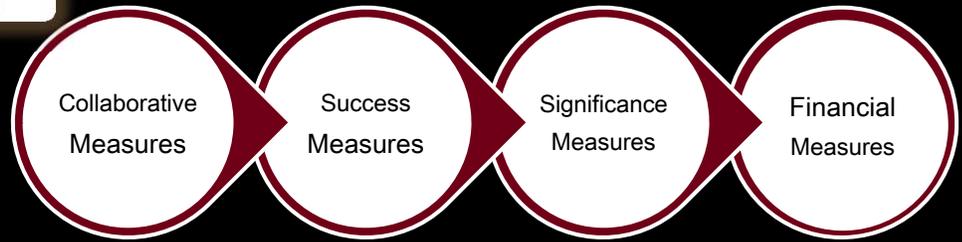




**Ohio**  
**Local Government**  
 Innovation Fund



## Round 7: 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>	
Political Subdivision Type <small>Choose one that best describes your organization</small>	
Project Type	
Project Approach	



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 7</b>	
<b>Project Name</b>		<b>Type of Request</b>	

**Instructions**

- Make sure to answer each question appropriately in the space provided, not exceeding the space allowed by the answer box.
- Examples of completed applications are available on the LGIF website, found here:  
[http://development.ohio.gov/cs/cs\\_localgovfund.htm](http://development.ohio.gov/cs/cs_localgovfund.htm)

Lead Agency			
Mailing Address:	Name:		
	Street Address:		
	City:		
	Zip:		
In what county is the lead agency located?			
<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;"><a href="#">Ohio House District:</a></td> <td style="width: 50%;"><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:	
Email Address:	Phone Number:	

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 fewer 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 7</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

Lead Applicant		Round 7	
		Type of Request	

**List of Partners**

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

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

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

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

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

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

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

Section 2 Collaborative Partners

<b>Lead Applicant</b>		<b>Round 7</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 7</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 7</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

Lead Applicant		Round 7	
		Type of Request	

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

 Section 3  
Project Information

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

<b>Lead Applicant</b>		<b>Round 7</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

Lead Applicant			
		Type of Request	

Response to Economic Demand		
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).		
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 details may be provided in the budget narrative.

#### 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 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 (ROI) calculation is required, and should reference cost savings, cost avoidance and/or increased revenues indicated in Program Budget sections of the application. The ROI should be calculated over a three-year period. 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 of 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 7	
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. 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

Lead Applicant		Round 7	
Project Name		Type of Request	

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

[Large empty rectangular area for Project Budget Narrative]

Section 4  
Financial Information

Lead Applicant		Round 7
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			
Local Government: _____			
Local Government: _____			
Local Government: _____			
State Government			
Federal Government			
*Other - _____			
*Other - _____			
*Other - _____			
Membership Income			
Program Service Fees			
Investment Income			
<b>TOTAL REVENUES</b>			

Lead Applicant		Round 7	
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 7
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 for at least three fiscal years.

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

Lead Applicant		Round 7	
Project Name		Type of Request	

## Return On Investment

Return on Investment (ROI) is a performance measure used to evaluate the efficiency of an investment. To derive the expected ROI, divide the net gains of the project by the net costs (for a three-year period). 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.

### 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 program budgets, and should reflect a three-year period.

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% (5 points)

25%-75% (10 points)

Greater than 75% (15 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

Lead Applicant		Round 7	

Return on Investment Justification Narrative: In the space below, describe the nature of the expected ROI calculation 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
-----------	-----------------------

<b>Lead Applicant</b>		<b>Round 7</b>	
<b>Project Name</b>		<b>Type of Request</b>	

**Magnitude of Project**

If the project has an expected ROI of 74.99 percent or less, complete the following calculation. Projects with a Magnitude Factor of 50 or above score (5 points.)

$$\frac{\text{ROI\%}}{1000} \times \text{Savings Amt} = \text{Magnitude Factor}$$

Project has a Magnitude Factor of 50 or above Yes      No

**Cost Savings**

This project will decrease specific line items in the existing budget. The specific line items should be evidenced by an expected decrease in specific line items for the next three years. In the space below please list the specific line item in the Program Budget section and the total dollar amount saved in the next three years (5 points).

Applicant demonstrates Cost Savings Yes      No

**Core Services**

Does the project affect core services in your community? Explain how this project meets the basic needs of your community by providing services for which the lead applicant is primarily responsible (5 points).

Project affects Core Services of the Lead Applicant Yes      No

Section 4  
Financial Information

Lead Applicant		Round 7	
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 7	
Project Name		Type of Request	

## Scoring Overview

### Section 1: Collaborative Measures

Collaborative Measures	Description	Max Points		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.	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 and will provide for community attraction.	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.	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.	15		
<b>Magnitude Factor</b>	Applicant demonstrates a magnitude factor of 50 or above, based on the ROI percentage and the dollar amount of project gains estimated in the ROI calculation.	5		
<b>Cost Savings</b>	Applicant demonstrates specific line items in the current budget that will decrease as a result of this project.	5		
<b>Core Services</b>	Applicant demonstrates that the project affects core services provided in their community.	5		
<b>Repayment Structure (Loan Only)</b>	Applicant demonstrates a viable repayment source to support loan award.	5		

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

The Board of County Commissioners, in and for Clark County, Ohio, met this 23rd day of July, 2013 in regular session, pursuant to adjournment, in accordance with Section 121.22 O.R.C. (Sunshine Law), with the following members present, viz:

Richard L. Lohnes

John Detrick

David Hartley

---

**Resolution 2013-0609**

**Resolution of Support to Form a Council of Government  
for the Creation of the County-Wide Dispatch Center**

Commissioner Hartley moved, to approve a resolution of support for the County-Wide Dispatch Center. The City of Springfield and Clark County are working to create one single dispatch communications center for all the City/County Fire/EMS/Law Enforcement dispatch activities. The method for this will be the establishment of a Council of Government, to be used solely for that purpose, and to give a voice in the management of the communication center to all participating local governments. The goals of this effort are to make dispatch of emergency services more efficient, expedient, reliable, and less expensive.

Commissioner Detrick seconded the motion and the roll being called for its passage, the vote resulted as follows:

Commissioner Hartley, Yes; Commissioner Detrick, Yes; Commissioner Lohnes, Yes

---

I, Megan Lokai, Clerk to the Board of County Commissioners, do hereby certify that the above is a true and correct copy of a motion as recorded in the Journal of the Clark County Commissioners, under the date of July 23, 2013.



Megan Lokai, Clerk

copy: County Auditor  
County Administrator  
Requesting Department  
COMO file

**RESOLUTION 13-13R**

**A RESOLUTION IN SUPPORT OF A COUNTY-WIDE DISPATCH CENTER**

**WHEREAS, the City of New Carlisle currently contracts with the City of Springfield for Fire/EMS dispatch services and uses the Clark County Sheriff's Office dispatch services for law enforcement activities; and**

**WHEREAS, the City of Springfield and Clark County are working to create one single dispatch communications center for all City/County Fire/EMS/Law Enforcements dispatch activities; and**

**WHEREAS, the goal of such a center would be to make dispatch of emergency services more efficient, expedient, reliable and hopefully less expensive for all users; and**

**WHEREAS, the organizers of said center are applying for a \$100,000 grant from the Ohio Development Services Agency to help fund the center and are requesting the support of the City of New Carlisle to help improve the chances that they will receive this grant.**

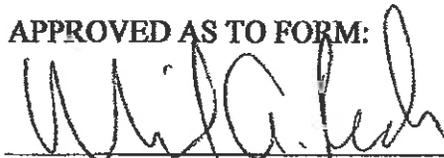
**NOW, THEREFORE, BE IT RESOLVED that the Council of the City of New Carlisle, Ohio, hereby lends our support to the creation of a single dispatch communications center for use by all agencies in Clark County.**

Passed this 5TH day of AUGUST, 2013.

  
\_\_\_\_\_  
Lowell McGlothlin, MAYOR

  
\_\_\_\_\_  
Clair D. Miller, CLERK

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Miguel A. Pedraza, Jr., DIRECTOR OF LAW

BOARD OF TRUSTEES  
MADISON TOWNSHIP, CLARK COUNTY, OHIO

RESOLUTION #08-03-13

The Board of Trustees of Madison Township, Clark County, Ohio met in regular session on August 12, 2013 at the Madison Township Building with the following members present:

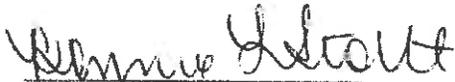
Mr. Florence  
Mr. Sprague

Mr. Florence made a motion to support the County-Wide Dispatch Center.

Mr. Sprague seconded.

Adopted 08/12/13

Attest:

  
Bernice Delo  
Fiscal Officer

---

Springfield Township, Clark County  
Resolution 2013-084

Date: AUG 13, 2013

On Resolution of the Board of Trustees of Springfield Township, the following is approved by the Springfield Township Trustees.

Motion *Dr Wells Second Mr Foley*

Mr. Scoby  Mr. Foley  Dr. Wells

TO SUPPORT THE COUNTY-WIDE DISPATCH CENTER (TO  
CREATE ONE SINGLE DISPATCH COMMUNICATIONS CENTER  
FOR ALL CITY/COUNTY/FIRE/EMS/LAW ENFORCEMENT  
DISPATCH ACTIVITIES.

I, MIKE HIVELY, Fiscal Officer of the Board of Trustees of Springfield Township, in said County, and in whose custody the Files and Records of said Board are required by the Laws of State of Ohio to be kept, do hereby certify that the foregoing is taken and copies from the original Resolution *2013-084* dated *August 13, 2013*, now on file with said Board, that the foregoing has been compared by me with said original document, and that the same is a true and correct copy WITNESS my signature,  
this *13* day *August* *2013*  
*Mike Hively*  
Fiscal Officer of the Board of Trustees of Springfield Township  
Clark County, Ohio

*James E. Scoby*  
JIM SCOPY YES  NO  ABSTAIN

*Jim Foley*  
JIM FOLEY YES  NO  ABSTAIN

*R. Sean Wells*  
R. SEAN WELLS YES  NO  ABSTAIN





**BOARD OF  
TRUSTEES:**

**ROBERT C. MOUNTS**  
1941 Elaina Drive  
Springfield, Ohio 45503  
Telephone 937-399-4364  
Cell 937-605-3428

**JACK MCKEE**  
1170 Montego Drive  
Springfield, Ohio 45503  
Telephone 937-390-1519  
Cell 937-605-3429

**JOSEPH E. MOSIER**  
3223 Tamarack Ave.  
Springfield, Ohio 45502  
Telephone 937-399-6487  
Cell 937-605-3432

**MOOREFIELD TOWNSHIP  
CLARK COUNTY, OHIO**

1616 Moorefield Road  
Springfield, Ohio 45503 5383  
Telephone 937-390-9972  
FAX 937-390-9973  
[www.moorefieldtownship.com](http://www.moorefieldtownship.com)

**Clark County Commission**  
50 East Columbia Street  
P.O. Box 2639  
Springfield, Ohio 45501

August 1, 2013

Dear Commissioners:

Moorefield Township Trustees passed a resolution July 2, 2013 in support of a City/County Fire/EMS/Law Enforcement dispatch communications center. Moorefield Township also supports a Council of Government which will participate in the management of the communication center. It is understood that Moorefield Township's support of the center and council in no way establishes an agreement for funding participation.

Sincerely,

Moorefield Township Trustees

**FISCAL  
OFFICER:**

**JANET L. DYER**  
1649 Merrydale Road  
Springfield, Ohio 45503  
Telephone 937-390-0913  
Cell 937-605-3433

**FIRE STATION**  
1616 Moorefield Road  
Springfield, Ohio 45503  
Telephone 937-390-0770

**TOWNSHIP GARAGE**  
5120 Mumper Road  
Springfield, Ohio 45502  
Telephone 937-399-6342  
Fax 937-399-6342

[DRAFT]

## AGREEMENT ESTABLISHING A REGIONAL COUNCIL OF GOVERNMENTS

This agreement is made this \_\_\_ day of \_\_\_\_\_, 2013 by and between the City of Springfield, Ohio ("City") and the Board of Commissioners of Clark County, Ohio ("County Commission") in order to establish a regional council of governments pursuant to Revised Code Chapter 167 for the purposes set forth herein.

### Recitals

- A. The City Commission of the City of Springfield, Ohio has enacted Resolution No. \_\_\_\_\_ and the County Commission has enacted Resolution No. \_\_\_\_\_ thereby establishing a regional council of governments as authorized by Revised Code Chapter 167.
- B. In their respective resolutions the City Commission and the County Commission found and determined that a consolidated public safety dispatch system capable of serving all jurisdictions within Clark County would provide greater efficiency and enhanced service to all the citizens of Clark County.
- C. In order to achieve these goals, it is necessary and appropriate to provide the regional council of governments a stable financial foundation, a stable system governance structure and adequate facilities and equipment.
- D. Pursuant to Revised Code § 307.63(B) the County Commission has authority to establish a "Countywide Public Safety Communications System".
- E. Pursuant to Revised Code § 307.63(B)(1) the county sheriff shall operate such system unless the sheriff has given written notice to the County Commission that he chooses not to do so.
- F. Sheriff Gene A. Kelly has given such written notice to the County Commission by a letter dated \_\_\_\_\_, 2013, thereby conferring on the County Commission the authority to operate the system.
- G. Under Revised Code §§ 167.03 and 167.08 may assign its operation responsibilities to a regional council of governments.
- H. The City is a municipal corporation with a Charter with powers granted to it by the Ohio Constitution Article XVIII §§ 3 and 7. Under the Charter, Article I, § 3, the City has "all powers...that may now or hereafter be possessed or exercised by municipal corporations under the constitution and laws of the State of Ohio."

*Handwritten signature or initials*

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- I. Included among the powers of the City is the power to provide public safety dispatch services, a power it may exercise through a regional council of governments under Revised Code §§ 167.03(C) and 167.08.

Accordingly, the City and the County Commission in consideration of the mutual promises contained herein enter into the following covenants.

## **ARTICLE 1 - ORGANIZATION**

### **1.01 By-Laws Approved**

- A. The By-Laws of the \_\_\_\_\_, a regional Council of Governments are hereby approved in the form shown in the attached Exhibit A.
- B. The By-Laws as approved herein may be modified or amended only upon a majority vote of the City Commission of the City of Springfield, Ohio and a majority vote of the Board of Commissioners of Clark County, Ohio within 60 days of each other.

### **1.02 Fiscal Agent**

- A. The Fiscal Agent of the \_\_\_\_\_ shall be (describe by position, i.e. the "City Finance Director" or "County Administrator", or "shall be appointed by the Governing Board).

## **[ARTICLE 2 - FUNDING**

### **2.01 Initial Capital Funding Mechanism**

### **2.02 Ongoing Capital Funding Mechanism**

### **2.03 Initial Operating Funding Mechanism**

### **2.04 Ongoing Operating Funding Mechanism]**

## **ARTICLE 3 – EMPLOYMENT MATTERS**

### **3.01 Initial Staffing –**

- A. Each individual serving as a Communication Operator or Communication Coordinator for the City shall be offered employment by the \_\_\_\_\_ as of the effective date, at the hourly rate of pay then being paid by the City.

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B. Each individual serving as a dispatcher for the Sheriff shall be offered employment by the \_\_\_\_\_ as of the effective date, at the hourly rate of pay then being paid by the City.

[C. Coordinators / supervisors]

D. As of the effective date, the \_\_\_\_\_ shall execute a "Successorship Agreement" with the Fraternal Order of Police, Ohio Labor Council, Inc. in the form shown in the attached Exhibit B.

[E. Contract in place with a specified Director at the effective date]

[F. Civil Service Status]

[G. Separate employer for Worker's Comp.]

[H. May contract with City or County for health insurance through established group coverages]

### **3.02 Ongoing Staffing**

A. The Director of the \_\_\_\_\_ shall be the appointing authority with respect to all employees of the \_\_\_\_\_, except the Director and the Fiscal Agent.

B. The Governing Board shall establish employment policies for the \_\_\_\_\_.

## **ARTICLE 4 – OTHER JURISDICTIONS**

### **4.01 Service Contracts**

A. The Governing Board may, by contract, agree to provide services to jurisdictions in addition to the City of Springfield and the Clark County Sheriff. Such contracts shall provide for a service fee or other appropriate mechanism for the pricing of such service. Such service contracts may be made with jurisdictions outside of Clark County. No service contract with a non-governmental entity shall be made without the concurrence of a majority vote of the City Commission and a majority vote of the Board of County Commissioners.

## **ARTICLE 5 – TERM**

A. This Agreement shall remain in force and effect through December 31, 2024, unless terminated earlier in accordance with Article 6.

[DRAFT]

[B. Automatic renewal]

## **ARTICLE 6 – Termination and Dissolution**

A. This Agreement may be terminated by a majority vote of either the City Commission of the City of Springfield or a majority vote of the Board of County Commissioners of Clark County, Ohio.

B. In any ordinance or resolution terminating this agreement, the body voting to terminate shall specify a date, not earlier than twelve (12) months following the enactment of such ordinance or resolution, upon which the termination shall become effective.

C. Upon the enactment of an ordinance or resolution terminating this agreement, the parties shall immediately meet and confer in effort to reach agreement regarding satisfying the liabilities and disposing of the assets of the \_\_\_\_\_.

[Dissolution procedure]

D. If, 90 days following the enactment of an ordinance or resolution terminating this agreement, the parties have not reached an agreement regarding satisfying the liabilities and disposing of the assets of the \_\_\_\_\_ either party may apply to the Common Pleas Court of Clark County, Ohio for the appointment of a receiver (?) arbitrator (?) The receiver (arbitrator) shall not have been an employee or official of either the City of Springfield or Clark County within the 5 years prior to appointment.

E. Within 90 days of appointment, the receiver (arbitrator) shall formulate a comprehensive plan for the satisfaction of the liabilities and disposition of the assets of the \_\_\_\_\_, and present the plan in writing to the City Commission and the Board of County Commissioners.

F. The receiver's plan shall:

1. Provide for uninterrupted public safety dispatch service to all jurisdictions being served by the \_\_\_\_\_ as of the date of termination,
2. Provide for the satisfaction (by payment or by assumption) of the known liabilities of the \_\_\_\_\_.
3. Provide a reasonable reserve fund for the satisfaction of liabilities of the \_\_\_\_\_ which are discovered after the plan is formulated.

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4. Provide for the disposition of the assets of the \_\_\_\_\_ either in the form of in kind distributions to the parties, sale(s) to third parties or a combination thereof.

G. If, within 30 days after the plan is presented to the Commissions, both Commissions have accepted and approved the plan, the parties shall proceed to execute the provisions of the plan.

H. If either or both Commissions fail to accept and approve the plan within this 30 day period, the receiver shall present the plan to the Common Pleas Court with a request that the Court approve the plan and order its execution. The Court shall conduct a hearing, after due notice to both parties. Upon completion of the hearing, the Court may 1.) order the execution of the receiver's plan, 2.) order the execution of an alternate plan, or make such other order that, in the reasonable judgment of the court, best effectuates the purposes set forth in ¶ F, above.

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**BY-LAWS OF \_\_\_\_\_**  
**A Regional Council of Governments**

**Article 1. Organization of Regional Council of Governments.**

**1.01 Name**

This regional council of governments shall be known as \_\_\_\_\_.

**1.02 Composition of Governing Board**

- A. The \_\_\_\_\_ shall be governed by a Governing Board which consists of six members: three appointed by the City Commission and three appointed by the County Commission.
- B. The terms of members shall be for three years. Initial term shall be staggered with each appointing body designating one member to serve an initial one-year term, one member to serve an initial two-year term and one member to serve an initial three-year term.
- C. Members of the Governing Board shall serve without compensation, but may be paid their reasonable expenses in attending to the business of the \_\_\_\_\_, if such expenses are incurred in accordance with Board policies and such payment is approved by the Governing Board.

**1.03 Governing Board Chair**

- A. From among its members, the Governing Board shall elect a Board Chair. In each odd numbered year, the Board Chair shall be a City appointee and in each even numbered year, the Board Chair shall be a County appointee.
- B. If any vote of the Governing Board results in a tie, after having included the vote of the Board Chair, the Board Chair shall break the tie by casting an additional vote.

**1.04 Powers of Governing Board**

- A. The Governing Board shall approve an annual operating budget for the \_\_\_\_\_ and may modify or amend such budget as circumstances warrant.
- B. The Governing Board shall be the employer of record of all employees of the \_\_\_\_\_ and shall prescribe

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compensation, benefits and other terms and conditions of employment for all such employees.

- C. The Governing Board shall hire, supervise, direct, and if necessary, discharge a Director of the \_\_\_\_\_.
- D. The Governing Board shall approve any expenditures by the \_\_\_\_\_ in excess of \$\_\_\_\_\_, or such lesser sum as the Governing Board shall establish.
- E. The Governing Board shall retain one or more attorneys at law to counsel, advise and represent the \_\_\_\_\_, the Governing Board, the Advisory Board, and the Director. In appropriate cases such attorneys shall represent employees of the \_\_\_\_\_ when employees may encounter claims concerning the performance of their duties for the \_\_\_\_\_.
- F. The Governing Board shall procure and maintain a prudent level of liability insurance protection covering the \_\_\_\_\_, the Governing Board and Advisory Board members, and employees and hazard insurance protection for the property and assets of the \_\_\_\_\_.
- G. Liability and hazard insurance coverages may be obtained through a pool arrangement in accordance with law.

#### **1.05 Meetings of Governing Board**

- A. The Governing Board shall meet at least once each calendar month for the purpose of receiving reports from the Director and the Advisory Board and to transact such business as may be required.
- B. Meetings of the Governing Board shall be conducted in accordance with the Ohio Public Meetings (Sunshine) Law as may then be currently in effect.

#### **1.06 Advisory Board**

- A. The \_\_\_\_\_ Advisory Board shall be comprised of five (5) persons: the Chief of Police of the City of Springfield, or the Chief's designee, the Fire Chief of the City of Springfield, or the Chief's designee, the Sheriff of Clark County, or the Sheriff's designee, the President of the Clark County Fire Chiefs Association, or the President's designee, and the Director of the Clark County Emergency Management Agency, or the Director's designee.

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- B. No individual shall serve as a member of the Governing Board and the Advisory Board at the same time.
- C. The Advisory Board shall meet at least once each calendar quarter and shall formulate and make such recommendations to the Director and the Governing Board to maintain and improve efficiency and quality of public safety dispatching services to the citizens of Clark County.

**1.07 Director**

- A. The Director shall be the appointing authority with respect to all employees of the \_\_\_\_\_, excepting the Director and the Fiscal Agent.
- B. The Director shall attend meetings of the Governing Board and the Advisory Board.
- C. The Director shall administer employment policies established by the Governing Board, and subject to such policies shall hire, train, discipline and discharge all other employees of the \_\_\_\_\_, except the Fiscal Agent.
- D. The Director shall sign contracts, purchase orders and agreements on behalf of the \_\_\_\_\_. The Director shall sign contracts, purchase orders or agreements in excess of the amount establish by §1.04 D above, only after approval by the Governing Board.
- E. The Director shall serve at the pleasure of the Governing Board, with such terms, conditions and benefits as the Board may provide by resolution or employment contract.

[DRAFT]

A RESOLUTION NO. \_\_\_\_\_

Providing for the establishment of a regional council of governments by the Board of County Commissioners of Clark County, Ohio and the City of Springfield, Ohio pursuant to Chapter 167 of the Ohio Revised Code and approving the agreement establishing said regional council of governments.

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WHEREAS, Ohio Revised Code Chapter 167 permits counties, cities and other political subdivisions to establish regional councils of governments in order to promote cooperative arrangements, including the operation of a public safety answering point under Chapter 5507 of the Revised Code and to perform functions and duties capable of performance by its members; and

WHEREAS, the City of Springfield, the Clark County Sheriff and various townships and municipalities within Clark County currently provide public safety dispatch services to their various jurisdictions within Clark County; and

WHEREAS, greater efficiency and enhanced service to all of the citizens of Clark County can be attained by initiating and operating a consolidated public safety dispatch system capable of serving all of Clark County; and

WHEREAS, this Board of Clark County Commissioners has reviewed the attached agreement establishing a regional council of governments and determined them to be appropriate for the purposes described above: NOW, THEREFORE:

BE IT RESOLVED by the Board of Clark County Commissioners:

Section 1. Upon the enactment of a substantially identical resolution of the City of Springfield within sixty (60) days of the enactment of this resolution, a regional council of governments under Chapter 167 of the Ohio Revised Code is established.

Section 2. The Agreement Establishing a Regional Council of Governments is attached hereto and is hereby approved. The County Administrator is hereby authorized to endorse it on behalf of the Board of County Commissioners.

Section 3. That this Resolution shall take effect and be in force from and after fourteen (14) days from the date of its passage.

ADOPTED this \_\_\_\_ day of \_\_\_\_\_, A.D., 2013.

\_\_\_\_\_  
COUNTY ADMINISTRATOR

\_\_\_\_\_  
CLERK OF THE BOARD OF CLARK  
COUNTY COMMISSIONERS

## CORPORATE PROFILE

Mission Critical Partners, Inc. (MCP) is committed to delivering top quality technical and operational consulting services to help managers overcome mission critical challenges.

Our award-winning team consists of former public safety managers, project management professionals (PMPs), and technology, forensic and policy specialists. MCP principals have each invested more than two decades in the 9-1-1 industry and continue to serve in key leadership roles in all the major industry organizations—NENA, APCO, and iCERT—and as advisors to key federal and state governmental bodies. Our goal is to support our life safety communications clients through improved policy, systems and processes. **Our mission is to be your partner.**

As former clients ourselves, we add value by understanding how policy, financing, governance, operations, and technology must converge to holistically solve complex issues. We are committed to listening, being responsive, consistent, accountable, objective and visionary.

We work with our clients to develop a sound approach by first seeking to understand the challenge, analyzing the data and information available and developing a durable resolution. We provide unbiased recommendations and are independent of vendors providing mission critical products.

### SERVICE AREAS

- Executive Consulting and Master Planning
- Next Generation 9-1-1
- Land Mobile Radio
- Facility and Technology Design and Integration
- Broadband Deployment
- Shared Services and Consolidation
- Emergency Management Communications
- Forensics and Systems Analysis

### OFFICE LOCATIONS

We serve clients across North America with offices in the following locations.

**Corporate Headquarters:** 690 Gray's Woods Boulevard, Port Matilda, PA 16870  
Phone: 888-862-7911; Fax: 814-217-6807

**Branch Offices:** 2578 Interstate Drive, Suite 106, Harrisburg, PA 17110  
105 Bradford Road, Suite 400, Wexford, PA 15090  
4801 Glenwood Avenue, Suite 200, Raleigh, NC 27612  
502 N. Carroll Avenue, Suite 120, Southlake, TX 76092



ATC

## ■ FACILITY AND TECHNOLOGY DESIGN AND INTEGRATION

Mission Critical Partners, Inc. (MCP) brings more than 25 years of experience in planning, designing and integrating mission critical technology and operations into new and renovated facilities. Our team applies hands-on experience with Public Safety Answering Points (PSAPs), Emergency Operations Centers (EOCs), Fusion Centers and Call Centers to develop the solution that best fits the client's needs. We are familiar with the requirements of mission critical facility architectural and engineering design and are highly qualified to manage the many complexities that arise with each building project. We also apply our understanding of all elements of the facility construction including site development, electrical, mechanical, structural, security and technology to coordinate systems install, acceptance, training and operational transition.

The focus of every project is to optimize the functional use of the space for operational integrity. MCP works closely with the client to develop the technology solutions, migration schedule and operations floor layout.

### SERVICES INCLUDE:

- Facility Planning and Programming
  - Hazard Vulnerability Assessment
  - Spatial Allocation
  - Adjacency Requirements
  - Workstation Orientation
  - Power, HVAC, Security and Structural Requirements
  - System Redundancy and Diversity
  - Infrastructure Requirements
  - Tower Location and Path Studies
- Facility Construction Coordination
  - Project Management
  - System Install Coordination
  - Contractor Resolution
  - Systems Acceptance
  - Commissioning, Training, Scheduling, Migration/Transition Planning
- Design Solutions
  - Architectural Coordination
  - Low Voltage and Data Cable Management
  - Rack, Cable Tray, Pathway and Conduit
  - All Mission Critical Systems (CAD/RMS, CPE and Telephony, Logging, Video Walls, Workstations, Consoles and Interfaces, Security, Network and Tower)
  - Procurement Support (RFP Development, Vendor Proposal Review/Recommendation/Selection/Negotiation)
- Migration and Transition Services
  - Project Management
  - Scheduling
  - Vendor Coordination
  - Cutover Support
  - Decommissioning Services



## ■ EXECUTIVE CONSULTING AND MASTER PLANNING

Mission Critical Partners, Inc. (MCP) partners with clients to develop customized technical and operational solutions for life safety communications. Our staff has extensive experience serving in public sector and public safety management roles and applies that depth of real-world knowledge to advocating for our clients. Through our first-hand experience, we have earned the reputation for being accountable, prudent, persistent, progressive and reliable problem solvers.

MCP provides services that are initiated at a strategic level. An integral part of our executive level consulting is providing master planning services. Our team of policy specialists collaborates with clients to create comprehensive plans that help direct decision making in the public safety sector. In developing a strategic plan, MCP incorporates master planning, organizational structuring, hiring assistance, fiscal planning, operations and technology and policy solutions.

By seeking to understand and assembling a strategy that serves as a guide, MCP is able to execute a comprehensive, tactical approach that addresses all elements of the client's sphere of influence. Our team directs its collective energy on understanding the full scope of the client's responsibility and objectives. We evaluate the unique challenges that stand in the way of achieving success. MCP mitigates those challenges by leveraging policy, as well as human, technological and fiscal assets to develop a sustainable solution.

Our clients are responsible for delivering reliable service 24/7 to first responders and the public while operating with limited resources. In recognition of the need to achieve more with less, MCP works to put the client in a position to do more with more. This means structuring organizations, programs and projects for available grant funding through policy development, technology and appropriate fiscal planning.

### **SERVICES INCLUDE:**

- Budget and Fiscal Planning
- Long-range Capital Planning
- Strategic and Technology Planning
- Grant Compliance
- Policy Development and Support
- Master Planning
- Governance
- Organizational Development



## ■ SHARED SERVICES AND CONSOLIDATION

Throughout North America government is asking, "How can we do more with less?" Communications centers are impacted by this question as budgets become tighter, technology matures, operational demands become more complex and training increases. Many are finding that consolidation is a solution to consider. The Mission Critical Partners, Inc. (MCP) team has extensive experience with consolidation efforts in past public sector roles and as consultants.

We recognize that elected and public safety leaders strive to provide the most effective and efficient emergency response system possible. Ultimately, the delivery of quality life safety services is the achievable objective. MCP develops a collaborative approach with our clients to assess the opportunity for operational and administrative efficiencies through potential consolidation, collocation or organizational change. The MCP team's impartial and even-handed approach has a proven track record of success.

Today's economic realities require a thorough program analysis to define a future path of economizing while effectively delivering service. Appropriately applied, consolidation or collocation can achieve operational efficiencies through systemic interoperability via staffing, scheduling, technology, training and reduction in systems cost basis.

By seeking to understand the answer to "What is success?" MCP establishes addressing that question as the project objective. MCP appreciates the necessary balance required of seemingly competing objectives with operations, organizational, technology, fiscal, human resources, and governance issues. The variables and constraints associated with each are carefully weighed to develop an approach with a lasting solution. MCP is sensitive to the sense of ownership and loyalty each community and agency has with a local communications center. We honor the history of service while providing an independent view of how the community is best served by advancing to the future.

To assure a comprehensive transition that is as smooth as possible, we also provide assistance with the migration efforts and the many challenges inherent in combining organization, facility, technology and operational resources. The convergence into a unified communications environment can be painful in the absence of proper planning and execution. MCP actively works toward pain avoidance by converging all aspects of the emergency communications environment into an all-inclusive solution.



## ■ NEXT GENERATION 9-1-1

The Mission Critical Partners, Inc. (MCP) staff has extensive experience with planning, designing, procuring, negotiating and implementing all Next Generation 9-1-1 (NG9-1-1) call delivery and processing elements. As stated throughout the industry, Next Generation is a journey. Simply put, the Public Safety Answering Point (PSAP) environment will continually evolve with new technologies, processes and expectations. The MCP project team lays out a clear Master Plan that recognizes the impact NG9-1-1 has on all aspects of the PSAP. As Next Generation drivers, MCP helps elected officials, PSAP managers, stakeholders and funding agencies understand the NG9-1-1 impact upon all PSAP systems including technology, human, policy and funding.



The MCP approach is to establish a thorough understanding of the environment unique to each PSAP or region. This includes funding models, system life-cycle analysis, objectives, incident processing approach, network resources, and governance opportunities. While many firms simply want to discuss call delivery, MCP develops a plan for incident processing in the PSAP, incident dispatch and data management. MCP develops a comprehensive Master Plan for the agency or region and a conceptual design to NG9-1-1 deployment. The Master Plan considers all options and establishes timely deployment by incrementally upgrading technology and recommending policy, funding and governance modifications.

### EXPERIENCE INCLUDES:

- Master Planning (Capital Plan, Operational Impact, Schedule & Governance)
- Design
- Procurement (Network, CPE)
- Network Services
- Systems Convergence and Integration
- Microwave & Wireless Broadband
- Computer Aided Dispatch (CAD)
- ESInet Core Functions
- Records Management
- Customer Premise Equipment
- Routers
- Switches
- Mobile Data
- Applications
- Punch List Development
- Acceptance Testing
- Implementation Project Management
- IP Networks
- ESInet



## ■ LAND MOBILE RADIO

Mission Critical Partners, Inc. (MCP) has a staff of highly qualified radio experts. Our team has a varied background ranging from technicians in large municipal radio systems to persons holding electrical engineering degrees. However, all of our staff has one thing in common – first-hand knowledge and experience as public safety users of two way radio. This unique combination of experience and education brings you a team dedicated to the success of your project.

Our team approaches your project with only one task in mind – your success. This is accomplished through our unique approach that determines your operational needs and designs a radio network around your needs and budget. Many agencies have operational constraints because of the design and operation of their radio network. The network should serve public safety users and be yet another tool to keep our first responders and communities safe. The protection of life and property begins with a single dispatch. From there, the radio system is the link that connects and delivers your response and services to your citizens. It is far too important to trust to anyone other than your partner, your advocate, and your agent for innovative solutions.

### EXPERIENCE INCLUDES:

- Design
- Propagation Studies
- Procurement
- Project 25, SmartNet/SmartZONE, EDACS and other Open and Proprietary Signaling Protocols
- EME, MPE, and Interference Studies
- FCC License Applications, Amendments and Coordination
- Microwave and Wireless Broadband
- Lease Lines and Commercial Telecom Systems
- Proprietary and Open Telecom Standards
- Network Transport Services and Protocols Including Analog and Digital
- Customer Premise Equipment
- Routers and Switches
- Mobile Data and Applications
- Punch List Development
- Acceptance Testing
- Master Planning (Capital Plan, Operational Impact, Schedule and Governance)
- Implementation and Project Management
- IP Networks



## ■ BROADBAND DEPLOYMENT

The FCC's "National Broadband Plan: Connecting America" projects 150% growth in broadband deployment to reach underserved citizens in the future. A nationwide broadband wireless network holds great promise as an economic stimulus and for improving public safety. Mission Critical Partners, Inc. (MCP) leverages expertise and consulting services to assist clients in maximizing the opportunities for implementation of broadband ecosystem networks that meet these critical needs. Two decades invested in life safety communications has equipped our team to navigate the complex broadband issues.

Mission Critical Partners improves public safety and homeland security through roadmaps for transitioning to an Emergency Service Internet Protocol Network (ESInet). The technology:

- Allows first responders to send and receive video and data
- Reduces costs through interagency collaboration
- Helps support opportunities to acquire additional funding required for operating expenses
- Promotes innovation in the development and deployment of Next Generation 9-1-1 (NG9-1-1) and emergency alert systems

As a foundation for a project's success, MCP drives meaningful government and civic engagements with representatives in support of local efforts to deploy broadband technologies. We also help entities understand and follow policies and standards to maximize incentives for national priorities in health care, public education and economic opportunity.



To ensure value for the client's investment, MCP collects and analyzes benchmarks and published market-by-market information on broadband pricing and competition. We then provide comprehensive reviews of wholesale competition rules, make recommendations that include innovative approaches to FCC changes, and ensure efficient collaborative allocation and use of government-owned and government-influenced assets.

### **BROADBAND SERVICES INCLUDE:**

- Governance Development
- Network Gap Analysis
- Network Architecture Design
- Request for Proposal (RFP) Development
- Vendor Implementation Oversight
- Network Operations Framework Development with an IT Infrastructure Library (ITIL) Emphasis
- Broadband Security Gap Analysis

## EMERGENCY MANAGEMENT COMMUNICATIONS SERVICES

Emergency management coordinators lead the readiness efforts of local, county and state government through planning and organization. Mission Critical Partners, Inc. (MCP) supports emergency managers with expertise in emergency operations, incident command, and the planning and systems designated to support operational integrity.

The MCP team provides communications support services by following a disciplined, well-organized approach for realizing county, regional and statewide interoperability objectives.

### SERVICE PROFILE AND EXPERTISE INCLUDE:

- Communications Planning
  - Master Plans
  - TICP Plans
  - Interoperability
- Integration
  - Voice and Data
  - Resource Management Applications
  - GIS
  - Security Systems
  - Video Display
  - Public Notification
  - Alert and Warning Systems
- EOC Facility
  - Programming and Planning
  - Design Services
- Hazard Vulnerability Assessments
  - Infrastructure
  - Towers/Shelters/Connectivity
  - Security
  - Facility
  - Procedures and Operating Guidelines
  - Training
- Interoperability
  - Assessment
  - Planning
  - Design
  - Procurement Support
  - Vendor Negotiations
  - Project Management and Implementation



## ■ FORENSICS AND SYSTEMS ANALYSIS

Proven advocacy skills for our clients are the crux of Mission Critical Partners', Inc. (MCP) forensics services. Forensics analysis can be used to locate the root cause(s) of a system failure, verify receipt of full value on a contract or purchase and assist in a formal court determination of facts.

By establishing current conditions and benchmarking against recognized communications best practices, the MCP team develops a practical solution set for improvement in service delivery. Our team provides change agent services for sustainable organizational recovery. Each forensic engagement involves a comprehensive three-step investigation: (1) Data Gathering and Fact Finding (2) Analysis and Perspective and (3) Findings and Recommendations.



## CONTRACT COMPLIANCE

MCP represents our clients' interests by executing a logical information gathering process to understand contract objectives and then performing a methodical review of documents and responsibilities. If we find discrepancies, MCP recommends a corrective course of action. We establish a plan with milestones, metrics, communications and responsibilities and manage client risk to maximize return on investment.

### 9-1-1 INVOICE FORENSIC REVIEW

MCP has a knowledge base in tariff structure and related invoicing that often reveals overpayment for services. The MCP team specializes in 9-1-1 network, routing, database and fee collection. Applying our forensics skills, we generate findings and recommendations for cost recovery and negotiate settlements on behalf of our clients at little financial risk to the client.

### 9-1-1 INCIDENT FORENSICS

MCP provides assessment services to define and mitigate risk. Any system can have components (or technicians) that do not perform as intended, potentially resulting in a loss of life or property. In a pre-event environment, our team evaluates call routing, switching, database integrity, system performance, operating guidelines, and training for service optimization. Post-event, MCP assesses equipment or process failures to define causal effects. We understand the high visibility of any event where system or human error negatively impacts reliable 9-1-1 service, and we offer improvement recommendations without prejudice.



Systems analysis, design and implementation are other key services MCP provides. In today's mission critical environment, the various technologies and applications used to manage risk are integrated with one another in the successful operational environment, and no one system stands alone. By understanding the need for high reliability, low risk performance in the 24/7 world, MCP applies our extensive knowledge of technology, telecommunications, policy, operations, and accountability to achieve success on behalf of the client.

M

August 20, 2013

Richard L. Lohnes, Commissioner  
Clark County  
Board of Commissioners  
50 E. Columbia Street, 5<sup>th</sup> Floor  
Springfield, OH 45501

*Royanne Brown*  
*Propy Mgr*

**Subject: Proposal for Consolidation Study, Phase 1**

Dear Rick,

Mission Critical Partners, Inc. (MCP) appreciates the opportunity to submit our proposal for the Phase 1 of a Consolidation Study for a new consolidated Public Safety Answering Point (PSAP) for the County of Clark, Ohio.

If you have any questions regarding the information submitted, please contact me at 814-242-7439 (cell), or via email at [LawrenceBickford@mcp911.com](mailto:LawrenceBickford@mcp911.com).

On behalf of our entire team, we stand by our goal to serve as your partner, your advocate, your agent for innovative solutions.

Sincerely,

MISSION CRITICAL PARTNERS, INC.

  
Lawrence C. Bickford  
Senior Vice President, Client Services

**MissionCriticalPartners**

620 Gray's Woods Boulevard | Port Matanzas, PA 16870 | 888.834.9311 or 828.862.7911 | [www.MC911.com](http://www.MC911.com)

*Handwritten initials*



## SCOPE OF SERVICES

Mission Critical Partners, Inc. (MCP) is pleased to provide Clark County (County) with a proposal for professional consulting services for Phase I of a Consolidation Study.

### PHASE I

The focus of the Phase I effort will be to review the City/County PSAP(s) call volume and staffing. MCP will:

- Perform interviews with the stakeholders for the city, sheriff and county to determine their priorities going forward.
- Conduct site visits to the existing PSAP sites and the proposed location of the new consolidated PSAP.
- Prepare a high level overview of the potential consolidation opportunities for use by the County in a planned Grant application to the State of Ohio within a maximum three week period.
- Provide examples of consolidations studies that might assist in the County's grant application.

### PHASE II

A consolidation study typically entails two to three months of effort to identify all of the potential issues, define solutions, and the preparation of a plan, schedule and budget for the proposed consolidation.

The issues of importance for Phase II of the Consolidation Study would include the following, at a minimum:

- A draft intra-governmental agreement between the parties
- Stakeholder meetings for representatives of the responder groups to include fire, police and emergency medical
- Staffing models for the new PSAP
- Proposed operating budget and funding models
- Technology assessments and recommendations on utilization of existing vs. new technology to include spectrum availability/concurrence
- Operational assessments of the existing PSAPs and recommendations for SOP's for a new consolidated operation/facility
- Suitability of a proposed new PSAP location or potential sites
- Proposed construction budget for a replacement facility



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## PROJECT PRICING

Professional services outlined in the above scope of services for PHASE I only will be provided for a not-to-exceed fee of \$10,000, including expenses. MCP recognizes that it is responsible for costs related to travel, housing, transportation, per diems, communications devices and computer equipment.

These services are offered as required by the County and will be completed based upon a then current rate schedule. MCP staff will only perform work under an authorization to proceed notice from Clark County.

MCP would negotiate a scope and fee for Phase II of this project after completing Phase I and with the County's consent amend our existing agreement to complete the consolidation study as represented above.



**Clark County, Ohio**  
**PSAP Consolidation Needs Assessment**  
**Phase I Report**

*September 5, 2013*

**MissionCriticalPartners**

690 Gray's Woods Boulevard | Port Matilda, PA 16870 | 888.8.MCP911 or 888.862.7911 | [www.MCP911.com](http://www.MCP911.com)

*Handwritten signature or initials*



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## 1. INTRODUCTION

Clark County has retained Mission Critical Partners, (MCP) of State College, PA to assist in completing a Consolidation Study for the City of Springfield and the County. Both jurisdictions believe the combining of the two 911 centers will provide improved public safety services throughout the County, increased efficiency and reduced overall costs.

Specifically, MCP has been retained to assess the two existing PSAPs to include facilities, technology, staffing and operations. The County and City have identified a potential location for a new consolidated facility owned by the City. The two jurisdictions are also preparing an intergovernmental agreement for a proposed Council of Government (COG) entity to operate this combined facility.

MCP is a national 911 consultant team consisting of former public safety managers, technology, forensic, policy specialists and facility professionals. MCP is a leader in the 9-1-1 industry having served in major industry organizations – National Emergency Number Association (NENA), Association of Public-Safety Communications Officials (APCO), and Industry Council for Emergency Response Technologies (iCERT) as consultants and key advisors to federal, state and local government jurisdictions in all things 9-1-1 related.

### MCP SERVICE AREAS/EXPERTISE

- Executive Consulting
- Broadband Development
- Next Generation 9-1-1
- Consolidation/Shared Services
- Land Mobile Radio
- Emergency Management Communications
- Facility Design/Technology Integration
- Forensics/Systems Analysis

Throughout the United States, governments are being challenged to “do more with less.” Clark County and the City of Springfield are no exception to this new reality. Communication centers (PSAPs) are impacted by this question as budgets become tighter, technology matures, operational demands become more complex and training requirements increase to provide the level of service necessary to save lives and property in Clark County.

MCP was engaged by the County in August of 2013 to conduct a “Needs Assessment” for the proposed consolidation of the two primary 9-1-1 Centers (PSAPs) in Clark County. This assessment will necessarily require an indepth effort for typically three (3) plus months to complete. MCP is in the data collection phase of the study. This report is representative of the “Needs Assessment” (Phase I) status after having engaged the relevant County and City stakeholders over the past three weeks.

It is the opinion of MCP at this juncture, there exists significant potential to improve public safety dispatch services in a more effective and efficient manner for all the citizens of Clark County. The analysis will likely result in identifying as an additional benefit, overall cost savings to both jurisdictions while providing improved government levels of service for the paid and volunteer emergency responders while providing improved life safety call dispatching for the County’s citizens.



## 2. BACKGROUND

The Clark County Commissioners have initiated with the cooperation of the City of Springfield, an effort to improve 9-1-1 services throughout the County, which has two cities, eight villages and ten townships. According to 2010 Census data, the County's population is 138,333. The largest population center in the County is the City of Springfield, with a population of 60,608, according to Census records. There are 11 law enforcement agencies and 14 Fire and Emergency Medical Services (EMS) agencies in the County.

The Clark County Sheriff's Office 9-1-1 Center receives 9-1-1 and non-emergency calls and dispatches first responders for the unincorporated areas as well as for multiple township and village police departments and Fire/EMS agencies. The City of Springfield 9-1-1 Center received 9-1-1 and non-emergency calls and dispatches police and Fire/EMS for Springfield and the City of New Carlisle, and Fire/EMS for several townships and villages. All law enforcement agencies are dispatched by the County or the City. Four small Fire/EMS agencies still dispatch for themselves using the home dispatching method, which involves a party line and a mobile in 4-6 homes.

The Public Safety entities in the County include the following Fire/EMS, Private Ambulance, Law Enforcement and support agencies.

PUBLIC SAFETY AGENCIES
<b>FIRE AND EMS</b>
Association of Clark County Chiefs and Firefighters
Air National Guard Fire Department
Bethel Township Fire and EMS Department
German Township Fire and EMS Department
Harmony Township Fire and EMS Department
Hustead EMS Department
Hustead Fire Department
Mad River Township - Enon Fire and EMS
Madison Township Fire and EMS
Moorefield Township Fire and EMS Department
Navistar, Inc.
New Carlisle City Fire and EMS Division
Pike Township Fire and EMS Department
Pitchin Fire Department
Pleasant Township Fire and EMS Department
Springfield Fire Rescue Division



<b>PRIVATE AMBULANCE</b>
Med-Trans
Quality Care Transport
<b>LAW ENFORCEMENT</b>
Clark County Sheriff's Office
<ul style="list-style-type: none"><li>• Sheriff's Office - East District Office</li><li>• Sheriff's Office - New Carlisle</li></ul>
Clark County Park District
German Township Police Department
Ohio Department of Natural Resources
<ul style="list-style-type: none"><li>• Division of Parks &amp; Recreation</li><li>• Division of Wildlife (District Office)</li></ul>
Ohio State Highway Patrol Springfield Post #12
Springfield City Police Division
Village of Enon PD
Village of Catawba
Village of Donnelsville
Village of North Hampton
Village of South Charleston
Village of South Vienna
Village of Tremont City
<b>SUPPORT AGENCIES</b>
Box 27 and Associates
Clark County Hazardous Materials Response Team
Ohio Emergency Response Plans
<ul style="list-style-type: none"><li>• Fire Emergency Response Plan</li><li>• Law Enforcement Emergency Response Plan</li></ul>

The managers of the two centers have worked together gathering data on their respective workloads, staffing, facilities, and technology, including the radio systems. These efforts support the concept that the County and City can provide better services if they combine their efforts into one organization under the County to be housed in a facility already owned by the City. This would maximize efficiencies and still provide cost effective services to the public.



### 3. FACILITY

The current Sheriff's 9-1-1 Center is a floor below the county jail. Aside from the issue of occasional flooding caused by inmates, the facility is insufficient in size. Staff is working shoulder-to-shoulder in rows of older consoles that provide only limited ergonomic support. The noise level during busy times often makes it difficult to hear and/or concentrate. There is limited storage; supplies and equipment are stored in closets throughout the building. Some racks of radio equipment are under a large storage tank. There is no room for expansion in the current facility.

The City's 9-1-1 Center is located on the second floor of Springfield Fire Department headquarters. The facility does not have room for the growth that will be necessary for consolidation or expansion. Any expansion at the City would require the PSAP be relocated.

The City has acquired a facility (former armory building) for their Emergency Management staff and Emergency Operations Center (EOC). The County/City believes it has the space/size to handle the addition of a consolidated 9-1-1 center. It is common for emergency communications centers to be co-located, or at least near an EOC, to afford the opportunity for sharing equipment that is necessary in hardened facilities, which require safety and security for staff and have the equipment necessary to always be available to the public and first responders. MCP has toured this facility with the respective County and City 911 Directors. Our initial reaction after the site tour is positive for a potential consolidation location. A full assessment of the facility and site is recommended with the assistance of knowledgeable design professionals with knowledge of standards and "Best Practices" used in 9-1-1 centers to include National Fire Protection Association (NFPA) and APCO.

### 4. TECHNOLOGY/EQUIPMENT

Dispatch centers require specialized equipment to receive calls and dispatch emergency responders. Currently both 9-1-1 centers have equipment that will need to be evaluated for reuse and/or replacement.

The following equipment categories will need to be assessed for replacement and/or reused for a proposed consolidated PSAP.

- Dispatch Consoles/Panels/Lighting/HVAC Options
- 24/7 Chairs
- Computers and Monitors
- NG IP Capable Telephony/911 Equipment
- Radio Consoles (EDACS, MARCs and VHF Capable)
- Large Screen Monitors for Mapping/AVL
- 911 Server, Mapping Server, CAD/Paging Servers, GPS Net Clock
- Fire Station Alerting Systems
- Copier, Fax, Shredder Machines



- Administrative Furniture
- TV and Audio Controls per Console
- Video Teleconferencing Capabilities
- Call Logging Servers/Software
- Eventide Recorders
- Backup VHF Radio
- Alarm Systems
- Catalyst System
- TDD Equipment

In addition, to the PSAP specific equipment, new CAD/911 system software will likely be required.

## 5. RADIO FREQUENCIES

Radios are the lifeline for first responders. Currently, there are multiple systems being used in different configurations. The Ohio State system, known as MARCs is 700 MHz. The EDACs is an 800 MHz trunk system. The rural fire primarily use VHF operating on locally licensed systems with limited coverage. An assessment of these systems will need to address the best options for public safety dispatching for Clark County responders and end users.

These VHF Mutual Aid /Interop frequencies are in all Clark County VHF Fire/EMS radios, and will be used for Fire Ground / Operations as required.

VHF Mutual Aid / Interoperability	RX	TX	PL Tone
VCALL (for responding units when they get into range of incident)	155.7525	Simplex	156.7
VTAC11	151.1375	Simplex	156.7
VTAC12	154.4525	Simplex	156.7
VTAC13	158.7375	Simplex	156.7
VTAC14	159.4725	Simplex	156.7
VFIRE21 (was Statewide Fire Mutual Aid)	154.2800	Simplex	
VMED28 (was BLS)	155.3400	Simplex	



All VHF & UHF frequencies are narrow-band.

<b>Fire &amp; EMS</b>		<b>RX</b>	<b>TX</b>	<b>PL Tone</b>
Bethel Township Fire and EMS	Main	159.7050	156.0600	123.0
Bethel Township Fire and EMS	Main		700MHz MARCS-IP	
German Township Fire and EMS	Main	154.2200	151.1600	94.8
Harmony Township Fire and EMS	Main	151.1750	155.9850	114.8
Hustead EMS; Hustead Fire	Main	154.7850	159.0750	82.5
Mad River Twp - Enon Fire and EMS	Main	154.1600	153.7700	88.5
Madison Township Fire and EMS	Main	155.0250	151.2350	203.5
Moorefield Twp Fire and EMS	Main	151.4450	153.8900	123.0
New Carlisle Fire and EMS	Main	154.0700	154.3400	156.7
New Carlisle Fire and EMS	Main		800MHz (Miami Co) EDACS	
Pike Township Fire and EMS	Main	155.9550	158.9550	103.5
Pitchin Fire Department	Main	154.7850	159.0750	82.5
Pleasant Township Fire and EMS	Main	151.2725	159.3750	DPL 132N
Springfield Township Fire and EMS	Main	159.9000	153.8150	82.5
Springfield Township Fire and EMS			700MHz MARCS-IP	
City of Springfield	Main		800 MHz EDACS	
Hospital	VMED28	155.3400	Simplex	CSQ
	Statewide EMS	155.2800	Simplex	CSQ



<b>Law Enforcement</b>		<b>RX</b>	<b>TX</b>	<b>PL Tone</b>
Clark County Sheriff	Main, TACs		700MHz MARCS-IP	
Area Wide		154.8450	Simplex	CSQ
InterCity		155.3700	Simplex	CSQ
Ohio State Patrol	LEERN	154.9350	Simplex	CSQ
SRMC	Main	155.2200	Simplex	
Wittenberg University	Main		800MHz EDACS	
Wittenberg University	Main	151.8950	Simplex	

"x" Prefix indicates talkgroup on MARCS IP system.

<b>MARCS Radios</b>		<b>Talkgroup Monitored</b>	<b>Radio ID#</b>
Clark County EMA	EOC Comm Mobile ICP Tahoe	EMA- COSW, COEMA12	712686 718400
Clark County Combined Health District	Office	CLARK	713680
Clark County Sheriff	Dispatch	xSO12DIS	
Clark County Sheriff	Mobile Dispatch Vehicle	xSO12DIS	
Ohio DNR	State	MCOMM	
Ohio DNR & Watercraft	Buck Creek	SO-12	
Ohio EMA		EMA-COSW	
Ohio State Patrol	Post 12	SO-12 MCALL1	751012
SRMC		HOS 1201	724587

<b>800MHz Mutual Aid / Interoperability</b>	<b>RX</b>	<b>TX</b>	<b>PL Tone</b>
8CALL90D	851.01250	Simplex	
8TAC91D	851.5125	Simplex	
8TAC92D	852.0125	Simplex	
8TAC93D	852.5125	Simplex	
8TAC94D	853.0125	Simplex	

<b>Special Service</b>		<b>RX</b>	<b>TX</b>
American Red Cross	Disaster	47.42	Simplex
Clark County EMA	Main	155.8050	Simplex



Weather Service		RX	TX
Weather Service (Miamisburg)	Main	162.4750	
Weather Service (Columbus)	Main	162.5500	
Six Digit FIPs Codes			
Clark County		039023	
Champaign County		039021	
Miami County		039109	
Montgomery County		039113	

## 6. STAFFING

### Current Staffing Model/County

The County currently staffs 4-5 consoles per normal shift with the capacity of up to 4-5 staff per shift. This represents the following breakdown:

- Two (2) Call Takers/Fire Dispatchers
- Two (2) Law Enforcement Dispatchers
- One (1) Data Entry Position/Records

The current compliment of staff would be 18 full time and 7 part time. Total staff summary:

911 Coordinator	(1)
Communications Supervisor	(1)
Dispatchers	(23)

### Current Staffing Model/City

The City currently staffs 5-7 consoles per normal shift with 4-6 staff. This represents the following breakdown:

- One (1) Call Taker
- One (1) Fire Dispatcher
- One (1) Law Enforcement Dispatcher
- One (1) LEADS Data Entry Position

The current compliment of staff would be 15 full time positions and 6 full time Supervisors.

- Center Manager (1)
- Supervisors (6)
- Dispatchers (15)

It's MCP's preliminary observation that potential staff savings could be realized with a PSAP consolidation combining the County and City.

## 7. CALL VOLUME

The Clark County (Sheriff's) PSAP call volume over the 2012 period represents total 911 calls of 44,623 or 38 percent of the entire call volume of the County/City. The City of Springfield represents 74,102 calls for a total of 62 percent of the entire call volume for both the County and City.

Total ALI Bids (911 Calls) by PSAP Name 2012														
PSAP Name	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Yearly Total	% of Total
OH Clark Cnty Sheriff	3189	2973	3754	3493	4009	4281	4239	4077	3739	3604	3339	3926	44623	37.59%
OH Springfield Fire	5526	4988	5843	5734	6901	7291	7296	6895	6223	6115	5784	5506	74102	62.41%
<b>Total</b>	<b>8715</b>	<b>7961</b>	<b>9597</b>	<b>9227</b>	<b>10910</b>	<b>11572</b>	<b>11535</b>	<b>10972</b>	<b>9962</b>	<b>9719</b>	<b>9123</b>	<b>9432</b>	<b>118725</b>	<b>100.00%</b>



## 8. DISPATCH ANNUAL COSTS

To dispatch the population of Clark County (138,333), the annual cost for all jurisdictions totaled \$3,306,322. A breakdown follows:

Clark County – All Jurisdictions	
Cost Per Capita	\$23.90
Calls for 2012	160,687
Cost Per Dispatch	\$20.64

Focusing in on the City and County 911 Centers reveals annual cost as follows:

Clark County (LE/Fire/EMS)	
Population	77,725
Annual Cost	\$1,509,934
Cost Per Capita	\$19.42
Total Calls	73,319
Cost Per Dispatch	\$20.59

Springfield (LE/Fire) New Carlisle Fire/EMS	
Population	66,390
Annual Cost	\$1,400,000
Cost Per Capita	\$21.08
Total Calls	82,731
Cost Per Dispatch	\$16.92

## 9. SUMMARY

MCP's activity to date has been to meet with key staff, tour existing facilities and begin the data collection process. Today's economic realities require a thorough program analysis to define a future path of economizing while effectively delivering service. There are significant challenges when considering a path to consolidation. In the case of Clark County and the City of Springfield, much progress has been made. Most significantly, there is general consensus to move forward on the part of the jurisdictions, while key staff are working on the specifics of staffing, equipment, technology and operations. A potential facility has been identified which is a significant hurdle in and of itself.

The current program analysis is defining a path of economizing while effectively delivering service. Appropriately applied, we believe consolidation can achieve operational efficiencies through systemic interoperability via staffing, scheduling, technology and training.



The potential for savings is considerable, particularly in the application of reducing dual technologies and defining appropriate staffing and organizational structure for the consolidated entity. One caveat is the initial cost investment to relocate to a renovated facility and upgrade the technology for this project which will be a significant first cost. This initial investment will over the course of the first phase of the consolidation be seen as a necessary commitment to realize cost savings in the foreseeable future.

In summary, we recognize that elected and public leaders in Clark County strive to provide the most effective and efficient emergency response system possible. Ultimately, the delivery of quality life safety services is the achievable objective. The second phase of our work will be to quantify the potential costs and savings with particular reference to operations, organization, technology, fiscal, staff and governance.

**Clark County Ohio & City of Springfield  
Average Salaries & Benefits Summary**

**Central Dispatching COG**

Description	Union	Quantity	Average	Total
Total Compensation - FTE Dispatcher	y	30	\$50,216.86	\$1,506,505.67
Total Compensation - PT Dispatcher	n	4	\$27,128.82	\$108,515.30
Total Compensation - Supervisor	n	6	\$61,229.33	\$367,376.00
Total Compensation - Lead Supervisor	n	1	\$66,074.65	\$66,074.65
Total Compensation - Manager/Director	n	1	\$79,247.15	\$79,247.15
Total Compensation - IT	n	1	\$71,574.23	\$71,574.23
Total Compensation - 911 Coordinator	n	1	\$65,757.90	\$65,757.90
Double county numbers on OT/sick		1	\$163,414.00	\$163,414.00

\$2,428,464.89

Please note, these numbers do not include payout of vacation or sick benefits upon retirement.

## Clark County Dispatch

	4/30/2013	Population	Cost Yearly	Cost Per Capita	Calls 2012	Cost Per Dispatch
Bethel Twp	12,738		\$41,908.02	\$3.29	1,958	\$21.40
German Twp	7,487		\$50,000.00	\$6.68	2,000	\$25.00
Green Twp Huestad EMS	2,798		\$9,798.53	\$3.50	388	\$25.25
Green Twp Huestad Fire	2,798		\$9,798.53	\$3.50	105	\$93.31
Green Twp Pitchen Fire	2,798		\$9,798.53	\$3.50	12	\$816.54
Harmony Twp	3,577		\$11,768.33	\$3.29	515	\$22.85
Madison Twp	2,543		\$8,366.47	\$3.29	505	\$16.56
Mad River Twp	11,156		\$68,589.73	\$6.15	1,524	\$45.01
Moorefield Twp	12,436		\$40,914.44	\$3.29	1,526	\$26.81
Pike Twp	3,730		\$60,000.00	\$16.08	608	\$98.68
Pleasant Twp	3,238		\$10,653.02	\$3.29	380	\$28.03
Springfield Twp	12,237		\$40,259.72	\$3.29	2,223	\$18.11
New Carlisle City	5,785		\$34,532.40	\$5.97	1,171	\$29.49
Springfield City	60,608		\$1,400,000.00	\$23.09	81,560	\$17.16
Clark County	77,725		\$1,509,934.58	\$19.42	66,212	\$22.80
<b>Total</b>	<b>138,333</b>		<b>\$3,306,322.30</b>	<b>\$23.90</b>	<b>160,687</b>	<b>\$20.64</b>

Call by Dispatch Center	Polulation Served	Cost Yearly 2012	Cost Per Capita	Calls 2012	Cost Per Dispatch
Clark County LE & Fire/EMS	77,725	\$1,509,934.58	\$19.42	73,319	\$20.59
Springfield City (LE&Fire)/NC Fire/EMS only	66,390	\$1,400,000.00	\$21.08	82,731	\$16.92
Mad River/Huestad/Pitchin	13,954	\$97,985.33	\$7.02	1,912	\$51.24
German Twp Fire/EMS only	7,487	\$50,000.00	\$6.68	2,000	\$25.00
Pike Fire/EMS only	3,730	\$60,000.00	\$16.08	608	\$98.68

1/1/12

## Bent, Nicole

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**From:** Baker, Nichi <nbaker@clarkcountyohio.gov>  
**Sent:** Thursday, October 31, 2013 10:50 AM  
**To:** DSA Igif  
**Cc:** Lohnes, Rick  
**Subject:** Cure-County-Wide 911 Dispatch  
**Attachments:** Round 7 Changes.pdf  
  
**Categories:** Cure Documents

Attached are the corrective measures within the application for the issues stated below. Please let me know if there are any further matters that need attention.

Applicant: Clark County Commissioners  
Project Name: County-Wide 911 Dispatch  
Application Number: G07-011

### Issues for Response

#### 1. Request

The requested grant amount is not eligible. The budget for the use of the LGIF grant request does not fall within program guidelines. Eligible grant project costs include soft costs, but several section of the application reference purchasing equipment. Please review the program guidelines and revise the grant request to be considered for Round 7 funding.

#### 2. Project Budget

The project budget requires attention. Please address the following issue: eligible grant project costs include soft costs associated with feasibility, planning, and management studies. The budget indicates that equipment will be purchased with the grant funds. Please note, mileage reimbursement can be paid based on the OBM travel rule; and LGIF funds can pay for salary costs, but not for benefits.

#### 3. Program Budget

The program budget requires attention. The budget indicates that equipment will be purchased with the grant funds, which is not an eligible cost.

#### 4. Return on Investment

The ROI section of the application will require corrections based on the revised budget information.

#### 5. Resolutions of Support

The following collaborative partners are each required to provide a resolution/letter of support in order to be considered a partner for the purposes of scoring for this application: Pleasant Township; Harmony Township; City of Springfield.

#### 6. Partnership Agreements

The following collaborative partners are required to provide evidence of signatures on the partnership agreement to be considered as partners for the purposes of scoring this application: Board of Clark County Commissioners; Springfield Township; Bethel Township; Moorefield Township; Madison Township; Pleasant Township; Harmony Township; City of New Carlisle; City of Springfield.

#### 7. Total Number of Validated Partners

The application has a total of 0 (zero) collaborative partners with the appropriate documentation.

#### 8. Feasibility Study (Loans Only)

N/A

#### 9. Other Comments

Thank you!

*Nichi Baker*

*Human Resources Assistant*

*Clark County Board of Commissioners*

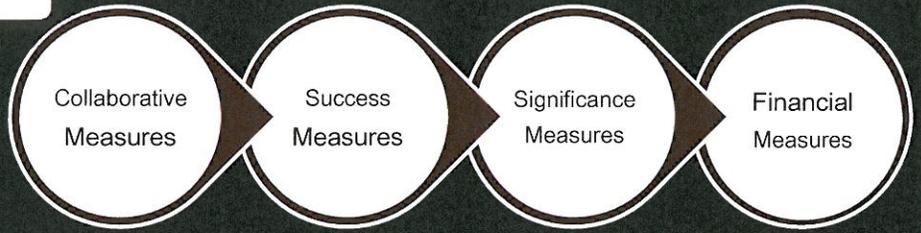
*50 East Columbia St, P.O. Box 2639*

*Springfield, Ohio 45501-2639*

*phone-937-521-2012 fax-328-4588*



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



## Round 7: 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

<b>Lead Agency</b>	Board of Clark County Commissioners
<b>Project Name</b>	County-Wide 911 Dispatch
<b>Type of Request</b>	Grant
<b>Request Amount</b>	\$40,000
<b><u>JobsOhio Region</u></b>	Southwest
<b>Political Subdivision Type</b> <small>Choose one that best describes your organization</small>	County Government
<b>Project Type</b>	Public Safety
<b>Project Approach</b>	Merger



**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>	Board of Clark County Commissioners	<b>Round 7</b>
<b>Project Name</b>	County-Wide 911 Dispatch	<b>Type of Request</b> Grant

Collaborative Partners	
Does the proposal include collaborative partners?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> 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.	

Clark County and the City of Springfield have agreed to combine the County Dispatch Communications Center with that of the City's into one central, county-wide center (PSAP). The County's current center dispatches all County Law Enforcement entities, as well as all Fire/EMS for 6 townships (Pleasant, Springfield, Bethel, Harmony, Madison, and Moorefield). The City of Springfield dispatches all police and Fire/EMS for the City, and Fire/EMS for the City of New Carlisle.

The six (6) townships that currently contract through the Sheriff's Office for all dispatch services spend a combined \$153,868 per year for that service. The four (4) townships who do their own dispatching, using local residents out-of-home dispatch activities, spend a combined \$207,984 per year for those services. Once these four townships are included in the county-wide program this total will be greatly reduced. (Note: These townships are currently in negotiations with the Sheriff's Office for service). In western Clark County the City of New Carlisle currently pays Springfield City \$34,532 for dispatch services.

County and City officials have agreed to pursue a Council of Government (COG) to administer this joint communications center. An LGIF grant of \$40,000 is being sought to hire a consultant to develop a total cost for the center, using all current equipment plus purchase requirements for additional items. This is information required to estimate total funding requirements prior to all commitment signatures for the COG. Currently both City and County spend approximately \$1.4 million each for dispatch. Initial estimates show at least 25% saving and a much more efficient, accurate, and timely dispatching results.

The grant funding will be used to secure a consultant, MCP, to provide cost estimates, equipment needs, staffing recommendations, and to assist in drafting an agreed open COG by-laws and contract. Once established, the members of the COG's Board of Directors and Operations Board will be named from City, County, and Township representatives. MCP has completed Phase I and is ready to begin the much more difficult and detailed second phase, beginning 11 November 2013.

All resolutions/letters of support are now included. No signed contracts can be completed until the COG is formally created. The COG will negotiate with the 6 townships who now contract dispatch with the Sheriff's Office and New Carlisle which contracts with the City of Springfield. The Sheriff is also in talks with the remaining townships who most likely will soon convert to Sheriff dispatch and ultimately through the COG.

Section 2 Collaborative Partners

<b>Lead Applicant</b>	Board of Clark County Commissioners	<b>Round 7</b>	
<b>Project Name</b>	County-Wide 911 Dispatch	<b>Type of Request</b>	<b>Grant</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.

The City of Springfield and the Clark County Sheriff's Office both operate 911 Communications and Dispatch Centers (PSAPS). Many duplications of service exist with this situation. Additionally, there are many inherent inefficiencies and inaccuracies in a 2-dispatch County 911 system. Therefore, the City, County, and Townships have agreed to form and participate in a Council of Government in order to combine into one County Emergency Dispatch Communications Center.

While the legal issues including agreement and by-laws are being drafted, an HRO team is constructing a staffing estimate for a reduction of approximately 9 personnel. Also, estimates and generic plans are using existing inventories of hardware and software for use in the new center or the back up center. It is believed that the City Dispatch Center could function, with some modifications, as the single PSAP while the new one is set up in a facility recently obtained by the City from the Ohio National Guard.

Senior leaders of the City of Springfield and Clark County are working with their legal teams at drafting the by-laws for the COG. A draft has been provided in attachment 1. At the same time HRO staff from both entities are compiling wage and benefit data for comparison and final use by the COG Executive Board for final negotiations with the FOP. Additionally, staff from both PSAPS are providing staffing data and hardware/software expectations to the newly contracted consultants, MCP.

MCP, Mission Critical Partners, has been secured to more effectively complete this complex conversion. Attachment 2 is MCP's Corporate Profile and attachment 3 is their Proposal for phases 1 and 2. Attachment 4 is their first Phase I Report. The total cost of Phase I and Phase II is estimated at \$40,000. MCI will begin Phase II of the consulting project 11 November 2013. This will be the most comprehensive phase to include all hardware and software requirement, facility design, staffing, inter-governmental contracts, and transition plan, as explained fully in attachments.

Section 3  
Project Information

<b>Lead Applicant</b>	Board of Clark County Commissioners	<b>Round 7</b>	
	County-Wide 911 Dispatch	<b>Type of Request</b>	<b>Grant</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).	
<p>This entire Council of Government model can be easily replicated in structure and process. In fact, it is a larger scale similar program as is present in Champaign County. Our step-by-step approach could easily be modeled to any other government entity.</p>	
Applicant demonstrates a Replicable project	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> 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).	
<p>The consolidation of the 2 PSAP's is underway, as the Council of Government (COG) is being worked now. The COG agreements and by-laws are in draft form and being reviewed. Resolutions of support from all participants are complete. However, expertise in the hardware/software, set up, and integration is needed. Therefore a grant of \$40,000 is being sought for hiring a consultant to assist in forming the COG and developing actual conversion plans, staffing, and equipment lists for the transition to one central dispatch center. MCP has completed Phase I and is ready to proceed with the more comprehensive second phase. Please refer to attachments 3 and 4 for the first review by MCP, and alignment with their Phase I and II plans. Phase II will begin 11 November 2013.</p>	
Applicant demonstrates Probability of Success	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

<b>Lead Applicant</b>	Board of Clark County Commissioners	<b>Round 7</b>
<b>Project Name</b>	County-Wide 911 Dispatch	<b>Type of Request</b> Grant

**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. Indicate the line items for which the grant will be used.

Sources of Funds

LGIF Request:	\$40,000
Cash Match (List Sources Below):	
Source: Springfield	\$20,000
Source:	\$0
Source: Clark County	\$20,000
Source:	
In-Kind Match (List Sources Below):	
Source:	
Source:	
Source:	
Total Match:	\$40,000
Total Sources:	\$80,000

Uses of Funds

	Amount	Revenue Source
Consultant Fees:	\$40,000	Grant
Legal Fees:		
Other: Equip Start Up	\$40,000	Match
Other:		

Total Uses:	\$80,000	* 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:	50.00%	

Local Match Percentage = (Match Amount/Project Cost) \* 100 (10% match required)

10-39.99% (1 point)
  40-69.99% (3 points)
  70% or greater (5 points)

Section 4 Financial Information

Lead Applicant		Board of Clark County Commissioners		Round 7	
Project Name		County-Wide 911 Dispatch		Type of Request	
		Program Budget		Grant	
		FY 2014	FY 2015	FY 2016	
Expenses		Total Program Expenses	Total Program Expenses	Total Program Expenses	
<input type="checkbox"/> Actual	<input checked="" type="checkbox"/> Projected				
	Salary and Benefits	\$2,861,686	\$2,861,686	\$2,398,721	
	Contract Services	\$40,000			
	Occupancy (rent, utilities, maintenance)				
	Training & Professional Development				
	Insurance				
	Travel				
	Capital & Equipment Expenses				
	Supplies, Printing, Copying & Postage				
	Evaluation				
	Marketing				
	Conferences, meetings, etc.				
	Administration				
	*Other - Equipment and Equipment Maintenance	\$316,742	\$156,742	\$156,742	
	*Other -				
	*Other -				
<b>TOTAL EXPENSES</b>		<b>\$3,218,428</b>	<b>\$3,018,428</b>	<b>\$2,555,463</b>	
		Revenues	Revenues	Revenues	
<b>Contributions, Gifts, Grants &amp; Earned Revenue</b>					
	Local Government: City	\$1,500,000	\$1,400,000	\$1,190,961	
	Local Government: County	\$1,669,934	\$1,509,934	\$1,284,480	
	Local Government: 4 Townships	\$207,984	\$103,852	\$88,345	
	State Government	\$40,000			
	Federal Government				
	*Other -				
	*Other -				
	*Other -				
	Membership Income				
	Program Service Fees				
	Investment Income				
<b>TOTAL REVENUES</b>		<b>\$3,417,918</b>	<b>\$3,013,786</b>	<b>\$2,563,786</b>	

	FY 2017	FY 2018	FY 2019
Actual <input type="checkbox"/> Projected <input checked="" type="checkbox"/>	Total Program Expenses	Total Program Expenses	Total Program Expenses
<b>Program Budget</b>			
<b>Expenses</b>			
Salary and Benefits	\$2,398,721	\$2,398,721	\$2,398,721
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 - Equipment and Equipment Expenses	\$156,742	\$156,742	\$156,742
*Other -			
*Other -			
<b>TOTAL EXPENSES</b>	<b>\$2,555,463</b>	<b>\$2,555,463</b>	<b>\$2,555,463</b>
	<b>Revenues</b>	<b>Revenues</b>	<b>Revenues</b>
<b>Contributions, Gifts, Grants &amp; Earned Revenue</b>			
Local Government: City	\$1,190,961	\$1,190,961	\$1,190,961
Local Government: County	\$1,284,480	\$1,284,480	\$1,284,480
Local Government: 4 Townships	\$88,345	\$88,345	\$88,345
State Government			
Federal Government			
*Other -			
*Other -			
*Other -			
Membership Income			
Program Service Fees			
Investment Income			
<b>TOTAL REVENUES</b>	<b>\$2,563,786</b>	<b>\$2,563,786</b>	<b>\$2,563,786</b>

<b>Lead Applicant</b>	Board of Clark County Commissioners	<b>Round 7</b>
	County-Wide 911 Dispatch	<b>Grant</b>

Return on Investment Justification Narrative: In the space below, describe the nature of the expected ROI calculation 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.

The return on investment for this proposal was figured on three years beginning in 2016. By 2016 we hope that total personnel will have decreased to our target number. The cost savings for the entire jurisdiction will be \$462,965 per annum, see page 13. Current total costs for the entire jurisdiction is \$3,018,428. The entire jurisdictional cost is based on the actual total cost the City and the County incurred in 2012. The cost savings by reducing personnel divided by the total cost ( $462,965 / 3,018,428$ ) equals 15.3%.

**NOTE:**

Although the grant request was reduced to \$40,000, the ROI figures do not change since they are based on the 3 years beginning with 2016, which would be after the first full year of operation of the new dispatch center - 2014 will be the construction/set-up year and 2015 the first full year of operation. Note the \$462,965 annual savings is still programmed.

Section 4

Financial Information

# The City of Springfield Ohio

Office of the City Manager

October 23, 2013

Richard Lohnes, President  
Clark County Commission  
50 E. Columbia Street  
PO Box 2639  
Springfield, OH 45501-2639

Dear Commissioner Lohnes:

The City of Springfield fully supports the Ohio Local Government Innovation Fund grant application being submitted by Clark County for a centralized, county-wide dispatch center.

This effort will involve the combining of dispatching functions for county law enforcement entities, ten townships, and the cities of Springfield and New Carlisle. Doing so will make dispatching of emergency services more efficient, expedient, reliable and cost effective for all entities involved.

The proceeds from this grant will be used to hire a consultant to provide cost estimates, determine equipment needs and staffing recommendations, and to assist in the development of a Council of Government, which will act as the administrator for this combined dispatching center.

We look forward to the continued cooperation of all entities involved to make the combined dispatching center a reality.

Sincerely,



Jim Bodenmiller  
City Manager



# HARMONY TOWNSHIP

11000 East National Road • P.O. Box 212 • South Vienna, OH 45369

**Board of Trustees**

Jay W. Flax  
462-8176

Rick Delaney  
322-0015

Tom Troxell  
605-2999

August 30, 2013

Rick L. Lohnes  
Clark County Commissioner

**Fiscal Officer**

Marcia Farquer  
568-4241

**SUBJECT: COUNTY WIDE DISPATCH CENTER**

Harmony Township, Clark County, would be interested in a county wide dispatch center. The center should reduce costs county wide as well as provide better service to coordinate with other county emergency personnel. The goal for all governments should be to provide the best service at the lowest cost and most efficient way possible, Harmony Township Trustees believe the new dispatch center is a step toward that goal.

Sincerely,

Rick Delaney  
Harmony Township Trustee President



PLEASANT TOWNSHIP TRUSTEES  
PO BOX 39  
CATAWBA, OHIO 43010

Board of Trustees:  
Dana Bumgardner  
Craig Wiseman  
Steven Fry

October 30, 2013

Fiscal Officer:  
Patricia Wilson

SUBJECT: COUNTY-WIDE DISPATCH CENTER

Dear Commissioner Lohnes,

Pleasant Township of Clark County, Ohio sends you this letter in support of a county wide dispatch center.

Our hopes are that a county wide center would make our emergency personnel more reliable and efficient with combining the dispatching functions of all the surrounding emergency entities to one center. We believe that combining these duties the cost of dispatching should be reduced and more affordable for the Township.

Our goal as Trustees of Pleasant Township is to offer the best service to our residents while being as cost effective as possible. We feel this is a move in the right direction.

Sincerely,

A handwritten signature in cursive script that reads "Dana Bumgardner".

Dana Bumgardner  
Pleasant Township  
Trustee President