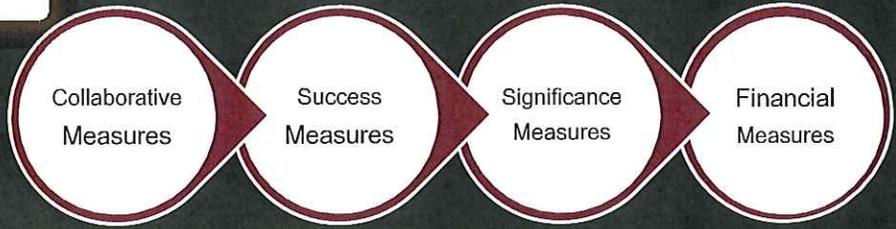




**Ohio**  
**Local Government**  
 Innovation Fund



## 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	City of Toledo
Project Name	Toledo Business Express Website Development
Type of Request	Grant
Request Amount	\$100,000
<a href="#">JobsOhio Region</a>	Northwest
Political Subdivision Type <small>Choose one that best describes your organization</small>	City/Village
Project Type	Technology
Project Approach	Efficiency



**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

Lead Applicant	City of Toledo	Round 7
Project Name	Toledo Business Express Website Development	Type of Request Grant

**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: City of Toledo
	Street Address: One Government Center, 640 Jackson St
	City: Toledo
	Zip: 43604
In what county is the lead agency located? Lucas	
Ohio House District: 44      Ohio Senate District: 11	

Section 1  
Contacts

Project Contact	
Please provide information about the individual who should be contacted regarding this application.	
Mailing Address:	Name: Colleen Kardasz
	Title: Manager - Special Projects
	Street Address: One Government Center, Suite 2020
	City: Toledo
Zip: 43604	
Email Address: colleen.kardasz@toledo.oh.gov	
Phone Number: 419-245-1464	

Fiscal Agency:	
Please provide information for the entity and individual serving as the fiscal agent for the project.	
Mailing Address:	Fiscal Agency: City of Toledo Department of Finance
	Fiscal Officer: Clarence Coleman
	Title: Acting Director
	Street Address: One Government Center, Suite 2050
	City: Toledo
Zip: 43604	
Email Address: clarence.coleman@toledo.oh.gov	
Phone Number: (419) 245-1648	

Population	
Does the applicant (or collaborative partner) represent a city, township or village with a population of less than 20,000 residents?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
	List Entity
Does the applicant (or collaborative partner) represent a county with a population of fewer than 235,000 residents?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
	List Entity

Single Applicant	
Is your organization applying as a single entity?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Lead Applicant	City of Toledo	Round 7	
Project Name	Toledo Business Express Website Development	Type of Request	Grant

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

The Toledo Business Express Website Development project will include working with the collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establishing an action plan for future phases of the overall project.

The Toledo Business Express website will serve new and existing businesses as an online "one-stop-shop" for navigating the permits, fees and registrations necessary for having a successful business in Toledo. The development of the platform for this website requires extensive research and data gathering best accomplished through a collaborative effort between the parties and additional collaborative partners with a vested interest in economic development and business growth in Toledo. The mapping and business process re-engineering across city services will set the foundation for the success of the completed site.

Section 2 Collaborative Partners

Lead Applicant	City of Toledo	Round 7
	Toledo Business Express Website Development	Type of Request Grant

**List of Partners**

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

Collaborative Partner # 1	
Mailing Address:	Name: Toledo-Lucas County Port Authority
	Street Address: 1 Maritime Plaza #7
	City: Toledo
	Zip: 43604

Collaborative Partner # 2	
Mailing Address:	Name: University of Toledo Innovation Enterprises
	Street Address: 2801 W. Bancroft Street MS 218
	City: Toledo
	Zip: 43606

Collaborative Partner # 3	
Mailing Address:	Name: Avatar, LLC
	Street Address: 1301 N Summit St
	City: Toledo
	Zip: 43604

Collaborative Partner # 4	
Mailing Address:	Name: Toledo Regional Chamber of Commerce
	Street Address: 300 Madison Avenue
	City: Toledo
	Zip: 43604

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

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

Section 2 Collaborative Partners

Lead Applicant	City of Toledo	Round 7	
Project Name	Toledo Business Express Website Development	Type of Request	Grant

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

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

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

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

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

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

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

Section 2 Collaborative Partners

Lead Applicant	City of Toledo	Round 7	
Project Name	Toledo Business Express Website Development	Type of Request	Grant

**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 Toledo Business Express Website Development project will help build the foundation for an electronic “one-stop-shop” for businesses to learn about the City and regional economic development partners, process necessary paperwork for doing business in and with the City, and provide all of the economic development partners key information and metrics on the business community. The Local Government Innovation Fund grant will allow the City of Toledo and its collaborative partners to gather and analyze the necessary data and build the platform from which the interactive website can be built in phases. This process will allow the City and its partners to identify redundancies, inefficiencies, and silos in a systematic way from the standpoint of a business attempting to open or operate within the City of Toledo.

The Toledo Business Express website (TBX) is a supported project of the Future of Toledo Initiative (FOT). The Future of Toledo Initiative is building a better tomorrow today. The aim of FOT is to utilize the latest in collaborative processes to accelerate the transformation of our city and region. A key principle of the process is to include more and more people in the discussion until all who care about the future and have a positive “can do” attitude are involved. The collaborative process entails examining where we are today, where we are going, and how we are going to get there. FOT will then work in action teams to implement evidence-based priorities and continuously learn as we build a sustainable initiative supporting the long-term viability of our city and region.

The TBX site furthers the FOT and Local Government Innovation Fund goals by bringing together public and private partners to make Toledo a more business-friendly community and by streamlining existing government processes. The final work product of the grant-funded project is the completion of the first phase of the Toledo Business Express Website including the technological foundation, core data needed to continue to expand the website and its functionality, and an action plan for the remaining phases of the project.

Section 3  
Project Information

Lead Applicant	City of Toledo	Round 7	
Project Name	Toledo Business Express Website Development	Type of Request	Grant

Project Information			
Has this project been submitted for consideration in previous LGIF rounds?	<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/> 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).			
<p>FOT has seen success in bringing together public and private partners. From a communication perspective, FOT has created efficiencies in bringing together internal and external partners around subject areas rather than individual City departments. For example a grant writers group and an economic development group meet regularly to share resources and ideas for moving City and private projects forward. The City of Toledo has made important steps paving the way for TBX. The City previously had a "one-stop-shop" print booklet available to help businesses all the way from forming a business plan to where to go to make payments for construction permits. The booklet then turned into links to individual forms on the City website. The City website has undergone significant structural and design changes in the last two years all driving the public to have a greater level of interaction with the City. The TBX site takes all of those past projects and brings them to one online location based on the needs of businesses. TBX has been championed by FOT as a whole but is also receiving help from the grant writers group and the economic development group as well as Toledo City Council. The site has a preliminary design, and core function based on the input of all the partners and phase one of the project will allow all of the collaborative partners the ability to contribute to building the sites functionality based on need assessments and direct input.</p>			
Applicant demonstrates Past Success	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/> 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).			
<p>The TBX site will have four phases:</p> <ol style="list-style-type: none"> <li>1. Discovery/Data Gathering</li> <li>2. Workflow Development</li> <li>3. Account Creation</li> <li>4. Ongoing Development</li> </ol> <p>Each step of the process builds on the work and collaboration of the previous step allowing for a functional site at each phase. In essence, the City and its partners do not have to wait for all funds to be acquired to begin, but rather will build on each phase's success and findings. For example, the first phase of the project includes providing information to area businesses and connecting existing data from the City of Toledo website and its collaborative partners to those businesses. This phase also includes gathering information from businesses, constituents, City departments, and collaborative partners that will allow for business process re-engineering, and implementation for the second step which is creating and implementing the workflow that will allow the site to be more interactive. At the end of the first phase a comprehensive action plan, created by the City and its collaborative partners, will lead the subsequent phases of the project.</p>			
Applicant demonstrates a Scalable project	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/> No

Lead Applicant	City of Toledo	Round 7	
	Toledo Business Express Website Development	Type of Request	Grant

**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).

Members of the City administration, AVATAR, LLC, and Toledo City Council members Tom Waniewski and Steve Steel spent time studying and talking to the developers of the New York City Business Express website as an example of the type of site the City would like to create. As a model for TBX, the New York City Business Express website shows that this type of business-based website is entirely replicable. As such, TBX can be used as a model for other municipalities in building an interactive portal from which businesses can start and thrive within the city.

Internally, phase 4 of the project includes expansion and updates to the site to include all City functions that affect businesses and expanding the project to include other economic development agencies. Because the project will be conducted in independently functioning stages, the potential is great to expand the website regionally or for another municipality to take the model of the City and apply it to their own business service process.

Section 3  
Project Information

Applicant demonstrates a Replicable project  Yes  No

**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).

Because the project has dedicated funding within the City's allocated website budget, it's set-up for each phase to build on the last without requiring the total project costs up front. In addition, because the collaborative partners are all involved in business and economic development, the probability of success for the initial development phase is very high. Phase one will focus on building a comprehensive site based on the findings of the collaborative partners both through need assessments, process mapping, surveys, and direct input from the business community.

Applicant demonstrates Probability of Success  Yes  No

Lead Applicant	City of Toledo	Round 7	
Project Name	Toledo Business Express Website Development	Type of Request	

Performance Audit/Cost Benchmarking	
<p>If the project is the result of recommendations from a prior performance audit provided by the Auditor of State under Chapter 117 of the Ohio Revised Code, or is informed by a previous cost benchmarking study, please attach a copy with the supporting documents. In the section below, provide a summary of the performance audit findings or cost benchmarking study results (5 points).</p>	
<p>While not a performance audit, the 2012 Single Audit of the City of Toledo conducted by Clark, Schaefer Hackett included a comment regarding the City's cash receipt procedures. The management letter from that audit is attached with the relevant section highlighted. The comment concerns the length of time between funds received and deposit into the City accounts. The implementation of a website where businesses and customers of the City can make direct payments for permits and fees will answer the concerns in the audit report, and increase the overall efficiency of our cash receipt procedures.</p> <p>Additionally, the evaluation of all city services as they affect the business community will reveal redundancies and inefficiencies that can be addressed in a systematic way.</p>	
Prior Performance Audit or Cost Benchmarking	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Section 3  
Project Information

Economic Impact	
<p>Provide a summary of how the proposal will promote a business environment through a private sector partner (5 points) and/or provide for community attraction (3 points).</p>	
<p>The Toledo Business Express website allows potential and existing businesses to directly connect to the City of Toledo and its partners to get the data, forms and make payments they need to be successful and thus contribute to the overall economy. Toledo Business Express will start as an information gathering center that builds on the needs of the City, its partners and businesses. As information is gathered and analyzed, the site will continue to be built into an interactive portal that helps businesses succeed within the City of Toledo by eliminating redundancies in the overall process and bringing all of the information that businesses need to one location.</p> <p>The site will help encourage the creation of new businesses and the expansion of existing businesses by streamlining the necessary government processes. The site will leverage existing City systems and connect businesses to economic development agencies thereby directing the public and private services to more specialized, business-specific tasks rather than the day-to-day functions of opening and running a business in the City of Toledo.</p>	
Applicant demonstrates Economic Impact	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Lead Applicant	City of Toledo		
	Toledo Business Express Website Development	Type of Request	Grant

**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).

As the City of Toledo continues to recover from the economic recession, it is more important than ever that businesses looking to open or expand within the city have the resources to do so and that they can navigate the process effectively and efficiently. As budgets continue to shrink, technology provides a way to provide better customer service and expanded options in a platform that benefits the end-user as well as the city and its partners.

Having a comprehensive and interactive business website allows City employees to reallocate time previously spent helping businesses navigate the paperwork and forms to other, higher level tasks.

Additionally, the process of evaluating and streamlining City services will reduce overall costs associated with redundant processes while the data gathered from such a site will help both the City and its collaborative partners adjust to changes in demand and respond quickly and effectively to the needs of the business community.

Section 3  
Project Information

Applicant demonstrates Response to Economic Demand	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No
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## 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	City of Toledo	Round 7
Project Name	Toledo Business Express Website Development	Type of Request 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.

<u>Sources of Funds</u>		
LGIF Request:	\$100,000	
Cash Match (List Sources Below):		
Source: City of Toledo General Fund	\$10,000	
Source:		
Source:		
Source:		
In-Kind Match (List Sources Below):		
Source: AVATAR	\$10,000	
Source: Partners	\$25,000	
Source: City of Toledo	\$25,000	
Total Match:	\$70,000	
Total Sources:	\$170,000	
<u>Uses of Funds</u>		
	Amount	Revenue Source
Consultant Fees:	\$100,000	LGIF
Legal Fees:		
Other: Management	\$40,000	Cash & In-Kind
Other: Marketing	\$30,000	Cash & In-Kind
Other:		
Total Uses:	\$170,000	* 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:	41.18%	

Section 4 Financial Information

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)

Lead Applicant	City of Toledo	Round 7	
Project Name	Toledo Business Express Website Development	Type of Request	Grant

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

The Toledo Business Express Website Development project is separated into four phases. The City of Toledo is seeking a grant to help with the development of the overall project by bringing together City services and collaborative partners to map out the necessary processes, build the platform for the interactive site, and create an action plan for moving forward. The budget for this project reflects the administrative and marketing costs necessary to bring all of the partners together and create the technological platform that supports the overall project.

The City of Toledo and the collaborative partners will all provide personnel services to support the project that make-up the majority of the in-kind contributions. As a collaborative partner, Avatar, LLC is not only responsible for the management of the website of the City of Toledo but will provide in-kind contributions to the development of the Toledo Business Express website in the form of personnel and design services.

The City of Toledo has invested in website development in the form of modules, and systems that will be utilized for the TBX site. For example the City has purchased a central forms management system for \$5,000 and an answers systems for \$7,500 that will serve both the City site and the TBX site's core functions. The cross-functionality of these systems both saves overall costs to the City, but also shows the dedicated investment by the City of Toledo in this overall process. The budget reflects the portion of the dedicated website budget that will be allocated to the TBX project in the form of contract services as well as the personnel time shown as in-kind contributions. Additionally, the development stage will allow the City to map out how TBX will connect to other major City systems including Accella, CityWorks, OnBase, and SAP. The investment in each of these systems is not included in the overall budget at this time, but their functions will certainly aid in the creation of TBX.

Further, the project budget starts with the 2012 budget and moves forward. Because the project is in the development stage, the budget includes the costs of implementation as they are currently projected. However, the end result of the first phase of the project is an action plan create by the collaborative partners that will more clearly outline the additional phases and can include a more defined budget based on the recommendations within that plan.

Section 4

Financial Information

Program Budget		FY 2011	FY 2012	FY 2013
Actual <input checked="" type="checkbox"/> Projected <input type="checkbox"/>	Expenses	Total Program Expenses	Total Program Expenses	Total Program Expenses
	Salary and Benefits			
	Contract Services			10,000
	Occupancy (rent, utilities, maintenance)			
	Training & Professional Development			
	Insurance			
	Travel			
	Capital & Equipment Expenses			
	Supplies, Printing, Copying & Postage			
	Evaluation			
	Marketing			
	Conferences, meetings, etc.			
	Administration			
	*Other - Appropriated Technology-Based Services	216,000	296,900	2,368,521
	*Other -			
	*Other -			
	<b>TOTAL EXPENSES</b>	<b>216,000</b>	<b>296,900</b>	<b>2,378,521</b>
		Revenues	Revenues	Revenues
	<b>Contributions, Gifts, Grants &amp; Earned Revenue</b>			
	Local Government: City of Toledo Appropriated Budget	216,000	296,900	2,368,521
	Local Government:			
	Local Government:			
	State Government			
	Federal Government			
	*Other - AVATAR In-Kind			10,000
	*Other -			
	*Other -			
	Membership Income			
	Program Service Fees			
	Investment Income			
	<b>TOTAL REVENUES</b>	<b>216,000</b>	<b>296,900</b>	<b>2,378,521</b>

		Program Budget	
Actual <input type="checkbox"/> Projected <input checked="" type="checkbox"/>		FY 2014	FY 2015
Expenses		Total Program Expenses	Total Program Expenses
		FY 2016	Total Program Expenses
Salary and Benefits			160,000
Contract Services		250,000	200,000
Occupancy (rent, utilities, maintenance)			30,000
Training & Professional Development			25,000
Insurance			
Travel			
Capital & Equipment Expenses		50,000	25,000
Supplies, Printing, Copying & Postage			
Evaluation			
Marketing			10,000
Conferences, meetings, etc.			
Administration		20,000	55,000
*Other -			
*Other -			
*Other -			
<b>TOTAL EXPENSES</b>		<b>320,000</b>	<b>320,000</b>
		Revenues	Revenues
Contributions, Gifts, Grants & Earned Revenue			
Local Government: City of Toledo Re-appropriated Budget		250,000	250,000
Local Government:			
Local Government:			
State Government			
Federal Government			
*Other - AVATAR In-Kind		5,000	5,000
*Other - Partners In-Kind		65,000	65,000
*Other -			
Membership Income			
Program Service Fees			
Investment Income			
<b>TOTAL REVENUES</b>		<b>320,000</b>	<b>320,000</b>

Lead Applicant	City of Toledo	Round 7
Project Name	Toledo Business Express Website Development	Grant
	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.

Under the Charter of the City of Toledo, the City's fiscal year begins on January 1st. As such, the program budgets reflect the appropriations for budget years 2011, 2012, 2013 and projected costs for the budget cycle that will begin on January 1, 2014 and forward. The program budget outlines both appropriated General fund expenditures, in-kind donations from the City and its collaborative partners, and potential savings from a more efficient, consolidated IT infrastructure.

The 2011-2013 budgets show the amount of general fund dollars appropriated and approved by City Council for separate IT resources. In 2011 and 2012 the City spent very little in this area, but increased technology-based resources greatly in 2013. Because each department in the City has been investing in technology-based resources independently, most of which include a business or customer service component, the City is missing out on potential savings and efficiencies from a review of the City's IT infrastructure and then the creating of a one-stop shop for these services. As such, the projected budgets for 2014, 2015 and 2016 include an assumption that if the City continued to invest in technology at the 2013 rates the review and implementation could see a 10% or more reallocation of those individual projects into the overall program. Just over 10% of the City's 2013 technology-based purchases would be \$250,000 which has been used as the City's investment each year in the overall program. Throughout the program budgets, "Administration" is meant as the administering of the overall program, rather than as personnel costs. The administration and professional development costs rise over the first three years of the program as the contractual services and equipment costs decline and the recommendations from the review become integrated into the City's processes. (Please see the attachment: City of Toledo 2011-2013 Appropriated Budgets).

The projected program budgets include the resources from the City's budget, that could include general fund or capital improvement, and the in-kind contributions from the collaborative partners available for the overall review and recommendations for the City's IT infrastructure including the Toledo Business Express website. The in-kind contributions include a percentage of personnel time from each partner, and additional services provided by the City's web developer. The City hopes to leverage the Local Government Innovation Fund as the catalyst for a review of the City's paper and electronic processes and the supporting technology as it relates to business services. In the center of the program that includes researching and exploring an open data initiative and consolidated IT services, is the Toledo Business Express website that would act as the portal from which all of the City's business-related services are connected. The 2014 budgets and beyond also reflect potential cost-savings found after the review is conducted and an action plan is implemented that includes the creation of the Toledo Business Express website. The projected budgets include expenses for implementation of the review, and subsequent programs that could include an open data initiative.

Section 4: Financial Information Scoring

<input checked="" type="checkbox"/>	(5 points) Applicant provided complete and accurate budget information and narrative justification for a total of six fiscal years.
<input type="checkbox"/>	(3 points) Applicant provided complete and accurate budget information for at least three fiscal years.
<input type="checkbox"/>	(1 point) Applicant provided complete and accurate budget information for less than three fiscal years.

Lead Applicant	City of Toledo	Round 7
Project Name	Toledo Business Express Website Development	Type of Request Grant

### 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 = 
$$\frac{\$2,290,000}{\$960,000} * 100 = 238.54\%$$

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	City of Toledo	Round 7
	Toledo Business Express Website Development	Grant

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.

In 2013 the City of Toledo appropriated almost \$2.3 million dollars to separate purchases of software, hardware or updates that have a customer service, IT infrastructure or direct-business connection. Each of these projects has potential cross-functionality and integration into the Toledo Business Express platform. Implementing a city-wide IT review with a focus on customer service and business development would save the City money in the bid and contract turn around times, discounts for bulk purchasing where equipment is concerned, and typically, reductions in license and software fees. Because the focus of the program moving forward is to establish where the City can be more efficient, the exact cost-savings are not discernible at this time. However, the City is making an assumption that at least 10% of all business, customer service or infrastructure related IT purchases could be saved or reallocated to the overall program by creating an efficient process and action plan for these services. The costs to implement the Toledo Business Express website would be realized from these savings, additional grant opportunities and in-kind contributions.

The overall program is broader than just the implementation of a one-stop shop website. The savings to the City include the ability to reallocate employee time from the paper-based processes to customer and business-oriented tasks. Looking at the 2013 City of Toledo budget for all employees in departments directly related to business services, the City projects that over the course of three years from the time the overall program is implemented, an increasing amount of time answering basic business and permit related questions, and taking permitting fees in person could be allocated to more specialized, and business-specific tasks with the implementation of a more efficient, and easy-to-use website. (Please see attached, "City of Toledo 2013 Budget Position Control Information")

Included in the 2013 budget was just over \$4.4 million for personnel positions with a direct connection to business or customer services. The City is estimating that if personnel costs remained roughly the same, the first year of implementation for the Toledo Business Express website would see a 5% reallocation of time, the second year a 10% reallocation and the third year a 20% reallocation. The total amount in savings to the City by creating these efficiencies is outline below.

Year 1  
 $4,400,000.00 \times 5\% = 220,000$   
 Year 2  
 $4,400,000.00 \times 10\% = 440,000$   
 Year 3  
 $4,400,000.00 \times 20\% = 880,000$   
 Total Savings = \$1,540,000.00

Additionally, the City of Toledo expects to use the resources budgeted for this grant to help map out the potential increase in revenue based on expected increases in permits and fees when a site is implemented that streamlines that process. The City of Toledo is not projecting those costs at this time.

The Total Gains used in the ROI calculation include the \$1,540,000 plus the \$250,000 a year reallocated or saved by a more efficient process for business, customer service and IT infrastructure purchases and programs.

Section 4  
Financial Information

<b>Lead Applicant</b>	City of Toledo	<b>Round 7</b>	
<b>Project Name</b>	Toledo Business Express Website Development	<b>Type of Request</b>	<b>Grant</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.)			
ROI%	X	Savings Amt	= Magnitude Factor
-----			
	1000		
Project has a Magnitude Factor of 50 or above <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			

Section 4  
Financial Information

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 <input type="checkbox"/> Yes <input checked="" type="checkbox"/> 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).	
<p>Within the City of Toledo, the Division of Building Inspection is responsible for issuing and tracking 45 types of permits, as well as permits and fees for other City Departments, such as Plan Commission, Fire &amp; Rescue, Transportation, Engineering Services and the Department of Public Utilities (water and sewers tap fees). It is actively involved in the city's accelerated demolition program in conjunction with Lucas County Land Bank. Building Inspection issues 4500 registrations to home improvement, sign, fence and swimming pool contractors, and mechanical and electrical contractors and tradesmen. It accepts construction documents for review and disburses these to other city departments for their review; inspects new and rehabilitated industrial, commercial and residential construction; administers the City's floodplain policies; investigates complaints of illegal and unauthorized work; works with Toledo Police and Toledo Fire to inspect complaints of building and zoning code issues and Department of Neighborhoods' Housing Division. It facilitates the permitting process for businesses bringing jobs to the city. It administers the Boards of Control for each of the construction trades and home remodelers as well as the Board of Zoning Appeals and the Board of Building Appeals. Partnering the City's services with its collaborative partners' roles in business development will streamline the overall process.</p>	
Project affects Core Services of the Lead Applicant <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

Lead Applicant	City of Toledo	Round 7	
Project Name	Toledo Business Express Website Development	Type of Request	Grant

**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).

<input type="checkbox"/> Applicant clearly demonstrates a secondary repayment source (5 points)	<input type="checkbox"/> Applicant does not have a secondary repayment source (0 points)
---	--

Lead Applicant	City of Toledo	Round 7	
Project Name	Toledo Business Express Website Development	Type of Request	Grant

Scoring Overview				
Section 1: Collaborative Measures				
Collaborative Measures	Description	Max Points		Self Score
Population	Applicant's population (or the population of the area(s) served) falls within one of the listed categories as determined by the U.S. Census Bureau. Population scoring will be determined by the smallest population listed in the application. Applications from (or collaborating with) small communities are preferred.	5		1
Participating Entities	Applicant has executed partnership agreements outlining all collaborative partners and participation agreements and has resolutions of support.	5		5
Section 2: Success Measures				
Past Success	Applicant has successfully implemented, or is following project guidance from a shared services model, for an efficiency, shared service, coproduction or merger project in the past.	5		5
Scalable	Applicant's proposal can be scaled for the inclusion of other entities.	5		5
Replicable	Applicant's proposal can be replicated by other local governments.	5		5
Probability of Success	Applicant provides a documented need for the project and clearly outlines the likelihood of the need being met.	5		5
Section 3: Significance Measures				
Performance Audit Implementation/Cost Benchmarking	The project implements a single recommendation from a performance audit provided by the Auditor of State under Chapter 117 of the Ohio Revised Code or is informed by cost benchmarking.	5		5
Economic Impact	Applicant demonstrates the project will promote a business environment and will provide for community attraction.	5		5
Response to Economic Demand	The project responds to current substantial changes in economic demand for local or regional government services.	5		5
Section 4: Financial Measures				
Financial Information	Applicant includes financial information (i.e., service related operating budgets) for the most recent three years and the three-year period following the project.	5		5
Local Match	Percentage of local matching funds being contributed to the project. This may include in-kind contributions.	5		3
Expected Return	Applicant demonstrates as a percentage of savings (i.e., actual savings, increased revenue or cost avoidance ) an expected return. The return must be derived from the applicant's cost basis.	15		15
Magnitude Factor	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		5
Cost Savings	Applicant demonstrates specific line items in the current budget that will decrease as a result of this project.	5		0
Core Services	Applicant demonstrates that the project affects core services provided in their community.	5		5
Repayment Structure (Loan Only)	Applicant demonstrates a viable repayment source to support loan award.	5		0
Total Points				74

**LOCAL GOVERNMENT INNOVATION FUND  
ROUND 7 APPLICATION  
SUPPORTING DOCUMENTS**

**APPLICANT: CITY OF TOLEDO**

**PROJECT: TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

**ATTACHMENTS:**

1. Toledo City Council Resolution 412-13: *Expressing Support for the City of Toledo to submit a Grant application to the Ohio Department of Development Local Government Innovation Fund for the Purpose of Obtaining Financial Assistance to Develop the Toledo Business Express Website; and declaring an emergency.*
2. Partnership Agreement Between the City of Toledo and The Toledo-Lucas County Port Authority
3. Partnership Agreement Between the City of Toledo and The University of Toledo Innovation Enterprises
4. Partnership Agreement Between the City of Toledo and AVATAR, LLC
5. Partnership Agreement Between the City of Toledo and The Toledo Regional Chamber of Commerce
6. Letter of Support from Michael P. Bell, Mayor, City of Toledo
7. Letter of Support from Toledo City Councilman Tom Waniewski
8. Letter of Support from Toledo City Councilman Steven C. Steel
9. Letter of Support from Paul Toth, President and CEO of the Toledo-Lucas County Port Authority
10. Letter of Support from Mark A. V'Soske, President of the Toledo Regional Chamber of Commerce
11. Letter of Support from Andrew Newby, President of AVATAR, LLC
12. Letter of Support from Richard B. Stansley, Chair of the University of Toledo Innovation Enterprises
13. Letter of Support from Aaron Baker, Executive Director of Aspire and Emerging Leader Co-Chair for Future of Toledo
14. Letter of Support from Emily Laurel, Assistant School Program Director, The University Church and Mobilizer for Future of Toledo
15. Letter of Support from Rose Gallardo, Owner of Rose Custom Interiors and Emerging Leader Co-Chair for Future of Toledo
16. Letter of Support from Jeannie Hylant, Executive Vice President of Hylant Group and Co-Chair for Future of Toledo
17. Management Letter to City of Toledo 2012 Single Audit Report provided by Clark Shaefer Hackett.
18. Invoices from AVATAR, LLC to the City of Toledo for core web development services
19. City of Toledo 2013 Budget Position Control Information
20. City of Toledo 2011-2013 Appropriated Budgets

RES. 412-13

**Expressing Support for the City of Toledo to submit a Grant Application to the Ohio Department of Development Local Government Innovation Fund for the Purpose of Obtaining Financial Assistance to Develop the Toledo Business Express Website; and declaring an emergency.**

SUMMARY & BACKGROUND:

The State of Ohio Department of Development administers, and has made available, the Local Government Innovation Fund (LGIF) for local jurisdictions to enhance efficiency, collaboration, or shared services in government operations. The fund was established to provide financial resources for planning and short-term financing to implement planned projects.

The Toledo Business Express (TBX) website would serve as an online "one-stop-shop" that would be an easily accessible space for business owners and entrepreneurs to gather information needed to open and operate a business, as well as the opportunity to apply for permits, licenses, and certificates and check status and make payments online. The grant, if awarded, would allow the City to gather the necessary data, align all of the economic development partners, and develop the core functionality of the site.

This resolution expresses support for the City of Toledo to submit application materials for funding to assist with the development of the Toledo Business Express website.  
NOW, THEREFORE,

Be it resolved by the Council of the City of Toledo:

SECTION 1. That Toledo City council supports the application by the City of Toledo to the Ohio Department of Development Local Government Innovation Fund for the purpose of developing a website that will create greater efficiencies within the City and provide a business-friendly environment.

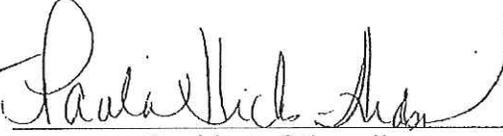
SECTION 2. The City of Toledo finds and determines that all formal actions of this governing body concerning and relating to the adoption of this resolution were taken in an open meeting and that all deliberations that resulted in those formal actions were in a meeting open to the public in compliance with the law.

SECTION 3. That this Resolution is declared to be an emergency measure and shall be in force and effect from and after its adoption. The reason for the emergency lies in the fact that same is necessary for the immediate preservation of the public peace, health and safety and to meet the deadline for the Grant application of September 9<sup>th</sup>, 2013.

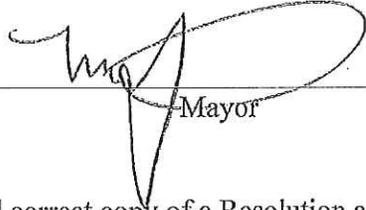
Vote on emergency clause: yeas 11, nays 0.

Adopted: SEP -3 2013, as an emergency measure: yeas 11, nays 0.

Attest:   
Clerk of Council

  
President of Council

Approved: SEP - 5 2013

  
Mayor

I hereby certify that the above is a true and correct copy of a Resolution adopted by Council SEP - 3 2013.

Attest:   
Clerk of Council

**PARTNERSHIP AGREEMENT BETWEEN  
THE CITY OF TOLEDO  
AND THE TOLEDO-LUCAS COUNTY PORT AUTHORITY  
FOR THE  
TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

This Partnership Agreement ("Agreement") is entered into this 9 day of September 2013, by and between the City of Toledo and The Toledo-Lucas County Port Authority, hereinafter collectively known as the "Parties."

**PURPOSE**

The Parties hereby enter into this Agreement for the Toledo Business Express Website Development project. The City of Toledo, as Lead Agency, will submit this project to the State of Ohio in a Local Government Innovation Fund grant application on September 9, 2013.

The Toledo Business Express website will serve new and existing businesses as an online "one-stop-shop" for navigating the permits, fees and registrations necessary for having a successful business in Toledo. The development of the platform for this website requires extensive research and data gathering best accomplished through a collaborative effort between the parties and additional collaborative partners with a vested interest in economic development and business growth in Toledo.

**NATURE OF THE PARTNERSHIP**

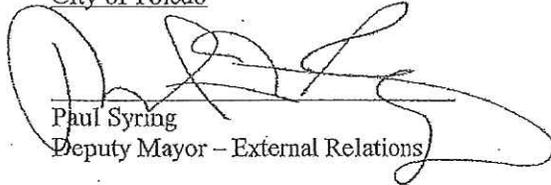
The Toledo Business Express Website Development project will include working with the collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establishing an action plan for future phases of the overall project.

The parties mutually agree to collaborate and cooperate on the Toledo Business Express Website Development project as submitted in the September 9, 2013, grant application to the State of Ohio's Local Government Innovation Fund.

**EXECUTION**

In Witness Whereof, this Agreement is considered and executed through signature by:

City of Toledo

  
Paul Syring  
Deputy Mayor - External Relations

Toledo-Lucas County Port Authority

  
Dawn M. Wenk  
Assistant Secretary & Fiscal Officer

**PARTNERSHIP AGREEMENT BETWEEN  
THE CITY OF TOLEDO  
AND THE UNIVERSITY OF TOLEDO INNOVATION ENTERPRISES  
FOR THE  
TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

This Partnership Agreement ("Agreement") is entered into this 09 day of 09, 2013, by and between the City of Toledo and The University of Toledo Innovation Enterprises, hereinafter collectively known as the "Parties."

**PURPOSE**

The Parties hereby enter into this Agreement for the Toledo Business Express Website Development project. The City of Toledo, as Lead Agency, will submit this project to the State of Ohio in a Local Government Innovation Fund grant application on September 9, 2013.

The Toledo Business Express website will serve new and existing businesses as an online "one-stop-shop" for navigating the permits, fees and registrations necessary for having a successful business in Toledo. The development of the platform for this website requires extensive research and data gathering best accomplished through a collaborative effort between the parties and additional collaborative partners with a vested interest in economic development and business growth in Toledo.

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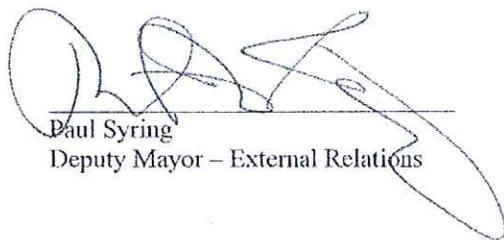
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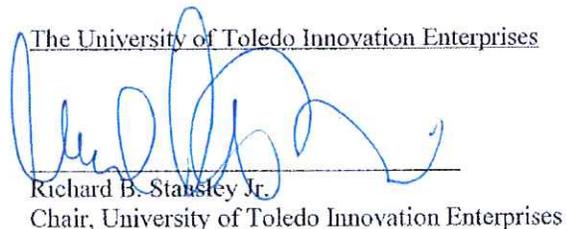
**EXECUTION**

In Witness Whereof, this Agreement is considered and executed through signature by:

City of Toledo

  
\_\_\_\_\_  
Paul Syring  
Deputy Mayor – External Relations

The University of Toledo Innovation Enterprises

  
\_\_\_\_\_  
Richard B. Stansley Jr.  
Chair, University of Toledo Innovation Enterprises

**PARTNERSHIP AGREEMENT BETWEEN  
THE CITY OF TOLEDO  
AND AVATAR, LLC  
FOR THE  
TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

This Partnership Agreement ("Agreement") is entered into this 9 day of September 2013, by and between the City of Toledo and AVATAR, LLC, hereinafter collectively known as the "Parties."

**PURPOSE**

The Parties hereby enter into this Agreement for the Toledo Business Express Website Development project. The City of Toledo, as Lead Agency, will submit this project to the State of Ohio in a Local Government Innovation Fund grant application on September 9, 2013.

The Toledo Business Express website will serve new and existing businesses as an online "one-stop-shop" for navigating the permits, fees and registrations necessary for having a successful business in Toledo. The development of the platform for this website requires extensive research and data gathering best accomplished through a collaborative effort between the parties and additional collaborative partners with a vested interest in economic development and business growth in Toledo.

**NATURE OF THE PARTNERSHIP**

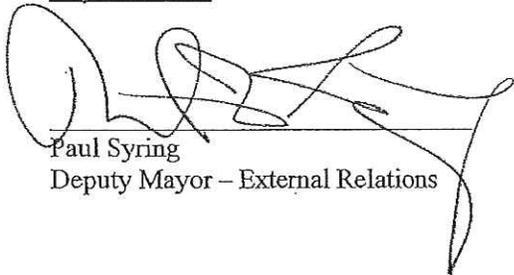
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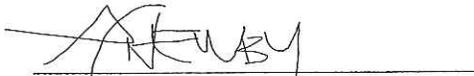
**EXECUTION**

In Witness Whereof, this Agreement is considered and executed through signature by:

City of Toledo

  
\_\_\_\_\_  
Paul Syring  
Deputy Mayor – External Relations

AVATAR, LLC

  
\_\_\_\_\_  
Andrew Newby  
President

**PARTNERSHIP AGREEMENT BETWEEN  
THE CITY OF TOLEDO  
AND THE TOLEDO REGIONAL CHAMBER OF COMMERCE  
FOR THE  
TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

This Partnership Agreement ("Agreement") is entered into this   5th   day of September, 2013, by and between the City of Toledo and The Toledo Regional Chamber of Commerce, hereinafter collectively known as the "Parties."

**PURPOSE**

The Parties hereby enter into this Agreement for the Toledo Business Express Website Development project. The City of Toledo, as Lead Agency, will submit this project to the State of Ohio in a Local Government Innovation Fund grant application on September 9, 2013.

The Toledo Business Express website will serve new and existing businesses as an online "one-stop-shop" for navigating the permits, fees and registrations necessary for having a successful business in Toledo. The development of the platform for this website requires extensive research and data gathering best accomplished through a collaborative effort between the parties and additional collaborative partners with a vested interest in economic development and business growth in Toledo.

**NATURE OF THE PARTNERSHIP**

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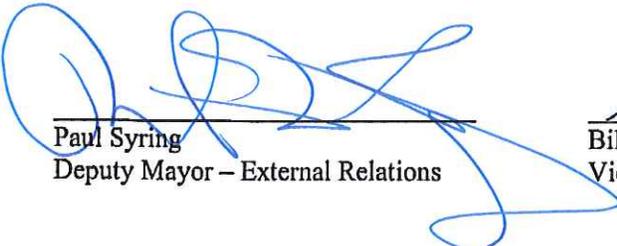
The parties mutually agree to collaborate and cooperate on the Toledo Business Express Website Development project as submitted in the September 9, 2013, grant application to the State of Ohio's Local Government Innovation Fund.

**EXECUTION**

In Witness Whereof, this Agreement is considered and executed through signature by:

City of Toledo

Toledo Regional Chamber of Commerce

  
\_\_\_\_\_  
Paul Syring  
Deputy Mayor – External Relations

  
\_\_\_\_\_  
Bill Wersell  
Vice President, Business Development Services



MICHAEL P. BELL

MAYOR

August 29, 2013

Ohio Development Services Agency  
Local Government Innovation Fund  
77 South High Street  
P.O. Box. 1001  
Columbus, Ohio 43216-1001

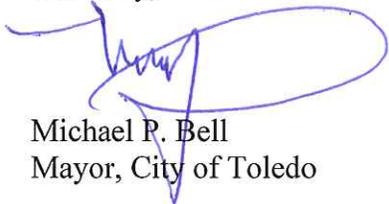
To: The Local Government Innovation Fund Grant Committee

This letter is in support of the City of Toledo's application to the Local Government Innovation Fund for a grant to support the development of the Toledo Business Express website. This development of this website will allow the City and its collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establish an action plan for future phases of the overall project. Working with the City of Toledo we are confident that this project will serve a need in the community and increase government efficiency.

The Toledo Business Express website is a supported project of the Future of Toledo Initiative (FOT). The Future of Toledo Initiative is building a better tomorrow today. The aim of FOT is to utilize the latest in collaborative processes to accelerate the transformation of the city and region. This project furthers the FOT goals and those of the Local Government Innovation Fund, by bringing together public and private partners to make Toledo a more business-friendly community. The Toledo Business Express website will act as an electronic "one-stop-shop" for businesses to learn about the City and regional economic development partners, process necessary paperwork for doing business in and with the City, and provide all of the economic development partners key information and metrics on the business community.

If you have any questions or concerns, please contact Andrew Rinaldi, Mayor's Assistant, at 419-245-1044. Thank you.

Sincerely,



Michael P. Bell  
Mayor, City of Toledo

# CITY OF TOLEDO

TOM WANIEWSKI  
COUNCILMAN – DISTRICT 5



One Government Center  
Suite 2120  
Toledo, Ohio 43604 U.S.A.  
Phone: 419.245.1050  
Fax: 419.245.1072

Residence  
3633 Rushland Avenue  
Toledo, Ohio 43613  
Phone 419.754.3633  
tom.waniewski@toledo.oh.gov

To: The Local Government Innovation Fund Grant Committee

This letter is in support of the City of Toledo's application to the Local Government Innovation Fund for a grant which will support the development of the Toledo Business Express website. This development of this website will allow the City and its collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establish an action plan for future phases of the overall project.

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I am confident that this project will serve a need in the community and increase government efficiency.

Name: Tom Waniewski

Title: City Council

Date: 9-3-13

# CITY OF TOLEDO

STEVEN C. STEEL  
COUNCILMAN



One Government Center  
Suite 2120  
Toledo, Ohio 43604 U.S.A.  
Email:  
steven.steel@toledo.oh.gov

Phone 419.245.1050  
Fax: 419.245.1072

To: The Local Government Innovation Fund Grant Committee

This letter is in support of the City of Toledo's application to the Local Government Innovation Fund for a grant which will support the development of the Toledo Business Express website. This development of this website will allow the City and its collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establish an action plan for future phases of the overall project.

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I am confident that this project will serve a need in the community and increase government efficiency.

Name: 

Title: Councilman At Large, City of Toledo

Date: 9-3-13



August 30, 2013

Local Government Innovation Fund Grant Committee  
77 South High Street  
Columbus, Ohio 43216-1001

Dear Local Government Innovation Fund Grant Committee,

This letter is in support of the City of Toledo's application to the Local Government Innovation Fund for a grant to support the development of the Toledo Business Express website. This development of this website will allow the City and its collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establish an action plan for future phases of the overall project. Working with the City of Toledo we are confident that this project will serve a need in the community and increase government efficiency.

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Sincerely,

Paul Toth  
President and CEO  
Toledo-Lucas County Port Authority



TOLEDO REGIONAL  
Chamber of Commerce

300 Madison Ave., Ste. 200 Toledo, Ohio 43604-1575 419.243.8191 phone 419.241.8302 fax www.toledochamber.com

November 1, 2013

To: The Local Government Innovation Fund Grant Committee

This letter is in support of the City of Toledo's application to the Local Government Innovation Fund for a grant to support the development of the Toledo Business Express website. The development of this website will allow the City and its collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establish an action plan for future phases of the overall project. Working with the City of Toledo we are confident that this project will serve a need in the community and increase government efficiency.

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Mark A. V'Soske, CAE  
President



8/30/2013

To: The Local Government Innovation Fund Grant Committee

This letter is in support of the City of Toledo's application to the Local Government Innovation Fund for a grant to support the development of the Toledo Business Express website. This development of this website will allow the City and its collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establish an action plan for future phases of the overall project. Working with the City of Toledo we are confident that this project will serve a need in the community and increase government efficiency.

The Toledo Business Express website is a supported project of the Future of Toledo Initiative (FOT). The Future of Toledo Initiative is building a better tomorrow today. The aim of FOT is to utilize the latest in collaborative processes to accelerate the transformation of the city and region. This project furthers the FOT goals and those of the Local Government Innovation Fund, by bringing together public and private partners to make Toledo a more business-friendly community. The Toledo Business Express website will act as an electronic "one-stop-shop" for businesses to learn about the City and regional economic development partners, process necessary paperwork for doing business in and with the City, and provide all of the economic development partners key information and metrics on the business community.

A handwritten signature in black ink that reads "NEWBY". The signature is stylized with a large, sweeping initial stroke on the left side.

Andrew Newby, President  
AVATAR  
1301 North Summit  
Toledo OH 43604

419-243-7445

# INNOVATION ENTERPRISES

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THE UNIVERSITY OF TOLEDO

To: The Local Government Innovation Fund Grant Committee

This letter is in support of the City of Toledo's application to the Local Government Innovation Fund for a grant to support the development of the Toledo Business Express website. This development of this website will allow the City and its collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establish an action plan for future phases of the overall project. Working with the City of Toledo we are confident that this project will serve a need in the community and increase government efficiency.

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**Name:** Richard B. Stansley Jr.

**Title:** Chair, University of Toledo Innovation Enterprises

**Date:** August 30, 2013



To: The Local Government Innovation Fund Grant Committee

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Name: 

Title: EXECUTIVE DIRECTOR OF ASPIRE - EMERGING LEADER  
CO-CHAIR

Date: 9/5/13



To: The Local Government Innovation Fund Grant Committee

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Name: Emily Sauso

Title: Mobilizer, Future of Toledo Initiative

Date: 9/4/13 Assistant School Program Director, The University Church



To: The Local Government Innovation Fund Grant Committee

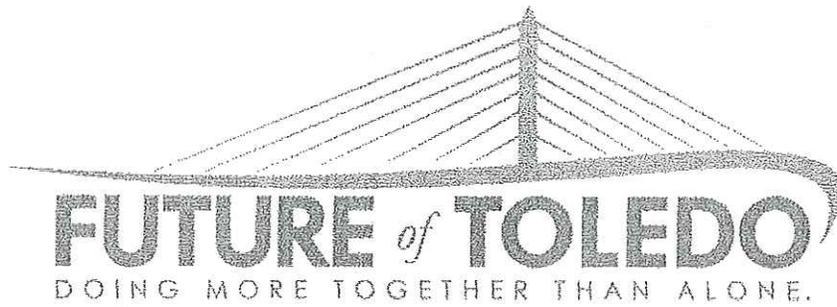
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Name: Rita Bullardo

Title: Owner, Rose Custom Interiors - Emerging Leader  
Co-Chair FOT

Date: 9/3/2013



To: The Local Government Innovation Fund Grant Committee

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Name:   
Title: Co-Chair FOT  
Date: 9-4-13

June 28, 2013

To the Honorable Michael P. Bell, Mayor, Members of City Council and the Audit Committee  
City of Toledo, Ohio:

We have audited the financial statements of the City of Toledo, Ohio (the "City"), as of and for the year ended December 31, 2012, and have issued our report thereon dated June 28, 2013.

*Government Auditing Standards* require us to report significant internal control deficiencies, fraud and illegal acts (including noncompliance with laws and regulations), and also abuse and noncompliance with contracts and grant agreements that could directly and materially affect the determination of financial statement amounts. We have issued the required report dated June 28, 2013, for the year ended December 31, 2012.

The Office of Management and Budget (OMB) Circular A-133 requires that we report all material (and certain immaterial) instances of noncompliance, significant deficiencies, and material weaknesses in internal control related to major federal financial assistance programs. We have issued the required report dated June 28, 2013, for the year ended December 31, 2012.

We are also submitting the following comments for your consideration regarding the City's compliance with applicable laws, regulations, grant agreements, contract provisions, and internal control. These comments reflect matters that do not require inclusion in the reports *Government Auditing Standards* or OMB Circular A-133 require. Nevertheless, these comments represent matters for which we believe improvements in compliance or internal controls or operational efficiencies might be achieved. Due to the limited nature of our audit, we have not fully assessed the cost-benefit relationship of implementing these recommendations. However, these comments reflect our continuing desire to assist the City.

#### **Current Year Comments**

##### **1. Environmental Review**

Certain projects related to the CDBG Cluster require an environmental review. We noted one of the 40 required environmental reviews tested appeared to occur after the project was completed. We recommend the City not start work on a project until all required environmental reviews have been completed.

##### **2. Cash Management**

We noted the City is still requesting reimbursement for expenses paid by the City in 2010 related to the CDBG – Entitlement Grants Cluster. We recommend the City perform a reconciliation of all expenses charged to the Department of Neighborhood grants to ensure expenses have been reimbursed in a timely manner.

two maritime plaza, ste. 202  
toledo, oh 43604

www.cshco.com  
p. 419.243.0218  
f. 419.243.9264

### 3. Contracts

We noted the contract related to the construction of Fire Station #6 using the Assistance to Firefighters Grant did not include proper Buy American language in the body of the contract. We recommend that the Purchasing Department ensure all required documentation is in the contract file as well as include proper language as required in the body of the contract.

The City includes an approval sign-off sheet for all contracts. We noted for 1 of the 25 contracts tested, the City misplaced the fully signed form. We recommend that the Purchasing Department ensure all approval sign-off sheets are maintained in the contract file in accordance with their procedures.

A living wage form is completed for contracts that require the contractor to indicate they will pay living wage rates or to indicate why they are exempt from paying living wages. We noted for 5 of the 25 contracts tested where the living wage form did not have the required indication by the contractor. Per discussion with the Purchasing Department, some were federally funded and required Davis Bacon; however, that is one of the options on the form for the contractor to select as to why they are exempt. For the others, the Purchasing Department stated that they are unsure if the contractor is required to initial the form for bids submitted online through their bid express system. We recommend the Purchasing Department ensures their procedures are applied consistently and uniformly.

### 4. Disbursements

We noted an invoice with 0.5% discount if paid within 20 days was paid within the term specified but the full amount was paid. Upon the City's review of the vendor's history, they also qualified for and did not take the 0.5% discount on another invoice. This was a result of the payment term 0001 "Payable Immediately Due Net" being set up in the system. We recommend the City review all payment terms of their vendors in their system to ensure the proper discount is taken where appropriate.

We noted that certain ACH's which relate primarily to pension payments and all wires which relate primarily to investment purchases and pension payments do not transact through the same workflow approval process as other ACH's and all checks disbursements. We recommend the same workflow approval process be applied to all disbursements to ensure the proper approval has been obtained prior to the release of funds

### 5. Payroll

We noted that an employee received a pay increase in error because they were set up in the system at their old classification with their new position set up as an alternate position. This caused their rates to increase when their old classification received their annual increase. The City has since changed the employee in the system to reflect their most recent position and classification. The overpayment is being calculated and a plan is being developed for the repayment from the employee. We recommend the City ensure all employees are set up in the payroll system at their correct position and rate to ensure correct payments are made to the employee.

## **Comments Repeated from the Prior Year**

### 6. Contracts

The City is required to advertise contracts for competitive bids in the City Journal for two consecutive weeks. We noted that 1 of the 25 contracts selected for testing was not advertised in the City Journal for two weeks. Management indicated that it was an oversight by the Clerk of Council. We recommend the City establish procedures to ensure bids are advertised for at least two consecutive weeks as required.

We also noted during testing of the HOME Investment Partnerships Program that, for one of the six contracts we tested, it did not contain a signed approval on the Fiscal Officer Certificate Fixed Amount certifying that the funds had been properly appropriated. We recommend the City should establish controls to ensure all forms are properly reviewed and signed by the appropriate individuals before contracts are executed.

#### 7. Cash Receipts

Cash receipts of City departments are required to be deposited with the City Treasurer on the same day as the receipt of funds. During our testing, we noted up to a two week lag between when funds were received by the Fire, Parks and Forestry and HNR Administration departments and subsequent deposited with the Treasury. We recommend that the City expedite its approval process or deposit the funds while the approval process is conducted to ensure cash receipts are deposited timely and minimize the potential for misappropriation.

Also, we also noted that the Municipal Court and the City Grill were not retaining documentation of when funds were received in all instances. We recommend that the City ensure all departments are retaining documentation of dates funds are received.

#### 8. Payroll

City employees earn vacation, sick leave and compensatory time off. We noted that the payroll department relies on each department to track vacation, sick and compensatory time for its employees. When processing payroll, the payroll department does not differentiate between regular hours and vacation, sick and compensatory hours within the payroll register. We recommend the payroll department code the various types of leave time within the payroll system to provide additional support for leave time used.

Individuals in the payroll department who process payroll also have the ability to add or terminate employees from the system. Ideally, these duties would be segregated between different departments. We recommend that the City consider segregating these duties between the human resources and payroll departments.

#### 9. Periodic Inventory of Capital Assets

During our review of capital assets, we noted the City has not performed a physical inventory of its capital assets since 2009 when its current software package was implemented. Accurate and complete capital asset records are important for financial reporting as well as the physical security of City assets. We recommend that the City perform a biennial inventory of capital assets to ensure all capital assets are properly accounted for and secured as well as evaluated for impairment.

#### 10. Purchase Requisitions

Ohio Revised Code §5705.41 (D) requires that orders or contracts involving the expenditure of money are not to be made unless there is a certificate of the fiscal officer that the amount required for the order or contract has been lawfully appropriated and is in the treasury or in the process of collection to the credit of an appropriate fund free from any previous encumbrances. The statute provides for the following exception to this requirement:

Then and Now Certificate: This exception provides that, if the fiscal officer can certify that both at the time that the contract or order was made and at the time that he is completing his certification, sufficient funds were available or in the process of collection, to the credit of a proper fund, properly appropriated and free from any previous encumbrance, the taxing authority can authorize the drawing of a warrant. The taxing authority has 30 days from the receipt of such certificate to approve payment by resolution or ordinance. If approval is not made within 30 days, there is no legal liability on the part of the subdivision or taxing district.

Amounts of less \$3,000 may be paid by the fiscal officer without such affirmation of the taxing authority upon completion of the "then and now" certificate, provided that the expenditure is otherwise lawful.

We noted that 1 out of 40 disbursements tested had a purchase requisition date subsequent to the invoice date with no Then and Now Certificate being used or approved by City Council.

#### 11. Unresolved Findings for Recovery Policy

Ohio Revised Code §9.24 prohibits a political subdivision from awarding a contract for goods, services, or construction, paid for in whole or in part, with State funds, to a person with an unresolved finding for recovery issued by the Auditor of State. It was noted that there was no evidence that the database was checked in 6 out of 25 State funded contracts tested prior to awarding the contract. The City asserted that it is checking the AOS database for all contracts but not always including documented evidence. We recommend the City retain the documentation to support its verification that vendors who are awarded contracts are not listed on the database.

#### 12. Budgetary Compliance

Ohio Revised Code §5705.36(A)(4) requires obtaining a reduced amended certificate of estimated resources if the amount of the deficiency will reduce available resources below the current level of appropriation. We noted appropriations exceeded actual resources in the General Fund, Special Assessment Services, Federal Block Grant and Toledo HOME Program funds.

Ohio Revised Code §5705.39 states that appropriations from each fund should not exceed estimated resources. We noted instances of appropriations exceeding estimated resources in the Special Assessment Services, Federal Block Grant, and Nonmajor Capital Projects Special Assessments funds.

Ohio Revised Code §5705.10 states in part that money paid into a fund must be used only for the purposes for which such fund has been established. As a result, a negative fund balance indicates that money from one fund was used to cover the expenditures of another fund. The City had negative fund balances in the Special Assessment Services, Federal Block Grant, Toledo HOME Program, and Nonmajor Capital Projects Special Assessments funds.

Ohio Revised Code §5705.41(B) states that no subdivision is to expend money unless it has been appropriated. We noted instances of expenditures exceeding appropriations in the General, Capital Improvements, Special Assessment Services, Federal Block Grants, Streets Construction Maintenance and Repair, Toledo HOME Program and General Obligation Debt Service funds.

#### 13. Cash, Investments, and Disbursements

The Administrative Services Officer has the ability to receive mail, make deposits, record deposits and make transfers. This individual also can authorize investment transactions, access on-line investment accounts, record investment transactions and execute electronic funds transfer arrangements. The Administrative Services Officer can prepare checks, sign checks or authorize a mechanical signature of checks, access mechanical signature plates and mail the checks. Detective controls have been implemented which includes quarterly reports to the Investment Committee and semi-annual internal audits by the City Auditor. However, this situation presents a lack of segregation of duties.

#### 14. Accounts Payable Cut-Off

During our testing of liabilities, we identified 38 invoices out of 71 tested that were not reported in the appropriate period. The net effect of the unrecorded differences was immaterial to the

financial statements. We recommend the City review its current cut-off procedures and more strongly emphasize the importance to minimize the likelihood of these errors in the future.

#### 15. Third-Party Administrators Internal Control Considerations

During our review of third-party administrators used by the City, we noted that service organization reports for ADP related to payroll and Intermedix related to EMS revenue were not being obtained and reviewed for internal control considerations in the City's internal control procedures. We recommend that the City request and evaluate all service organization reports from third-party administrators to ensure all suggested internal controls are considered.

#### 16. HPRP and NSP Federal Program Reports

The City is required to submit quarterly financial and performance and 1512 reports to the U.S. Department of Housing and Urban Development. We noted that the City filed the HPRP 1<sup>st</sup> quarter financial and performance and 1512 reports after the required deadline of 10 days of the month following the quarter. We also noted that the City filed the NSP 1<sup>st</sup> quarter 1512 reports after the required deadline of 10 days of the month following the quarter. We recommend that the City implement controls to ensure all grant reports are completed, reviewed and submitted by required deadlines.

#### 17. As part of our audit, a review was conducted of the information systems infrastructure of the City to assess the current control environment for the computer systems that process the financial information within the City. Our observations and recommendations follow:

- IT Policies and Procedures

As noted in the prior year review, there is currently no enterprise-wide, formalized information security policy or change management policy. Without formal policies, it is difficult to ensure that personnel and third party IT service providers are aware of City management expectations for the overall governance of the IT environment. Additionally, there are currently very limited formal, documented policies and procedures to support the processes in place for the management of the SAP and UTAX applications. Without detailed procedures, correct system functions may not be performed according to established policies and management's expectations. This increases the risk of errors, missed steps, or incomplete records, and it is difficult to validate that the correct functions have been performed. Furthermore, if any key personnel were to leave the City, there is a risk that important information is lost as to how to correctly perform processes. We recommend enterprise-wide formal policies should be developed to govern the IT function, including an information security policy and change management policy. Additionally, formal procedures that support the City's IT policies should be developed to document specific steps for how an activity or process should be performed and by whom.

- IT Disaster Recovery Back-Up Site

As noted in the prior year review, the City performed a test of the Disaster Recovery Plan ("DRP") in November 2012. This test successfully brought the server room power up using the back-up generator and proved that normal operations could continue with little interruption in the event of an outage affecting the primary data center. However, the DRP does not designate a back-up site with the necessary equipment and facilities needed to continue operations in the event of a disaster affecting the primary data center. Without this in place, personnel may not be prepared to take necessary actions after a disaster, increasing the risk that the City will not be able to restore critical business systems and supporting processes in an organized and consistent manner. We recommend a disaster recovery and business continuity back-up site should be designated and incorporated into the DRP. Upon completion, the back-up site should be included as part of the annual DRP testing

\*\*\*\*\*

This report is intended solely for the information and use of the Mayor, Members of City Council, the audit committee, the City's management, and other within the City. Thank you for the opportunity to meet the audit needs of the City of Toledo, Ohio. We also appreciate the excellent cooperation we received from your personnel in our engagement.

*Clark, Schaefer, Hackett & Co.*



# Invoice

## Avatar LLC

1301 N. Summit Street  
Toledo, OH 43604

Date	Invoice #
6/27/2013	AVA13-2601

Bill To
City of Toledo One Government Center Suite 2020 Toledo, OH 43604 RE: Andrew Renaldi, Office of th Mayor

Project	
Forms Management	
P.O. No.	Terms
	Net 30

Serviced	Item	Description	Qty	Rate	Amount
6/27/2013	Progress Billing	progress billing for centralized forms management w/onbase		2,500.00	2,500.00
Finance charges of up to 1.5% per month may be charged to late accounts.			<b>Total</b>		\$2,500.00
			<b>Balance Due</b>		\$2,500.00

Phone #
419.243.7445



# Invoice

## Avatar LLC

1301 N. Summit Street  
Toledo, OH 43604

Date	Invoice #
7/25/2013	AVA13-2661

Bill To
City of Toledo One Government Center Toledo, OH 43604 RE: Andrew Renaldi, Office of the Mayor

Project	
COT Website Maintenance Retainer	
P.O. No.	Terms
	Net 30

Serviced	Item	Description	Qty	Rate	Amount
7/12/2013	Server Config...	Fix cot site	1	105.00	105.00
7/15/2013	Maintenance	Bring back up the site.	1	105.00	105.00
7/15/2013	Web Develop...	process documentation for online bids	2	105.00	210.00
7/16/2013	Management	Check time on server for incorrect time stamp and look into summary being required on bids pages, RSS feed and home page issue	0.5	105.00	52.50
7/17/2013	Management	Check time on server for incorrect time stamp and look into summary being required on bids pages, RSS feed and home page issue	2	105.00	210.00
7/17/2013	Server Config...	Add browser code	1	105.00	105.00
7/18/2013	Web Develop...	process documentation for online bids	1	105.00	105.00
7/18/2013	Web Develop...	Worked on the COT News feed aggregation system	4	105.00	420.00
7/19/2013	Web Develop...	Worked on the COT News feed aggregation system	0.5	105.00	52.50
7/22/2013	Web Develop...	Continued improving the news feed aggregator. Swapped Flickr for Instagram & combined social media accounts into one filter.	1	105.00	105.00
7/23/2013	Web Develop...	online bids and vendor registration	2	105.00	210.00
7/24/2013	Web Develop...	online bids and vendor registration	3	105.00	315.00
7/24/2013	Web Develop...	Continued improving the news feed aggregator. Swapped Flickr for Instagram & combined social media accounts into one filter.	2	105.00	210.00
7/24/2013	Content Mana...	unable to edit page error - spelling error on Council member page	0.75	105.00	78.75

Finance charges of up to 1.5% per month may be charged to late accounts.	<b>Total</b>
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<b>Balance Due</b>
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Phone #
419.243.7445



# Invoice

## Avatar LLC

1301 N. Summit Street  
Toledo, OH 43604

Date	Invoice #
7/25/2013	AVA13-2661

Bill To
City of Toledo One Government Center Toledo, OH 43604 RE: Andrew Renaldi, Office of the Mayor

Project	
COT Website Maintenance Retainer	
P.O. No.	Terms
	Net 30

Serviced	Item	Description	Qty	Rate	Amount
7/24/2013	Web Develop...	Searching database for all misspellings, Shuan (should be Shaun). Made changes to DB since the CMS interface was malfunctioning.	0.5	105.00	52.50
7/24/2013	Management	Fix the edit page on cot	2	105.00	210.00
Finance charges of up to 1.5% per month may be charged to late accounts.			<b>Total</b>		\$2,546.25
			<b>Balance Due</b>		\$2,546.25

Phone #
419.243.7445



# Invoice

## Avatar LLC

1301 N. Summit Street  
Toledo, OH 43604

Date	Invoice #
8/21/2013	AVA13-2762

Bill To
City of Toledo One Government Center Suite 2020 Toledo, OH 43604 RE: Andrew Renaldi, Office of th Mayor

Project	
Forms Management	
P.O. No.	Terms
	Net 30

Serviced	Item	Description	Qty	Rate	Amount
8/7/2013	Application D...	review and mgt for CFM	1	105.00	105.00
8/15/2013	Application D...	Central Forms management	0.5	105.00	52.50
8/21/2013	Content Mana...	create form and test Forms Management System	2.25	105.00	236.25
8/21/2013	Application D...	Update system to accept a post from form.	3.5	105.00	367.50
Finance charges of up to 1.5% per month may be charged to late accounts.			<b>Total</b>		\$761.25
			<b>Balance Due</b>		\$761.25

Phone #
419.243.7445



# Invoice

## Avatar LLC

1301 N. Summit Street  
Toledo, OH 43604

Date	Invoice #
8/21/2013	AVA13-2764

Bill To
City of Toledo One Government Center Accounts Division Suite 2020 Toledo, OH 43604

Project	
TBX	
P.O. No.	Terms
	Net 30

Serviced	Item	Description	Qty	Rate	Amount
8/12/2013	Management	Project management on status of dev site and Contour purchase	0.25	105.00	26.25
8/12/2013	Application D...		0.5	105.00	52.50
8/12/2013	Server Config...	setup TBX umbraco	1	105.00	105.00
8/12/2013	Web Develop...	Wrote a sample survey and got the results automatically plotting onto a graphing system. Began building the site design and layout.	2.5	105.00	262.50
8/13/2013	Web Develop...	Wrote a sample survey and got the results automatically plotting onto a graphing system. Began building the site design and layout.	2	105.00	210.00
8/15/2013	Web Develop...	Wrote a sample survey and got the results automatically plotting onto a graphing system. Began building the site design and layout.	4.5	105.00	472.50
8/16/2013	Web Develop...	Wrote a sample survey and got the results automatically plotting onto a graphing system. Began building the site design and layout.	2	105.00	210.00
8/19/2013	Web Develop...	Worked on layout, design, Umbraco implementation, responsive layout, login/membership area.	4.5	105.00	472.50
8/20/2013	Web Develop...	Worked on layout, design, Umbraco implementation, responsive layout, login/membership area.	5	105.00	525.00
8/21/2013	Web Develop...	Worked on layout, design, Umbraco implementation, responsive layout, login/membership area.	0.5	105.00	52.50
Finance charges of up to 1.5% per month may be charged to late accounts.			<b>Total</b>		\$2,388.75
			<b>Balance Due</b>		\$2,388.75

Phone #
419.243.7445

City of Toledo  
2013 Budget

Position Control Information

FUND	(All)	Total
2013 FTE %	(All)	
Sum of TOTAL		
FUND CENTER	TITLE	Total
10400 - PLANNING COMMISSION	ADMINISTRATOR ADMIN SERVICES 2	104,663
	INTERMEDIATE CLERK	53,422
	SECRETARY 3	70,114
10400 - PLANNING COMMISSION Total		228,199
16100 - H N R ADMINISTRATION	ADMINISTRATIVE ANALYST 2	70,876
	ADMINISTRATIVE ANALYST 4	89,987
	ADMINISTRATIVE TECHNICIAN 1	70,114
	CLERK NON-TYPIST	43,758
	SECRETARY 3	72,811
16100 - H N R ADMINISTRATION Total		347,545
16200 - HOUSING DIVISION	ADMINISTRATOR-ADMINISTRATIVE SERVICE OFFICER 2	98,090
	INTERMEDIATE CLERK	147,238
	SECRETARY 2	60,638
16200 - HOUSING DIVISION Total		305,966
16400 - ECONOMIC DEVELOPMENT	ADMINISTRATIVE TECHNICIAN 1	62,592
16400 - ECONOMIC DEVELOPMENT Total		62,592
16500 - REAL ESTATE	ADMINISTRATOR - ADMIN SERVICES 1	95,978
16500 - REAL ESTATE Total		95,978
17700 - PURCHASING AND SUPPL	ADMINISTRATIVE SPECIALIST	70,445
	Duplicating Technician	59,560
	INTERMEDIATE CLERK	0
17700 - PURCHASING AND SUPPL Total		130,004
31000 - UTILITIES ADMIN SERV	ADMINISTRATIVE ANALYST 1	77,469
	ADMINISTRATIVE ANALYST 3	607,124
	ADMINISTRATIVE ANALYST 4	416,715
	ADMINISTRATOR ADMIN SERVICES 3	461,980
	CLERK	313,382
	INTERMEDIATE CLERK	577,234
	SECRETARY 2	127,998
	SECRETARY 3	72,811
31000 - UTILITIES ADMIN SERV Total		2,654,713
56300 - BUILDING INSPECTION	INTERMEDIATE CLERK	51,687
	PERMIT TECHNICIAN	218,774
	SECRETARY III	69,041
56300 - BUILDING INSPECTION Total		339,502
56400 - CODE ENFORCEMENT	ADMINISTRATIVE ANALYST 3	90,793
	INTERMEDIATE CLERK	128,313
	SECRETARY 3	46,713
56400 - CODE ENFORCEMENT Total		265,819
Grand Total		4,430,317

**PARTNERSHIP AGREEMENT BETWEEN  
THE CITY OF TOLEDO  
AND THE UNIVERSITY OF TOLEDO INNOVATION ENTERPRISES  
FOR THE  
TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

This Partnership Agreement (“Agreement”) is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2013, by and between the City of Toledo and The University of Toledo Innovation Enterprises, hereinafter collectively known as the “Parties.”

**PURPOSE**

The Parties hereby enter into this Agreement for the Toledo Business Express Website Development project. The City of Toledo, as Lead Agency, will submit this project to the State of Ohio in a Local Government Innovation Fund grant application on September 9, 2013.

The Toledo Business Express website will serve new and existing businesses as an online “one-stop-shop” for navigating the permits, fees and registrations necessary for having a successful business in Toledo. The development of the platform for this website requires extensive research and data gathering best accomplished through a collaborative effort between the parties and additional collaborative partners with a vested interest in economic development and business growth in Toledo.

**NATURE OF THE PARTNERSHIP**

The Toledo Business Express Website Development project will include working with the collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establishing an action plan for future phases of the overall project.

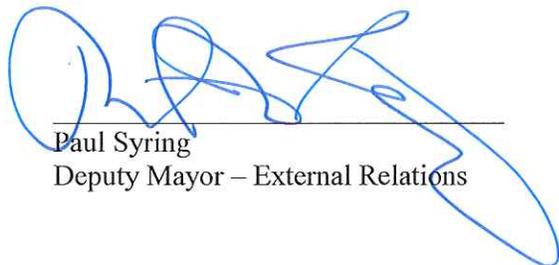
The parties mutually agree to collaborate and cooperate on the Toledo Business Express Website Development project as submitted in the September 9, 2013, grant application to the State of Ohio’s Local Government Innovation Fund.

**EXECUTION**

In Witness Whereof, this Agreement is considered and executed through signature by:

City of Toledo

The University of Toledo Innovation Enterprises

  
\_\_\_\_\_  
Paul Syring  
Deputy Mayor – External Relations

\_\_\_\_\_  
Richard B. Stansley Jr.  
Chair, University of Toledo Innovation Enterprises

**PARTNERSHIP AGREEMENT BETWEEN  
THE CITY OF TOLEDO  
AND THE TOLEDO-LUCAS COUNTY PORT AUTHORITY  
FOR THE  
TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

This Partnership Agreement (“Agreement”) is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2013, by and between the City of Toledo and The Toledo-Lucas County Port Authority, hereinafter collectively known as the “Parties.”

**PURPOSE**

The Parties hereby enter into this Agreement for the Toledo Business Express Website Development project. The City of Toledo, as Lead Agency, will submit this project to the State of Ohio in a Local Government Innovation Fund grant application on September 9, 2013.

The Toledo Business Express website will serve new and existing businesses as an online “one-stop-shop” for navigating the permits, fees and registrations necessary for having a successful business in Toledo. The development of the platform for this website requires extensive research and data gathering best accomplished through a collaborative effort between the parties and additional collaborative partners with a vested interest in economic development and business growth in Toledo.

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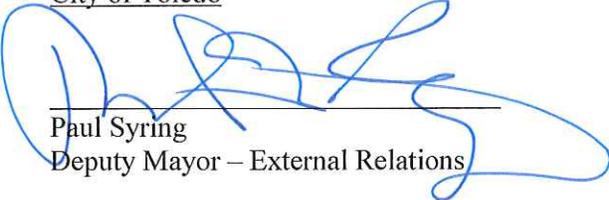
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**EXECUTION**

In Witness Whereof, this Agreement is considered and executed through signature by:

City of Toledo

Toledo-Lucas County Port Authority

  
\_\_\_\_\_  
Paul Syring  
Deputy Mayor – External Relations

\_\_\_\_\_  
Paul Toth  
President and CEO

**PARTNERSHIP AGREEMENT BETWEEN  
THE CITY OF TOLEDO  
AND THE TOLEDO-LUCAS COUNTY PORT AUTHORITY  
FOR THE  
TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

This Partnership Agreement ("Agreement") is entered into this 9 day of September 2013, by and between the City of Toledo and The Toledo-Lucas County Port Authority, hereinafter collectively known as the "Parties."

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The Parties hereby enter into this Agreement for the Toledo Business Express Website Development project. The City of Toledo, as Lead Agency, will submit this project to the State of Ohio in a Local Government Innovation Fund grant application on September 9, 2013.

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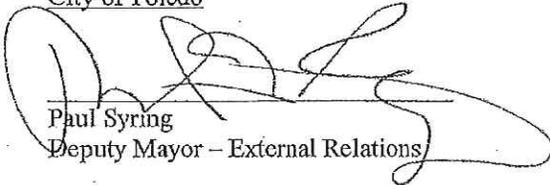
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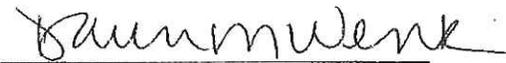
**EXECUTION**

In Witness Whereof, this Agreement is considered and executed through signature by:

City of Toledo

  
Paul Syring  
Deputy Mayor - External Relations

Toledo-Lucas County Port Authority



Dawn M. Wenk  
Assistant Secretary & Fiscal Officer

**PARTNERSHIP AGREEMENT BETWEEN  
THE CITY OF TOLEDO  
AND AVATAR, LLC  
FOR THE  
TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

This Partnership Agreement (“Agreement”) is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2013, by and between the City of Toledo and AVATAR, LLC, hereinafter collectively known as the “Parties.”

**PURPOSE**

The Parties hereby enter into this Agreement for the Toledo Business Express Website Development project. The City of Toledo, as Lead Agency, will submit this project to the State of Ohio in a Local Government Innovation Fund grant application on September 9, 2013.

The Toledo Business Express website will serve new and existing businesses as an online “one-stop-shop” for navigating the permits, fees and registrations necessary for having a successful business in Toledo. The development of the platform for this website requires extensive research and data gathering best accomplished through a collaborative effort between the parties and additional collaborative partners with a vested interest in economic development and business growth in Toledo.

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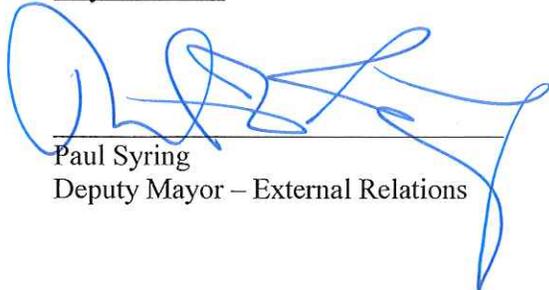
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**EXECUTION**

In Witness Whereof, this Agreement is considered and executed through signature by:

City of Toledo

AVATAR, LLC



\_\_\_\_\_

Paul Syring  
Deputy Mayor – External Relations

\_\_\_\_\_

Andrew Newby  
President

**PARTNERSHIP AGREEMENT BETWEEN  
THE CITY OF TOLEDO  
AND AVATAR, LLC  
FOR THE  
TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

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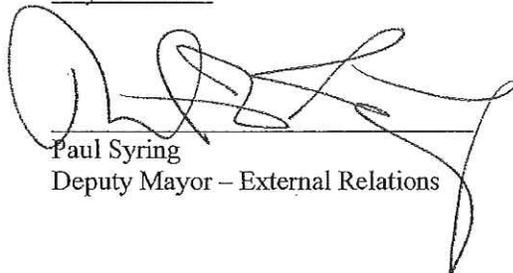
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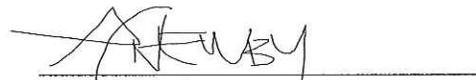
**EXECUTION**

In Witness Whereof, this Agreement is considered and executed through signature by:

City of Toledo

  
\_\_\_\_\_  
Paul Syring  
Deputy Mayor – External Relations

AVATAR, LLC

  
\_\_\_\_\_  
Andrew Newby  
President

**City of Toledo**  
**2011-2013 Appropriated Budget**

<b>2013</b>		
179-13	25,000	Cityworks
131-13	105,000	GIS
101-13	250,000	NEOGov
134-13	150,000	NEOGov
449-13	30,000	City Website
429-13	83,325	GIS- Customer Service
57-13	225,000	ICT-general
52-13	783,196	Accella
388-13	563,000	Online billing
358-13	50,000	Cityworks
<b>TOTAL</b>	<b>2,264,521</b>	
<b>2012</b>		
206-12	142,900	GIS
527-12	64,000	Accella
593-12	90,000	Cityworks
<b>TOTAL</b>	<b>296,900</b>	
<b>2011</b>		
482-11	28,000	Computers
82-11	38,000	Cityworks
238-11	150,000	Paperless Chart recorders
<b>TOTAL</b>	<b>216,000</b>	

**TOLEDO CITY JOURNAL**  
**2011 ANNUAL INDEX**  
**Volume 96**

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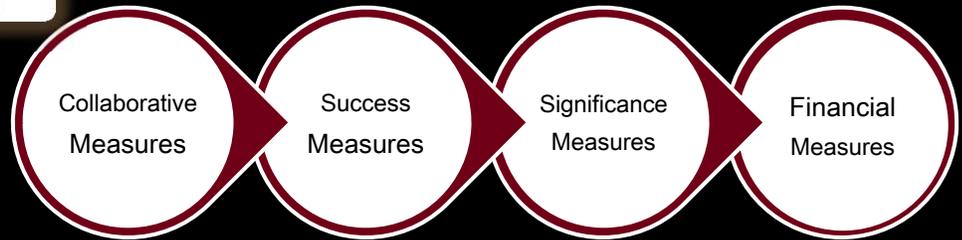
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- Walker Ave., 4224, addition to Whittier School O-273, 497
- Wildwood Rd., 1252 & 1246 Opal St., dog park O-445, 910
- Woodsdale Ave., 707, addition to Arlington School O-274, 500
- Woodville Rd., 1048, 1050 & 1054, used car lot O-321, 586





**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	



**Development  
 Services Agency**

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

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

Phone: 614 | 995 2292

<b>Lead Applicant</b>		<b>Round 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.

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

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

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

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

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

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

Section 2 Collaborative Partners

<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.

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			
<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**

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)
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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
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<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)
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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>				
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**LOCAL GOVERNMENT INNOVATION FUND  
ROUND 7 APPLICATION  
SUPPORTING DOCUMENTS**

**APPLICANT: CITY OF TOLEDO**

**PROJECT: TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

**ATTACHMENTS:**

1. Toledo City Council Resolution 412-13: *Expressing Support for the City of Toledo to submit a Grant application to the Ohio Department of Development Local Government Innovation Fund for the Purpose of Obtaining Financial Assistance to Develop the Toledo Business Express Website; and declaring an emergency.*
2. Partnership Agreement Between the City of Toledo and The Toledo-Lucas County Port Authority
3. Partnership Agreement Between the City of Toledo and The University of Toledo Innovation Enterprises
4. Partnership Agreement Between the City of Toledo and AVATAR, LLC
5. Partnership Agreement Between the City of Toledo and The Toledo Regional Chamber of Commerce
6. Letter of Support from Michael P. Bell, Mayor, City of Toledo
7. Letter of Support from Toledo City Councilman Tom Waniewski
8. Letter of Support from Toledo City Councilman Steven C. Steel
9. Letter of Support from Paul Toth, President and CEO of the Toledo-Lucas County Port Authority
10. Letter of Support from Richard B. Stansley, Chair of the University of Toledo Innovation Enterprises
11. Letter of Support from Aaron Baker, Executive Director of Aspire and Emerging Leader Co-Chair for Future of Toledo
12. Letter of Support from Emily Laurel, Assistant School Program Director, The University Church and Mobilizer for Future of Toledo
13. Letter of Support from Rose Gallardo, Owner of Rose Custom Interiors and Emerging Leader Co-Chair for Future of Toledo
14. Letter of Support from Jeannie Hylant, Executive Vice President of Hylant Group and Co-Chair for Future of Toledo
15. Management Letter to City of Toledo 2012 Single Audit Report provided by Clark Shaefer Hackett.
16. Invoices from AVATAR, LLC to the City of Toledo for core web development services
17. City of Toledo 2013 Budget Position Control Information

RES. 412-13

**Expressing Support for the City of Toledo to submit a Grant Application to the Ohio Department of Development Local Government Innovation Fund for the Purpose of Obtaining Financial Assistance to Develop the Toledo Business Express Website; and declaring an emergency.**

SUMMARY & BACKGROUND:

The State of Ohio Department of Development administers, and has made available, the Local Government Innovation Fund (LGIF) for local jurisdictions to enhance efficiency, collaboration, or shared services in government operations. The fund was established to provide financial resources for planning and short-term financing to implement planned projects.

The Toledo Business Express (TBX) website would serve as an online "one-stop-shop" that would be an easily accessible space for business owners and entrepreneurs to gather information needed to open and operate a business, as well as the opportunity to apply for permits, licenses, and certificates and check status and make payments online. The grant, if awarded, would allow the City to gather the necessary data, align all of the economic development partners, and develop the core functionality of the site.

This resolution expresses support for the City of Toledo to submit application materials for funding to assist with the development of the Toledo Business Express website. NOW, THEREFORE,

Be it resolved by the Council of the City of Toledo:

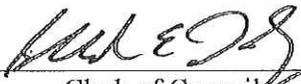
SECTION 1. That Toledo City council supports the application by the City of Toledo to the Ohio Department of Development Local Government Innovation Fund for the purpose of developing a website that will create greater efficiencies within the City and provide a business-friendly environment.

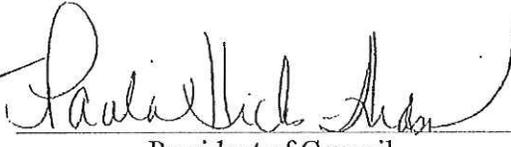
SECTION 2. The City of Toledo finds and determines that all formal actions of this governing body concerning and relating to the adoption of this resolution were taken in an open meeting and that all deliberations that resulted in those formal actions were in a meeting open to the public in compliance with the law.

SECTION 3. That this Resolution is declared to be an emergency measure and shall be in force and effect from and after its adoption. The reason for the emergency lies in the fact that same is necessary for the immediate preservation of the public peace, health and safety and to meet the deadline for the Grant application of September 9<sup>th</sup>, 2013.

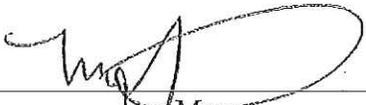
Vote on emergency clause: yeas 11, nays 0.

Adopted: SEP -3 2013, as an emergency measure: yeas 11, nays 0.

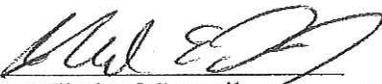
Attest:   
Clerk of Council

  
President of Council

Approved: SEP - 5 2013

  
Mayor

I hereby certify that the above is a true and correct copy of a Resolution adopted  
by Council SEP - 3 2013.

Attest:   
Clerk of Council

**PARTNERSHIP AGREEMENT BETWEEN  
THE CITY OF TOLEDO  
AND THE TOLEDO-LUCAS COUNTY PORT AUTHORITY  
FOR THE  
TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

This Partnership Agreement ("Agreement") is entered into this 9 day of September 2013, by and between the City of Toledo and The Toledo-Lucas County Port Authority, hereinafter collectively known as the "Parties."

**PURPOSE**

The Parties hereby enter into this Agreement for the Toledo Business Express Website Development project. The City of Toledo, as Lead Agency, will submit this project to the State of Ohio in a Local Government Innovation Fund grant application on September 9, 2013.

The Toledo Business Express website will serve new and existing businesses as an online "one-stop-shop" for navigating the permits, fees and registrations necessary for having a successful business in Toledo. The development of the platform for this website requires extensive research and data gathering best accomplished through a collaborative effort between the parties and additional collaborative partners with a vested interest in economic development and business growth in Toledo.

**NATURE OF THE PARTNERSHIP**

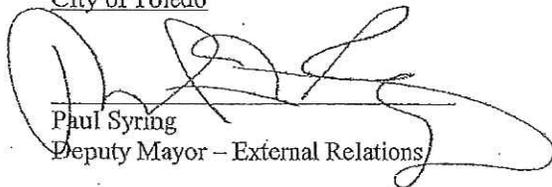
The Toledo Business Express Website Development project will include working with the collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establishing an action plan for future phases of the overall project.

The parties mutually agree to collaborate and cooperate on the Toledo Business Express Website Development project as submitted in the September 9, 2013, grant application to the State of Ohio's Local Government Innovation Fund.

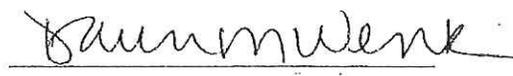
**EXECUTION**

In Witness Whereof, this Agreement is considered and executed through signature by:

City of Toledo

  
Paul Syring  
Deputy Mayor - External Relations

Toledo-Lucas County Port Authority

  
Dawn M. Wenk  
Assistant Secretary & Fiscal Officer

**PARTNERSHIP AGREEMENT BETWEEN  
THE CITY OF TOLEDO  
AND THE UNIVERSITY OF TOLEDO INNOVATION ENTERPRISES  
FOR THE  
TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

This Partnership Agreement ("Agreement") is entered into this 09 day of 09, 2013, by and between the City of Toledo and The University of Toledo Innovation Enterprises, hereinafter collectively known as the "Parties."

**PURPOSE**

The Parties hereby enter into this Agreement for the Toledo Business Express Website Development project. The City of Toledo, as Lead Agency, will submit this project to the State of Ohio in a Local Government Innovation Fund grant application on September 9, 2013.

The Toledo Business Express website will serve new and existing businesses as an online "one-stop-shop" for navigating the permits, fees and registrations necessary for having a successful business in Toledo. The development of the platform for this website requires extensive research and data gathering best accomplished through a collaborative effort between the parties and additional collaborative partners with a vested interest in economic development and business growth in Toledo.

**NATURE OF THE PARTNERSHIP**

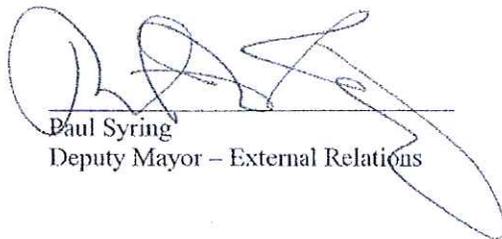
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The parties mutually agree to collaborate and cooperate on the Toledo Business Express Website Development project as submitted in the September 9, 2013, grant application to the State of Ohio's Local Government Innovation Fund.

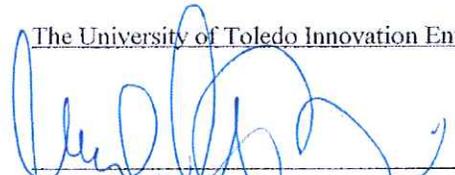
**EXECUTION**

In Witness Whereof, this Agreement is considered and executed through signature by:

City of Toledo

  
\_\_\_\_\_  
Paul Syring  
Deputy Mayor – External Relations

The University of Toledo Innovation Enterprises

  
\_\_\_\_\_  
Richard B. Stansley Jr.  
Chair, University of Toledo Innovation Enterprises

**PARTNERSHIP AGREEMENT BETWEEN  
THE CITY OF TOLEDO  
AND AVATAR, LLC  
FOR THE  
TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

This Partnership Agreement ("Agreement") is entered into this 9 day of ~~September~~ 2013, by and between the City of Toledo and AVATAR, LLC, hereinafter collectively known as the "Parties."

**PURPOSE**

The Parties hereby enter into this Agreement for the Toledo Business Express Website Development project. The City of Toledo, as Lead Agency, will submit this project to the State of Ohio in a Local Government Innovation Fund grant application on September 9, 2013.

The Toledo Business Express website will serve new and existing businesses as an online "one-stop-shop" for navigating the permits, fees and registrations necessary for having a successful business in Toledo. The development of the platform for this website requires extensive research and data gathering best accomplished through a collaborative effort between the parties and additional collaborative partners with a vested interest in economic development and business growth in Toledo.

**NATURE OF THE PARTNERSHIP**

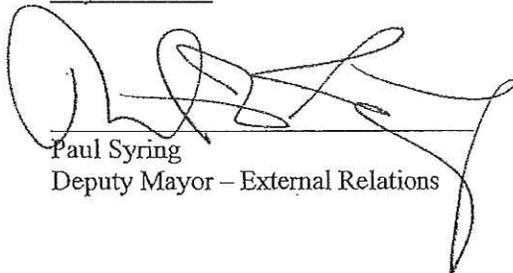
The Toledo Business Express Website Development project will include working with the collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establishing an action plan for future phases of the overall project.

The parties mutually agree to collaborate and cooperate on the Toledo Business Express Website Development project as submitted in the September 9, 2013, grant application to the State of Ohio's Local Government Innovation Fund.

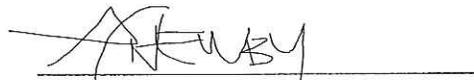
**EXECUTION**

In Witness Whereof, this Agreement is considered and executed through signature by:

City of Toledo

  
Paul Syring  
Deputy Mayor – External Relations

AVATAR, LLC

  
Andrew Newby  
President

**PARTNERSHIP AGREEMENT BETWEEN  
THE CITY OF TOLEDO  
AND THE TOLEDO REGIONAL CHAMBER OF COMMERCE  
FOR THE  
TOLEDO BUSINESS EXPRESS WEBSITE DEVELOPMENT**

This Partnership Agreement ("Agreement") is entered into this 5th day of September, 2013, by and between the City of Toledo and The Toledo Regional Chamber of Commerce, hereinafter collectively known as the "Parties."

**PURPOSE**

The Parties hereby enter into this Agreement for the Toledo Business Express Website Development project. The City of Toledo, as Lead Agency, will submit this project to the State of Ohio in a Local Government Innovation Fund grant application on September 9, 2013.

The Toledo Business Express website will serve new and existing businesses as an online "one-stop-shop" for navigating the permits, fees and registrations necessary for having a successful business in Toledo. The development of the platform for this website requires extensive research and data gathering best accomplished through a collaborative effort between the parties and additional collaborative partners with a vested interest in economic development and business growth in Toledo.

**NATURE OF THE PARTNERSHIP**

The Toledo Business Express Website Development project will include working with the collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establishing an action plan for future phases of the overall project.

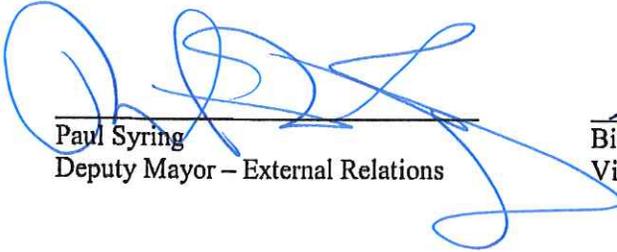
The parties mutually agree to collaborate and cooperate on the Toledo Business Express Website Development project as submitted in the September 9, 2013, grant application to the State of Ohio's Local Government Innovation Fund.

**EXECUTION**

In Witness Whereof, this Agreement is considered and executed through signature by:

City of Toledo

Toledo Regional Chamber of Commerce

  
\_\_\_\_\_  
Paul Syring  
Deputy Mayor – External Relations

  
\_\_\_\_\_  
Bill Wersell  
Vice President, Business Development Services



**MICHAEL P. BELL**  
MAYOR  
August 29, 2013

Ohio Development Services Agency  
Local Government Innovation Fund  
77 South High Street  
P.O. Box. 1001  
Columbus, Ohio 43216-1001

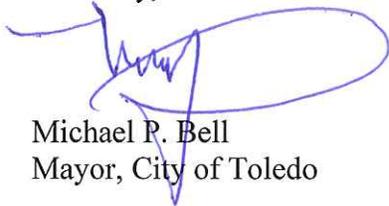
To: The Local Government Innovation Fund Grant Committee

This letter is in support of the City of Toledo's application to the Local Government Innovation Fund for a grant to support the development of the Toledo Business Express website. This development of this website will allow the City and its collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establish an action plan for future phases of the overall project. Working with the City of Toledo we are confident that this project will serve a need in the community and increase government efficiency.

The Toledo Business Express website is a supported project of the Future of Toledo Initiative (FOT). The Future of Toledo Initiative is building a better tomorrow today. The aim of FOT is to utilize the latest in collaborative processes to accelerate the transformation of the city and region. This project furthers the FOT goals and those of the Local Government Innovation Fund, by bringing together public and private partners to make Toledo a more business-friendly community. The Toledo Business Express website will act as an electronic "one-stop-shop" for businesses to learn about the City and regional economic development partners, process necessary paperwork for doing business in and with the City, and provide all of the economic development partners key information and metrics on the business community.

If you have any questions or concerns, please contact Andrew Rinaldi, Mayor's Assistant, at 419-245-1044. Thank you.

Sincerely,



Michael P. Bell  
Mayor, City of Toledo

# CITY OF TOLEDO

TOM WANIEWSKI  
COUNCILMAN – DISTRICT 5



One Government Center  
Suite 2120  
Toledo, Ohio 43604 U.S.A.  
Phone: 419.245.1050  
Fax: 419.245.1072

Residence  
3633 Rushland Avenue  
Toledo, Ohio 43613  
Phone 419.754.3633  
tom.waniewski@toledo.oh.gov

To: The Local Government Innovation Fund Grant Committee

This letter is in support of the City of Toledo's application to the Local Government Innovation Fund for a grant which will support the development of the Toledo Business Express website. This development of this website will allow the City and its collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establish an action plan for future phases of the overall project.

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I am confident that this project will serve a need in the community and increase government efficiency.

Name: Tom Waniewski  
Title: City Council  
Date: 9-3-13

# CITY OF TOLEDO

STEVEN C. STEEL  
COUNCILMAN



One Government Center  
Suite 2120  
Toledo, Ohio 43604 U.S.A.  
Email:  
steven.steel@toledo.oh.gov

Phone 419.245.1050  
Fax: 419.245.1072

To: The Local Government Innovation Fund Grant Committee

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Name:   
Title: Councilman At Large, City of Toledo  
Date: 9-3-13



August 30, 2013

Local Government Innovation Fund Grant Committee  
77 South High Street  
Columbus, Ohio 43216-1001

Dear Local Government Innovation Fund Grant Committee,

This letter is in support of the City of Toledo's application to the Local Government Innovation Fund for a grant to support the development of the Toledo Business Express website. This development of this website will allow the City and its collaborative partners to gather data, map the process and efficiencies necessary to build a platform from which an interactive, custom, business-friendly website can be built, and establish an action plan for future phases of the overall project. Working with the City of Toledo we are confident that this project will serve a need in the community and increase government efficiency.

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Sincerely,

Paul Toth  
President and CEO  
Toledo-Lucas County Port Authority

# INNOVATION ENTERPRISES

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THE UNIVERSITY OF TOLEDO

To: The Local Government Innovation Fund Grant Committee

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**Name:** Richard B. Stansley Jr.

**Title:** Chair, University of Toledo Innovation Enterprises

**Date:** August 30, 2013



To: The Local Government Innovation Fund Grant Committee

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Name: \_\_\_\_\_

Title: EXECUTIVE DIRECTOR OF ASPIRE - EMERGING LEADER  
CO-CHAIR

Date: 9/5/13



To: The Local Government Innovation Fund Grant Committee

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Name: Emily Sauso

Title: Mobilizer, Future of Toledo Initiative

Date: 9/4/13 Assistant School Program Director, The University Church



To: The Local Government Innovation Fund Grant Committee

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Name: Rob Ballard

Title: Owner, Rose Custom Interiors - Emerging Leader  
Co-chair FOT

Date: 9/3/2013



To: The Local Government Innovation Fund Grant Committee

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Name:

Title:

Date:

*Handwritten signature: Jennifer H. [unclear]*  
*Handwritten title: Co-Chair FOT*  
*Handwritten date: 9-4-13*

June 28, 2013

To the Honorable Michael P. Bell, Mayor, Members of City Council and the Audit Committee  
City of Toledo, Ohio:

We have audited the financial statements of the City of Toledo, Ohio (the "City"), as of and for the year ended December 31, 2012, and have issued our report thereon dated June 28, 2013.

*Government Auditing Standards* require us to report significant internal control deficiencies, fraud and illegal acts (including noncompliance with laws and regulations), and also abuse and noncompliance with contracts and grant agreements that could directly and materially affect the determination of financial statement amounts. We have issued the required report dated June 28, 2013, for the year ended December 31, 2012.

The Office of Management and Budget (OMB) Circular A-133 requires that we report all material (and certain immaterial) instances of noncompliance, significant deficiencies, and material weaknesses in internal control related to major federal financial assistance programs. We have issued the required report dated June 28, 2013, for the year ended December 31, 2012.

We are also submitting the following comments for your consideration regarding the City's compliance with applicable laws, regulations, grant agreements, contract provisions, and internal control. These comments reflect matters that do not require inclusion in the reports *Government Auditing Standards* or OMB Circular A-133 require. Nevertheless, these comments represent matters for which we believe improvements in compliance or internal controls or operational efficiencies might be achieved. Due to the limited nature of our audit, we have not fully assessed the cost-benefit relationship of implementing these recommendations. However, these comments reflect our continuing desire to assist the City.

#### **Current Year Comments**

##### **1. Environmental Review**

Certain projects related to the CDBG Cluster require an environmental review. We noted one of the 40 required environmental reviews tested appeared to occur after the project was completed. We recommend the City not start work on a project until all required environmental reviews have been completed.

##### **2. Cash Management**

We noted the City is still requesting reimbursement for expenses paid by the City in 2010 related to the CDBG – Entitlement Grants Cluster. We recommend the City perform a reconciliation of all expenses charged to the Department of Neighborhood grants to ensure expenses have been reimbursed in a timely manner.

two maritime plaza, ste. 202  
toledo, oh 43604

www.cshco.com  
p. 419.243.0218  
f. 419.243.9264

### 3. Contracts

We noted the contract related to the construction of Fire Station #6 using the Assistance to Firefighters Grant did not include proper Buy American language in the body of the contract. We recommend that the Purchasing Department ensure all required documentation is in the contract file as well as include proper language as required in the body of the contract.

The City includes an approval sign-off sheet for all contracts. We noted for 1 of the 25 contracts tested, the City misplaced the fully signed form. We recommend that the Purchasing Department ensure all approval sign-off sheets are maintained in the contract file in accordance with their procedures.

A living wage form is completed for contracts that require the contractor to indicate they will pay living wage rates or to indicate why they are exempt from paying living wages. We noted for 5 of the 25 contracts tested where the living wage form did not have the required indication by the contractor. Per discussion with the Purchasing Department, some were federally funded and required Davis Bacon; however, that is one of the options on the form for the contractor to select as to why they are exempt. For the others, the Purchasing Department stated that they are unsure if the contractor is required to initial the form for bids submitted online through their bid express system. We recommend the Purchasing Department ensures their procedures are applied consistently and uniformly.

### 4. Disbursements

We noted an invoice with 0.5% discount if paid within 20 days was paid within the term specified but the full amount was paid. Upon the City's review of the vendor's history, they also qualified for and did not take the 0.5% discount on another invoice. This was a result of the payment term 0001 "Payable Immediately Due Net" being set up in the system. We recommend the City review all payment terms of their vendors in their system to ensure the proper discount is taken where appropriate.

We noted that certain ACH's which relate primarily to pension payments and all wires which relate primarily to investment purchases and pension payments do not transact through the same workflow approval process as other ACH's and all checks disbursements. We recommend the same workflow approval process be applied to all disbursements to ensure the proper approval has been obtained prior to the release of funds

### 5. Payroll

We noted that an employee received a pay increase in error because they were set up in the system at their old classification with their new position set up as an alternate position. This caused their rates to increase when their old classification received their annual increase. The City has since changed the employee in the system to reflect their most recent position and classification. The overpayment is being calculated and a plan is being developed for the repayment from the employee. We recommend the City ensure all employees are set up in the payroll system at their correct position and rate to ensure correct payments are made to the employee.

### **Comments Repeated from the Prior Year**

### 6. Contracts

The City is required to advertise contracts for competitive bids in the City Journal for two consecutive weeks. We noted that 1 of the 25 contracts selected for testing was not advertised in the City Journal for two weeks. Management indicated that it was an oversight by the Clerk of Council. We recommend the City establish procedures to ensure bids are advertised for at least two consecutive weeks as required.

We also noted during testing of the HOME Investment Partnerships Program that, for one of the six contracts we tested, it did not contain a signed approval on the Fiscal Officer Certificate Fixed Amount certifying that the funds had been properly appropriated. We recommend the City should establish controls to ensure all forms are properly reviewed and signed by the appropriate individuals before contracts are executed.

#### 7. Cash Receipts

Cash receipts of City departments are required to be deposited with the City Treasurer on the same day as the receipt of funds. During our testing, we noted up to a two week lag between when funds were received by the Fire, Parks and Forestry and HNR Administration departments and subsequent deposited with the Treasury. We recommend that the City expedite its approval process or deposit the funds while the approval process is conducted to ensure cash receipts are deposited timely and minimize the potential for misappropriation.

Also, we also noted that the Municipal Court and the City Grill were not retaining documentation of when funds were received in all instances. We recommend that the City ensure all departments are retaining documentation of dates funds are received.

#### 8. Payroll

City employees earn vacation, sick leave and compensatory time off. We noted that the payroll department relies on each department to track vacation, sick and compensatory time for its employees. When processing payroll, the payroll department does not differentiate between regular hours and vacation, sick and compensatory hours within the payroll register. We recommend the payroll department code the various types of leave time within the payroll system to provide additional support for leave time used.

Individuals in the payroll department who process payroll also have the ability to add or terminate employees from the system. Ideally, these duties would be segregated between different departments. We recommend that the City consider segregating these duties between the human resources and payroll departments.

#### 9. Periodic Inventory of Capital Assets

During our review of capital assets, we noted the City has not performed a physical inventory of its capital assets since 2009 when its current software package was implemented. Accurate and complete capital asset records are important for financial reporting as well as the physical security of City assets. We recommend that the City perform a biennial inventory of capital assets to ensure all capital assets are properly accounted for and secured as well as evaluated for impairment.

#### 10. Purchase Requisitions

Ohio Revised Code §5705.41 (D) requires that orders or contracts involving the expenditure of money are not to be made unless there is a certificate of the fiscal officer that the amount required for the order or contract has been lawfully appropriated and is in the treasury or in the process of collection to the credit of an appropriate fund free from any previous encumbrances. The statute provides for the following exception to this requirement:

Then and Now Certificate: This exception provides that, if the fiscal officer can certify that both at the time that the contract or order was made and at the time that he is completing his certification, sufficient funds were available or in the process of collection, to the credit of a proper fund, properly appropriated and free from any previous encumbrance, the taxing authority can authorize the drawing of a warrant. The taxing authority has 30 days from the receipt of such certificate to approve payment by resolution or ordinance. If approval is not made within 30 days, there is no legal liability on the part of the subdivision or taxing district.

Amounts of less \$3,000 may be paid by the fiscal officer without such affirmation of the taxing authority upon completion of the "then and now" certificate, provided that the expenditure is otherwise lawful.

We noted that 1 out of 40 disbursements tested had a purchase requisition date subsequent to the invoice date with no Then and Now Certificate being used or approved by City Council.

#### 11. Unresolved Findings for Recovery Policy

Ohio Revised Code §9.24 prohibits a political subdivision from awarding a contract for goods, services, or construction, paid for in whole or in part, with State funds, to a person with an unresolved finding for recovery issued by the Auditor of State. It was noted that there was no evidence that the database was checked in 6 out of 25 State funded contracts tested prior to awarding the contract. The City asserted that it is checking the AOS database for all contracts but not always including documented evidence. We recommend the City retain the documentation to support its verification that vendors who are awarded contracts are not listed on the database.

#### 12. Budgetary Compliance

Ohio Revised Code §5705.36(A)(4) requires obtaining a reduced amended certificate of estimated resources if the amount of the deficiency will reduce available resources below the current level of appropriation. We noted appropriations exceeded actual resources in the General Fund, Special Assessment Services, Federal Block Grant and Toledo HOME Program funds.

Ohio Revised Code §5705.39 states that appropriations from each fund should not exceed estimated resources. We noted instances of appropriations exceeding estimated resources in the Special Assessment Services, Federal Block Grant, and Nonmajor Capital Projects Special Assessments funds.

Ohio Revised Code §5705.10 states in part that money paid into a fund must be used only for the purposes for which such fund has been established. As a result, a negative fund balance indicates that money from one fund was used to cover the expenditures of another fund. The City had negative fund balances in the Special Assessment Services, Federal Block Grant, Toledo HOME Program, and Nonmajor Capital Projects Special Assessments funds.

Ohio Revised Code §5705.41(B) states that no subdivision is to expend money unless it has been appropriated. We noted instances of expenditures exceeding appropriations in the General, Capital Improvements, Special Assessment Services, Federal Block Grants, Streets Construction Maintenance and Repair, Toledo HOME Program and General Obligation Debt Service funds.

#### 13. Cash, Investments, and Disbursements

The Administrative Services Officer has the ability to receive mail, make deposits, record deposits and make transfers. This individual also can authorize investment transactions, access on-line investment accounts, record investment transactions and execute electronic funds transfer arrangements. The Administrative Services Officer can prepare checks, sign checks or authorize a mechanical signature of checks, access mechanical signature plates and mail the checks. Detective controls have been implemented which includes quarterly reports to the Investment Committee and semi-annual internal audits by the City Auditor. However, this situation presents a lack of segregation of duties.

#### 14. Accounts Payable Cut-Off

During our testing of liabilities, we identified 38 invoices out of 71 tested that were not reported in the appropriate period. The net effect of the unrecorded differences was immaterial to the

financial statements. We recommend the City review its current cut-off procedures and more strongly emphasize the importance to minimize the likelihood of these errors in the future.

15. Third-Party Administrators Internal Control Considerations

During our review of third-party administrators used by the City, we noted that service organization reports for ADP related to payroll and Intermedix related to EMS revenue were not being obtained and reviewed for internal control considerations in the City's internal control procedures. We recommend that the City request and evaluate all service organization reports from third-party administrators to ensure all suggested internal controls are considered.

16. HPRP and NSP Federal Program Reports

The City is required to submit quarterly financial and performance and 1512 reports to the U.S. Department of Housing and Urban Development. We noted that the City filed the HPRP 1<sup>st</sup> quarter financial and performance and 1512 reports after the required deadline of 10 days of the month following the quarter. We also noted that the City filed the NSP 1<sup>st</sup> quarter 1512 reports after the required deadline of 10 days of the month following the quarter. We recommend that the City implement controls to ensure all grant reports are completed, reviewed and submitted by required deadlines.

17. As part of our audit, a review was conducted of the information systems infrastructure of the City to assess the current control environment for the computer systems that process the financial information within the City. Our observations and recommendations follow:

- IT Policies and Procedures

As noted in the prior year review, there is currently no enterprise-wide, formalized information security policy or change management policy. Without formal policies, it is difficult to ensure that personnel and third party IT service providers are aware of City management expectations for the overall governance of the IT environment. Additionally, there are currently very limited formal, documented policies and procedures to support the processes in place for the management of the SAP and UTAX applications. Without detailed procedures, correct system functions may not be performed according to established policies and management's expectations. This increases the risk of errors, missed steps, or incomplete records, and it is difficult to validate that the correct functions have been performed. Furthermore, if any key personnel were to leave the City, there is a risk that important information is lost as to how to correctly perform processes. We recommend enterprise-wide formal policies should be developed to govern the IT function, including an information security policy and change management policy. Additionally, formal procedures that support the City's IT policies should be developed to document specific steps for how an activity or process should be performed and by whom.

- IT Disaster Recovery Back-Up Site

As noted in the prior year review, the City performed a test of the Disaster Recovery Plan ("DRP") in November 2012. This test successfully brought the server room power up using the back-up generator and proved that normal operations could continue with little interruption in the event of an outage affecting the primary data center. However, the DRP does not designate a back-up site with the necessary equipment and facilities needed to continue operations in the event of a disaster affecting the primary data center. Without this in place, personnel may not be prepared to take necessary actions after a disaster, increasing the risk that the City will not be able to restore critical business systems and supporting processes in an organized and consistent manner. We recommend a disaster recovery and business continuity back-up site should be designated and incorporated into the DRP. Upon completion, the back-up site should be included as part of the annual DRP testing

\*\*\*\*\*

This report is intended solely for the information and use of the Mayor, Members of City Council, the audit committee, the City's management, and other within the City. Thank you for the opportunity to meet the audit needs of the City of Toledo, Ohio. We also appreciate the excellent cooperation we received from your personnel in our engagement.

*Clark, Schaefer, Hackett & Co.*



# Invoice

## Avatar LLC

1301 N. Summit Street  
Toledo, OH 43604

Date	Invoice #
6/27/2013	AVA13-2601

Bill To
City of Toledo One Government Center Suite 2020 Toledo, OH 43604 RE: Andrew Renaldi, Office of th Mayor

Project	
Forms Management	
P.O. No.	Terms
	Net 30

Serviced	Item	Description	Qty	Rate	Amount
6/27/2013	Progress Billing	progress billing for centralized forms management w/onbase		2,500.00	2,500.00
Finance charges of up to 1.5% per month may be charged to late accounts.			<b>Total</b>		\$2,500.00
			<b>Balance Due</b>		\$2,500.00

Phone #
419.243.7445



# Invoice

## Avatar LLC

1301 N. Summit Street  
Toledo, OH 43604

Date	Invoice #
7/25/2013	AVA13-2661

Bill To
City of Toledo One Government Center Toledo, OH 43604 RE: Andrew Renaldi, Office of the Mayor

Project	
COT Website Maintenance Retainer	
P.O. No.	Terms
	Net 30

Serviced	Item	Description	Qty	Rate	Amount
7/12/2013	Server Config...	Fix cot site	1	105.00	105.00
7/15/2013	Maintenance	Bring back up the site.	1	105.00	105.00
7/15/2013	Web Develop...	process documentation for online bids	2	105.00	210.00
7/16/2013	Management	Check time on server for incorrect time stamp and look into summary being required on bids pages, RSS feed and home page issue	0.5	105.00	52.50
7/17/2013	Management	Check time on server for incorrect time stamp and look into summary being required on bids pages, RSS feed and home page issue	2	105.00	210.00
7/17/2013	Server Config...	Add browser code	1	105.00	105.00
7/18/2013	Web Develop...	process documentation for online bids	1	105.00	105.00
7/18/2013	Web Develop...	Worked on the COT News feed aggregation system	4	105.00	420.00
7/19/2013	Web Develop...	Worked on the COT News feed aggregation system	0.5	105.00	52.50
7/22/2013	Web Develop...	Continued improving the news feed aggregator. Swapped Flickr for Instagram & combined social media accounts into one filter.	1	105.00	105.00
7/23/2013	Web Develop...	online bids and vendor registration	2	105.00	210.00
7/24/2013	Web Develop...	online bids and vendor registration	3	105.00	315.00
7/24/2013	Web Develop...	Continued improving the news feed aggregator. Swapped Flickr for Instagram & combined social media accounts into one filter.	2	105.00	210.00
7/24/2013	Content Mana...	unable to edit page error - spelling error on Council member page	0.75	105.00	78.75

Finance charges of up to 1.5% per month may be charged to late accounts.

**Total**

**Balance Due**

Phone #
419.243.7445



# Invoice

## Avatar LLC

1301 N. Summit Street  
Toledo, OH 43604

Date	Invoice #
7/25/2013	AVA13-2661

Bill To
City of Toledo One Government Center Toledo, OH 43604 RE: Andrew Renaldi, Office of the Mayor

Project	
COT Website Maintenance Retainer	
P.O. No.	Terms
	Net 30

Serviced	Item	Description	Qty	Rate	Amount
7/24/2013	Web Develop...	Searching database for all misspellings, Shuan (should be Shaun). Made changes to DB since the CMS interface was malfunctioning.	0.5	105.00	52.50
7/24/2013	Management	Fix the edit page on cot	2	105.00	210.00
Finance charges of up to 1.5% per month may be charged to late accounts.			<b>Total</b>		\$2,546.25
			<b>Balance Due</b>		\$2,546.25

Phone #
419.243.7445





# Invoice

## Avatar LLC

1301 N. Summit Street  
Toledo, OH 43604

Date	Invoice #
8/21/2013	AVA13-2764

Bill To
City of Toledo One Government Center Accounts Division Suite 2020 Toledo, OH 43604

Project	
TBX	
P.O. No.	Terms
	Net 30

Serviced	Item	Description	Qty	Rate	Amount
8/12/2013	Management	Project management on status of dev site and Contour purchase	0.25	105.00	26.25
8/12/2013	Application D...		0.5	105.00	52.50
8/12/2013	Server Config...	setup TBX umbraco	1	105.00	105.00
8/12/2013	Web Develop...	Wrote a sample survey and got the results automatically plotting onto a graphing system. Began building the site design and layout.	2.5	105.00	262.50
8/13/2013	Web Develop...	Wrote a sample survey and got the results automatically plotting onto a graphing system. Began building the site design and layout.	2	105.00	210.00
8/15/2013	Web Develop...	Wrote a sample survey and got the results automatically plotting onto a graphing system. Began building the site design and layout.	4.5	105.00	472.50
8/16/2013	Web Develop...	Wrote a sample survey and got the results automatically plotting onto a graphing system. Began building the site design and layout.	2	105.00	210.00
8/19/2013	Web Develop...	Worked on layout, design, Umbraco implementation, responsive layout, login/membership area.	4.5	105.00	472.50
8/20/2013	Web Develop...	Worked on layout, design, Umbraco implementation, responsive layout, login/membership area.	5	105.00	525.00
8/21/2013	Web Develop...	Worked on layout, design, Umbraco implementation, responsive layout, login/membership area.	0.5	105.00	52.50
Finance charges of up to 1.5% per month may be charged to late accounts.			<b>Total</b>		\$2,388.75
			<b>Balance Due</b>		\$2,388.75

Phone #
419.243.7445

**City of Toledo  
2013 Budget  
Position Control Information**

FUND	(All)	Total
2013 FTE %	(All)	
Sum of TOTAL		
FUND CENTER	TITLE	Total
10400 - PLANNING COMMISSION	ADMINISTRATOR ADMIN SERVICES 2	104,663
	INTERMEDIATE CLERK	53,422
	SECRETARY 3	70,114
10400 - PLANNING COMMISSION Total		228,199
16100 - H N R ADMINISTRATION	ADMINISTRATIVE ANALYST 2	70,876
	ADMINISTRATIVE ANALYST 4	89,987
	ADMINISTRATIVE TECHNICIAN 1	70,114
	CLERK NON-TYPIST	43,758
	SECRETARY 3	72,811
16100 - H N R ADMINISTRATION Total		347,545
16200 - HOUSING DIVISION	ADMINISTRATOR-ADMINISTRATIVE SERVICE OFFICER 2	98,090
	INTERMEDIATE CLERK	147,238
	SECRETARY 2	60,638
16200 - HOUSING DIVISION Total		305,966
16400 - ECONOMIC DEVELOPMENT	ADMINISTRATIVE TECHNICIAN 1	62,592
16400 - ECONOMIC DEVELOPMENT Total		62,592
16500 - REAL ESTATE	ADMINISTRATOR - ADMIN SERVICES 1	95,978
16500 - REAL ESTATE Total		95,978
17700 - PURCHASING AND SUPPL	ADMINISTRATIVE SPECIALIST	70,445
	DUPPLICATING TECHNICIAN	59,560
	INTERMEDIATE CLERK	0
17700 - PURCHASING AND SUPPL Total		130,004
31000 - UTILITIES ADMIN SERV	ADMINISTRATIVE ANALYST 1	77,469
	ADMINISTRATIVE ANALYST 3	607,124
	ADMINISTRATIVE ANALYST 4	416,715
	ADMINISTRATOR ADMIN SERVICES 3	461,980
	CLERK	313,382
	INTERMEDIATE CLERK	577,234
	SECRETARY 2	127,998
	SECRETARY 3	72,811
31000 - UTILITIES ADMIN SERV Total		2,654,713
56300 - BUILDING INSPECTION	INTERMEDIATE CLERK	51,687
	PERMIT TECHNICIAN	218,774
	SECRETARY III	69,041
56300 - BUILDING INSPECTION Total		339,502
56400 - CODE ENFORCEMENT	ADMINISTRATIVE ANALYST 3	90,793
	INTERMEDIATE CLERK	128,313
	SECRETARY 3	46,713
56400 - CODE ENFORCEMENT Total		265,819
Grand Total		4,430,317