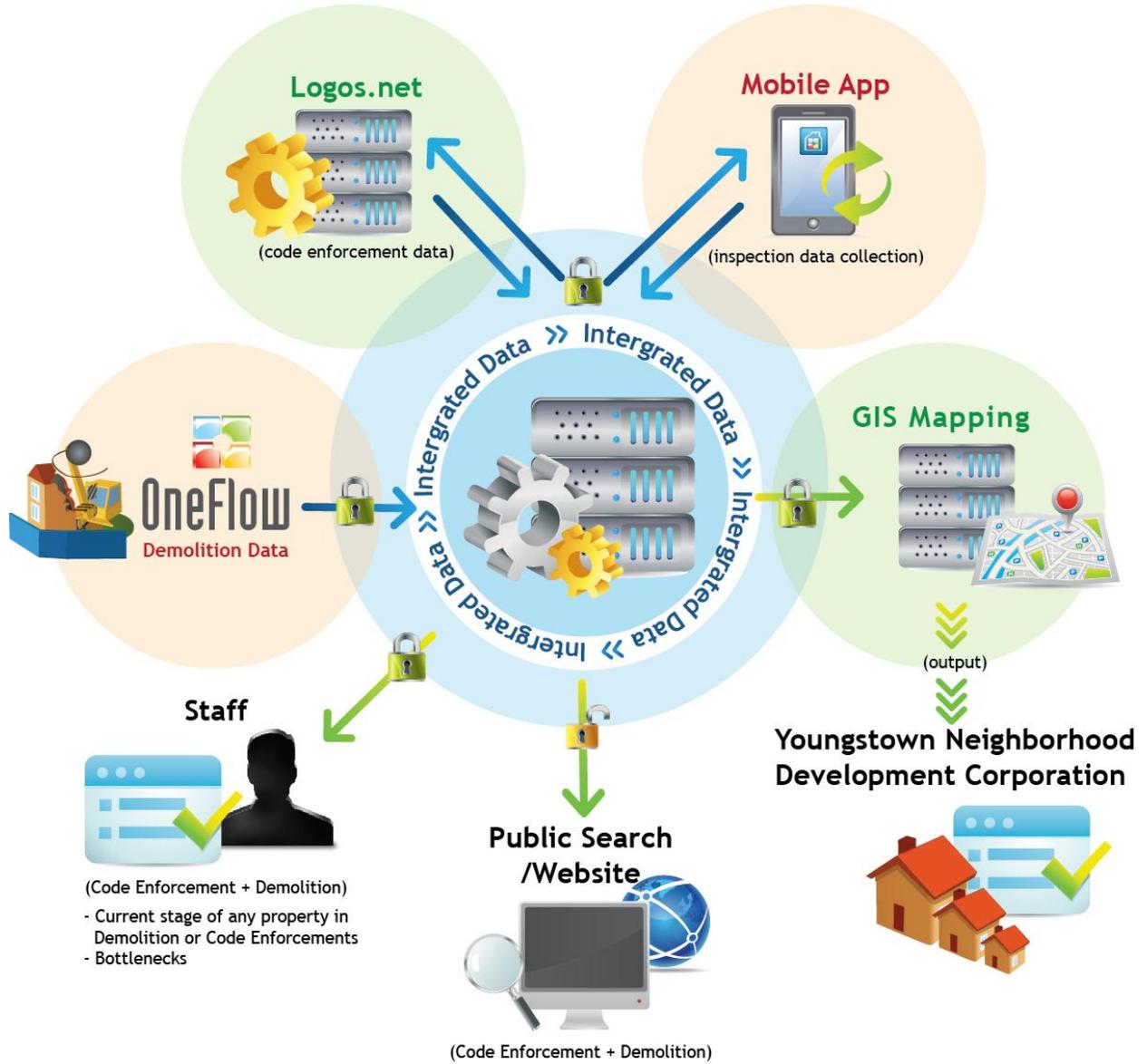
**Engaged property owners will take ownership of their neighborhoods and reduce the need for enforcement.**

## **Diagram of Systems**

# Current Database to Web model



**GOAL MODEL**



APPROVED AS TO FORM:

Anthony J. Farris Mayor C. P. Sammarone  
DEPARTMENT OF LAW

**RES-12-28**  
**A RESOLUTION**

MOVED TO 2nd RD.	_____
MOVED TO 3rd RD.	_____
COMMITTEE	_____
	<input checked="" type="checkbox"/>

**SUPPORTING THE CITY'S GRANT PROPOSAL  
FOR THE YOUNGSTOWN MOBILE PROPERTY  
EVALUATION/LOCAL GOVERNMENT INNOVATION FUND  
AND ITS PARTICIPATION IN THE PROGRAM**

\* \* \*

**WHEREAS,** Council wishes to support the City's grant proposal for the Youngstown Mobile Property Evaluation/Local Government Innovation Fund and its participation in the program.

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

**SECTION 1**

That the Council of the City of Youngstown, Ohio does hereby support the City's grant proposal for the Youngstown Mobile Property Evaluation/Local Government Innovation Fund and its participation in the program.

**SECTION 2**

That the Clerk of Council is hereby instructed to forward a copy of this resolution to individuals as designated by Council.

PASSED IN COUNCIL THIS 19<sup>th</sup> DAY OF September, 2012.

[Signature]  
PRESIDENT OF COUNCIL

ATTEST:

Valencia Morrow  
CITY CLERK

APPROVED: THIS 20<sup>th</sup> DAY OF September, 2012.

[Signature]  
MAYOR