

Contact Info:

- Jim Dillon, Administrator
- Montgomery SWCD
- 10025 Amity Road
- Brookville, Ohio 45309
- Phone: (937) 854-7646 ext. 104
- Fax: (937) 837-2241
- Email: dillonj@mcohio.org
- County: Montgomery
- Population: 535,153

Collaborative Partner Info:

- Kevin Fall, Administrator
- Butler SWCD
- 1802 Princeton Road
- Hamilton, Ohio 45011
- Phone: (513) 887-3720
- Fax: (513) 785-6668
- Email: fallke@butlercountyohio.org
- County: Butler
- Population: 386,130

- Jeff Thomas, Administrator
- Warren SWCD
- 320 East Silver Street, Suite 300
- Lebanon, Ohio 45036
- Phone: (513) 695-2763
- Fax: (513) 695-2923
- Email: jeff.thomas@co.warren.oh.us
- County: Warren
- Population: 212,693

- **Nature of partnership** - Regionalize administrative services by housing functions such as contract administration and documentation in one central location to either:
 1. free up the staff to perform education or field work, and/or
 2. free up the administrator to direct SWCD operations.

Project Information:

- **Name** - Administrative service sharing by SWCDs.
- **Description** - In order to sustain field effectiveness and interaction with landowners, this is to propose a consolidation of administrative functions, program reporting, financial documentation and other back-office functions into a single location to more efficiently handle the administrative workload of three SWCDs.
- **Award** - Management project.
- **Problem** - In today’s environment of deficits, financial constraints and large-scale government fiscal challenges, it is unlikely that the current conservation community can be fully sustained in its present form. Indeed significant funding cut-backs have already occurred and staffing levels substantially reduced. In the foreseeable future, the funding environment is unlikely to improve and further funding constraints are likely to occur. Yet, further cut-backs will cause the current system to lose efficiency and effectiveness - as a complex practice ecosystem can only be trimmed so far before it becomes an unworkable model.
- **Approach** - Use “state- of- the-art” technology to automate and centralize administrative processes to the greatest extent possible to avoid duplication of administrative capabilities and thereby gain efficiencies of scale. This will include use of a centralized administrative assistant for the collaborative partners who will incorporate the use of the following practices in their respective operations:
 1. Voice mail
 2. Video conferencing & meetings (Skype)
 3. Common timekeeping accounts & methodology
 4. Common bookkeeping methodology & accounting software
- **Return on investment** - ROI

<u>Admin Assistant Savings</u>	48,237.27	ROI = 1.37
Total Project Cost	35,200.00	

- **Probability of success** - The employment of a specialized assistant in central administrative center combined with the above usage of improved office technology are expected to double the efficiency and effectiveness of the shared services of this administrative assistant.
- **Project replication** - A recent conservation partnership study has recommended a centralization of administrative processes to which this proposal speaks by envisioning an administrative assistant who serves the needs of five SWCD offices, an arrangement which could easily be replicated statewide.
- **SWCD consolidation** – A recent conservation task force study has recommended legislative changes which would provide flexibility in working across multiple geopolitical boundaries which could lead to the joint administration of SWCD offices.
- **Economic changes** - The current conservation delivery system was built at a time of significant financial resource availability, but today’s reality is that such resources are no longer available and unlikely to return to previous levels in the foreseeable future. For example, SWCD operations depend upon local appropriations which are then matched by State of Ohio funds.

However, this funding fluctuates from year to year and has been steadily declining from both local and state sources. This funding instability has led to personnel downsizing to a point where those personnel left within the system have to choose between meeting administrative and paperwork requirements and serving the customer in the field. Since the paperwork is mandated as part of program administration and oversight, this work takes priority, and actual conservation work takes a backseat. SWCD staff recognize these constraints but, the realities of paperwork requirements in combination with often dated and inefficient IT systems, conspires to limit their time on the real task of helping landowner make wise soil, water and natural resource conservation decisions. As a net result, the staff in the system (staff who typically took their job with a desire to achieve resource conservation) is becoming increasingly frustrated and demoralized. Further declines in funding will precipitate and accelerate these negatives.

- **Audit findings** - The Ohio Department of Natural Resource's office of external audits made the following comment as a result of one of more of their recent SWCD audits. Since a SWCD expended more funds than it took in as revenue in calendar year 2009, the SWCD should identify if this is a temporary (one year) or (multiple year) problem. If the situation was caused by a long term problem, the SWCD should examine ways to increase revenues, decrease expenditures, or a combination of both which will help the SWCD to take appropriate action and plan for the future.
- **Improved business environment** - The evaluation of political conditions and stakeholder insights on today's situation lead to the inevitable conclusion that the current system must be revised to realign the realities of budgetary constraints. Those within the conservation partnership perceive that their resources have been cut-back to the point of emerging inefficiency and are "at-risk" if further significant reductions occur. What is needed is a restrained remodeling of the conservation delivery system to retain core values and services, in a lower cost operating mode. Thus, the revised system of administrative service sharing is suggested not a major restructuring of the current, but rather a less wrenching adjustment of the current mode of operation in Ohio which is intended to meet the constraints of this new financial reality.

Financial documentation• **Financial history -**

Special Fund	2009	2010	2011
Montgomery SWCD			
Beginning Balance	368,508.08	326,904.63	336,190.20
Receipts	402,073.61	445,285.00	450,672.24
Disbursements	443,677.06	435,999.43	446,635.44
Net Receipts	-41,603.45	9,285.57	4,036.80
Ending Balance	326,904.63	336,190.20	340,227.00

Special Fund	2009	2010	2011
Butler SWCD			
Beginning Balance	0.00	67,129.93	11,401.29
Receipts	0.00	299,241.00	267,101.00
Disbursements	0.00	354,969.64	226,515.15
Net Receipts	0.00	-55,728.64	40,585.85
Ending Balance	67,129.93	11,401.29	51,987.14

Special Fund	2009	2010	2011
Warren SWCD			
Beginning Balance	227,857.00	260,681.00	305,462.00
Receipts	656,679.00	626,780.00	665,932.00
Disbursements	623,855.00	581,999.00	555,683.00
Net Receipts	32,824.00	44,781.00	110,249.00
Ending Balance	260,681.00	305,462.00	415,711.00

• **Costs –**

Project Costs	Unit Cost	Quantity	Total Cost
Voice Mail	4,000.00	2	8,000.00
Timekeeping/Payroll	5,000.00	3	15,000.00
Video Conferencing	2,000.00	3	6,000.00
Accounting/Bookkeeping	3,000.00	1	3,000.00
Sub-Total Cost			32,000.00
10% Contingency			3,200.00
Total Cost			35,200.00

• **Savings projections –**

Area IV Admin Costs	Salary	Benefits	Total
Admin Assistant Average	36,187.00	12,050.27	48,237.27

Supporting Documentation - Attached



April 2, 2012

Jim Dillon
Montgomery Soil & Water Conservation Districts
10025 Amity Road
Brookville, Ohio 45309

RE: Application Cure Letter

Dear Jim Dillon:

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

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

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

Sincerely,

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

Local Government Innovation Fund Completeness Review

Applicant: Montgomery Soil & Water Conservation Districts
Project Name: Administrative Service Sharing by SWCDs
Request Type: Grant

Issues for Response

1. Funding Uses

The use(s) of funds, as listed, are ineligible for grant funding under program guidelines. LGIF grant funding may only be used for soft costs such as feasibility studies, process implementation, cost benchmarking, planning or a management investigation targeting service (or services) provided (or to be provided) by the applicant(s). Hard costs, such as demonstration projects, that implement recommendation(s) of a feasibility study or a performance audit or identify the project using a specific approach for a more efficient alternative are eligible for loan funding.

Please revise the uses of funds according to the program guidelines. If your project is an eligible loan project and you applied for grant funding, you may update your project budget and program description for loan consideration.

2. Request

Please provide a funding request amount. Requests must conform to program guidelines with respect to funding limits and uses to be considered for funding. Grant requests are limited to \$100,000 regardless of the number of collaborative partners. Loan requests are limited to \$100,000 per applicant and collaborative partner, up to a maximum of \$500,000. For example, one applicant with two collaborative partners is eligible for \$300,000 because there are three partners.

3. Budget

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

Example:

Collaboration Village's Project Budget

Sources of Funds

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

Uses of Funds

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

Total Project Cost: \$111,111

4. Match

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

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

5. Financial Documentation

Financial history is required from all applicants. Please provide the most recent **three** years of financial history.

Please provide financial projections for your funding request. For grant requests, applicants must at minimum, estimate the anticipated savings they are expecting to realize as a result of the study. For loan projects, please provide projections for at least three years to help demonstrate the savings achieved and the repayment source for the loan.

6. Population Information and Documentation

Please provide documentation supporting population information provided using the 2010 U.S. Census. To access census information, you may visit the following website <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>.

7. Resolutions of Support

Resolutions of support must be provided by the governing body of the main applicant and each collaborative partner. If the collaborative partner is a private entity with no governing body, a letter of support **for the project** is required.

8. Partnership Agreements

Partnership agreements must be signed by all parties listed as collaborative partners. Please provide a partnership agreement that at minimum: 1) lists all collaborative partners; 2) lists the nature of the partnership; and 3) is signed by all parties. Please note, partnership agreements must be specific to the project for which funding is requested.

9. Self-Score Assessment

Please complete the interactive selection methodology available on the LGIF program website <http://www.development.ohio.gov/Urban/LGIF.htm> (select selection methodology) to score your project. Applicants do not need to complete the Council Preference or score validation sections when scoring their projects.

Brookins, Denise

From: Brookins, Denise on behalf of lgif
Sent: Wednesday, April 18, 2012 12:32 PM
To: 'Jim Dillon'
Subject: RE: Montgomery Soil & Water Conservation District - SWCD Administrative Service Sharing Application

James E. Dillon, P.E.
Administrator
Montgomery Soil & Water Conservation District
10025 Amity Road
Brookville, Ohio 45309

Re: Administrative Service Sharing by SWCDs

Dear Mr. Dillon:

This email is to confirm the withdrawal of the Montgomery Soil & Water Conservation District grant application from Round 1 of the Local Government Innovation program. We appreciate your participation and interest in the program. If you have additional questions or need any assistance in the future, please contact the Office of Redevelopment at lgif@development.ohio.gov or 614-995-2292.

Email to and from the Ohio Department of Development is open to public inspection under Ohio's public record law. Unless a legal exemption applies, this message and any response to it will be released if requested.

The State of Ohio is an Equal Opportunity Employer and Provider of ADA Services.

From: Jim Dillon [<mailto:dillonj@mcohio.org>]
Sent: Wednesday, April 18, 2012 10:04 AM
To: lgif
Cc: John Theobald
Subject: Montgomery Soil & Water Conservation District - SWCD Administrative Service Sharing Application

Dear Thea,

This is to withdraw the Montgomery Soil & Water Conservation District's Round 1 Local Government Innovation Fund grant application, as we will be unable to cure all the issues raised prior to the deadline of April 30, 2012. Hence, I would like thank you for reviewing the fore-mentioned application which will provide us guidance in preparing an application for the next funding round.

Regards,

James E. Dillon, P.E.
Administrator
Montgomery Soil & Water Conservation District

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Brookville, Ohio 45309
Phone: 937-854-7646 ext. 104
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