Montgomery County

2010 Budget Presentation
Board of County Commissioners

2010 Proposed Budget

- $851.6 million calendar year appropriation
- Additional appropriations for state and federal programs through December 2009 is $108.1 million.
- The total county appropriation is $959.7 million, which is a decrease of $18.1 million or 1.9% under the 2009 Adopted Budget of $977.8 million.
- Grant Programs are budgeted throughout the year. Additional Grants such as Juvenile Court DYS and ARRA Grants will be appropriated in December 2009.
- The total number of budgeted positions is 4,640.

2010 Proposed Calendar Year Budget

<table>
<thead>
<tr>
<th>Department</th>
<th>2009 Adopted</th>
<th>2009 Layoffs</th>
<th>2009 Other</th>
<th>2010 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Government</td>
<td>$130.1</td>
<td>12.9%</td>
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<tr>
<td>Environmental &amp; Public Works</td>
<td>$122.6</td>
<td>14.4%</td>
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<tr>
<td>Debt Service</td>
<td>$21.9</td>
<td>2.9%</td>
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<tr>
<td>Social Services</td>
<td>$701.4</td>
<td>49.5%</td>
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<tr>
<td>Judicial/Law Enforcement</td>
<td>$158.3</td>
<td>14.4%</td>
<td></td>
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<tr>
<td>Comm &amp; Economic Development</td>
<td>$105.9</td>
<td>1.9%</td>
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$851.6 Million

2010 Proposed Total County Budget

<table>
<thead>
<tr>
<th>Department</th>
<th>2009 Adopted</th>
<th>2009 Layoffs</th>
<th>2009 Other</th>
<th>2010 Proposed</th>
</tr>
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<tbody>
<tr>
<td>General Government</td>
<td>$131.3</td>
<td>13.4%</td>
<td></td>
<td></td>
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<tr>
<td>Environmental &amp; Public Works</td>
<td>$122.7</td>
<td>13.8%</td>
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<tr>
<td>Debt Service</td>
<td>$24.9</td>
<td>2.6%</td>
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<tr>
<td>Social Services</td>
<td>$361.1</td>
<td>37.7%</td>
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<tr>
<td>Judicial/Law Enforcement</td>
<td>$159.7</td>
<td>18.4%</td>
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<tr>
<td>Comm &amp; Economic Development</td>
<td>$272.1</td>
<td>26%</td>
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$959.7 Million

2010 Proposed Positions

- 2010 Proposed Budgeted Positions

  Description       | Totals |
  -----------------|--------|
  2009 Adopted     | 4,811  |
  Positions         |        |
  Less General Fund| 150    |
  Position Reductions |       |
  Less Other Fund  | 21     |
  Position Reductions |       |
  2010 Proposed    | 4,640  |

Notes:
1. General Fund position reductions included 45 layoffs that occurred during 2009, the impact of the Voluntary Separation Program (VSP), elimination of vacant positions and agency reorganizations.
2010 Proposed Positions

<table>
<thead>
<tr>
<th>Department</th>
<th>2009 Adopted</th>
<th>2009 Lay Offs</th>
<th>%FPR Value</th>
<th>2010 Proposed</th>
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<tbody>
<tr>
<td>Miami Valley Regional Crime Lab</td>
<td>34</td>
<td>(1)</td>
<td>34</td>
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<tr>
<td>Medical Examiner</td>
<td>43</td>
<td>0</td>
<td>43</td>
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<td>Management, County Board of EMS</td>
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<td>Multi Service Centers</td>
<td>7</td>
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<td>Office of Management &amp; Budget</td>
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<td>Probation/Courts</td>
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<td>Prosecutor</td>
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<td>Public Works</td>
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<td>Recorder</td>
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<td>Records Center &amp; Archives</td>
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<td>Soil &amp; Water Conservation</td>
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<td>237</td>
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<td>Treasurer</td>
<td>49</td>
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<td>Veteran Services Commission</td>
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<td>24</td>
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<tr>
<td>Total</td>
<td>2010</td>
<td>(45)</td>
<td>2010</td>
<td>(126)</td>
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General Fund

- General Fund
- General operating fund of the county
- General Fund 16.6% of total county appropriation
- Funds activities of most county elected officials
- Provides mandated services such as courts, jail, juvenile crime, elections and other general government functions
- General Fund projected deficit for 2010 was $12.8 million
- 2010 budget is 10.5% less than the 2009 budget

2010 Proposed Budget Balancing Framework

- The 2010 General Fund Proposed Budget Balancing Framework has been used as a guide.
- Wage Freeze for all Employees in the General Fund
- Health Insurance Cost Containment
- 7.0% reductions on Judicial and Law Enforcement Agencies
- 9.0% reductions on Non-Judicial County Agencies
- 10.0% reductions on General Fund Subsidies to Other County Funds

General Fund

2010-2014 General Fund Financial Planning Committee

- Composed of 46 members
- Recommendations finalized for 2010-2014
- Assists county in maintaining financial stability
- Annual review process to measure plan results
- Places a high priority on economic development investments

General Fund Revenue Budget

- Revenue Sources:
  - Property Tax: 10.0%
  - Sales Tax: 43.3%
  - Local Gov't Fund: 9.2%
  - Fines / Forfeitures: 0.8%
  - Charges for Services: 12.1%
  - Intergov't: 8.2%
  - Investment Income: 8.0%
- Total Revenue: $141.3 Million
**General Fund Revenues**

**Sales Tax Receipts (Millions) 2000 - 2014**
- Decline in Sales Tax collections from 2008 to 2010 is 6.2%
- Impact of retail growth outside Montgomery County and internet sales
- Recession

**Property Tax Receipts (Millions) 2000 - 2014**
- Full state reimbursement for lost TPP revenue through 2010
- Phase out begins from 2011 through 2018

**State Local Govt. Fund Receipts (Millions) 2000 - 2014**
- LGF revenue tied to collections of state taxes in H.B. 119 beginning in 2008
- Drop in revenues from 2008 to 2010 is 13.7%

**Investment Income Receipts (Millions) 2000 - 2014**
- Volatility of investment income due to changes in interest rates
- Types of investments are restricted by state law

**General Fund**

- **Investment Income**
  - Current Portfolio
    - Federal Agencies – 69.7%
    - U.S. Guaranteed Corporate Notes – 14.7%
    - Corporate Obligations – 3.1%
    - STAR Ohio – 0.2%
    - All Others – 12.3%
  - 2010 Investment Income Projection
    - Long-Term Weighted Average Yield – 2.96%
    - Short-Term Weighted Average Yield – 0.45%

- **Charges for Services (Millions) 2000 - 2014**
  - Most rates in this category set by state law and are at the maximum
  - Includes various revenue collected by elected officials
General Fund Revenues

Real Estate Based Fees (Millions) 2000 - 2014

- This slide includes fees that are impacted by the transfer and sale of real estate within Montgomery County.
- Property Transfer Fee was increased from $1 to $2 per thousand in August 2007.
- Includes Recorder Fees, Conveyance Fees and Property Transfer Fee.
- The decline from 2008 actuals to 2010 proposed is 21.5%.

$250.0 $200.0 $150.0 $100.0 $50.0

Between 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009

- The average growth in actual General Fund Receipts is 6.2%
- Between 2001 and 2006: General Fund revenues grew only 1.5%
- When adjusted for inflation, this percentage drops to 0.7%

General Fund

2000 - 2010 Revenue vs. Revenue with CPI

- Actual General Fund Receipts
- Receipts inflated by CPI

$10.0 $5.0 $0.0

2000 2001 2002 2003 2004 2005 2006 2007 2008 2009

General Fund Budget by Program

- General Fund
- Revenue Estimates

Economic Development $5.2 2.3%
Judicial/Law Enforcement $36.2 7.3%

$141.3 Million

General Fund Revenues

Sales Taxes $487.3 $479.8 $487.3 $487.3 $487.3 $487.3 $487.3
Property Taxes $26.4 $26.4 $26.4 $26.4 $26.4 $26.4 $26.4
Real Estate Related Fees $5.5 $6.6 $6.6 $6.6 $6.6 $6.6 $6.6
Social Service Fines $15.1 $15.2 $15.2 $15.2 $15.2 $15.2 $15.2
Other InterGovt. $7.5 $7.5 $7.5 $7.5 $7.5 $7.5 $7.5
Borrowed Income $9.8 $15.5 $15.5 $15.5 $15.5 $15.5 $15.5
Municipal Services $18.2 $18.2 $18.2 $18.2 $18.2 $18.2 $18.2
Human Services Levy $4.1 $4.1 $4.1 $4.1 $4.1 $4.1 $4.1
Budget Stabilization $10.1 $10.1 $10.1 $10.1 $10.1 $10.1 $10.1
Other Revenues $4.4 $6.4 $6.4 $6.4 $6.4 $6.4 $6.4

Total Receipts $156.5 $160.9 $163.5 $167.2 $171.7 $177.6 $183.2

Percent Change -6.6% -6.3% 0.0% 1.5% 1.4% 1.2%

$147.9 Million

*Other Revenues includes: County, State, Federal, Miscellaneous Revenues and Other Financing Sources.
*Increase in Property Tax in 2012 is due to the triennial reappraisal of property.
*Includes Recorder Fees, Conveyance Fees and Property Transfer Fee.
General Fund Expenses

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<td>$68.2</td>
<td>$67.9</td>
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<td>$71.0</td>
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<td>27th Payroll</td>
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<td>$2.6</td>
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<td>Fringe Benefits</td>
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<td>$27.8</td>
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<td>$25.7</td>
<td>$26.3</td>
<td>$27.4</td>
<td>$27.8</td>
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<tr>
<td>Operating/Prof. Services</td>
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<td>$30.6</td>
<td>$30.4</td>
<td>$30.4</td>
<td>$30.4</td>
<td>$30.4</td>
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<td>Public Assistance</td>
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<td>Operating Subsidies</td>
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<td>Prisoner Care</td>
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<td>CED/Regional Initiatives</td>
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<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
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<tr>
<td>Debt Service</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
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<tr>
<td>Other Expenses*</td>
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<td>3.9</td>
<td>4.2</td>
<td>4.3</td>
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<td>Totals</td>
<td>$158.0</td>
<td>$153.4</td>
<td>$141.3</td>
<td>$141.4</td>
<td>$143.1</td>
<td>$145.2</td>
<td>$147.0</td>
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Percent Change

‐‐ 2.9%
‐ 7.9%
0.0%
1.2%
1.5%
1.2%

Other Expenses includes Operating Transfers and Capital Outlays.

General Fund

<table>
<thead>
<tr>
<th>Description</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tbody>
<tr>
<td>Unenc. Beginning Cash Balance</td>
<td>$28.6</td>
<td>$28.6</td>
<td>$25.9</td>
<td>$25.9</td>
<td>$25.9</td>
<td>$26.0</td>
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<tr>
<td>Total Revenues</td>
<td>$158.0</td>
<td>$150.7</td>
<td>$141.3</td>
<td>$141.4</td>
<td>$143.2</td>
<td>$145.2</td>
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<tr>
<td>Total Revenues</td>
<td>$158.0</td>
<td>$150.7</td>
<td>$141.3</td>
<td>$141.4</td>
<td>$143.2</td>
<td>$145.2</td>
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<tr>
<td>Total Expenses</td>
<td>$158.0</td>
<td>$153.4</td>
<td>$141.3</td>
<td>$141.4</td>
<td>$143.1</td>
<td>$145.2</td>
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<td>Revenue Over/Under Expenses</td>
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<td>0.0</td>
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<tr>
<td>Unenc. Ending Cash Balance</td>
<td>$28.6</td>
<td>$25.9</td>
<td>$25.9</td>
<td>$25.9</td>
<td>$26.0</td>
<td>$26.0</td>
</tr>
</tbody>
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2010 Budget Highlights by Program

Social Services

Judicial & Law Enforcement
Environment & Public Works
General Government
Debt Service
Community/Economic Development

Social Services by Department $506.1 Million

- 2010 Budget Highlights
  - $506.1 million or 52.7% of the total budget.
  - $6.0 million or 4.2% of the General Fund budget.
Social Services
ADAMHS Board

- **Budget Highlights**
  - $68.0 million, a 4.9% or $3.2 million increase from 2009.
  - 30% reduction in state mental health funds / increases in enhanced Medicaid match from stimulus money
  - Continued demand for alcohol, mental health and drug addiction services
  - AOD Task Force chaired by Commissioner Dan Foley and Jim Pancoast
  - Demands of Criminal Justice system including support for Mental Health and Drug courts
  - Continue to address service impact of Twin Valley closing

Social Services
Board of DDS

- **Budget Highlights**
  - The operating budget is $54.1 million, an 11.6% or $5.6 million increase from 2009.
  - Personal Services have decreased $0.5 million or 1.4% from 2009.
  - Positions are down by 11 across various departments.
  - Operating transfers increased $6.0 million for the funding of building improvements and vehicle replacements.
  - Capital includes approximately $1.6 million for new homes through Miami Valley In-Ovations (MVIO).

Social Services
Board of DDS

- **Budget Highlights**
  - Continued emphasis on transitioning consumers to I/O and Level One waiver programs
  - Over 2,899 served annually
  - Increased demand for early intervention services and housing

Social Services
Job & Family Services

- **Budget Highlights**
  - $186.6 million proposed budget for 2010, which is a $7.5 million or 3.9% decrease from 2009.
  - Includes the Public Assistance, Children Services Board and Workforce Investment Act (WIA) Programs.
  - Decrease due primarily to state cuts in TANF.
  - Last year of a three year phase-down of community TANF contracts.
  - Anticipated additional state cuts in 2010.

Social Services
Job & Family Services

- **Ohio Works First Caseload**

- **Food Stamps**

  Dollars in millions
Social Services
Job & Family Services

Food Stamps per Recipient

Social Services
Job & Family Services

Medicaid

Social Services
Job & Family Services

Daycare

Social Services
Job & Family Services

Placement Costs

Social Services
Job & Family Services

Number of Children in Placement

- **Budget Highlights – Workforce Development**
  - Career Transition Center serviced 16,305 clients in 2009.
  - Estimated 41,749 clients were served at the Job Bank in 2009.
  - Number of Rapid Response sessions totaled 41.
  - Workforce Development and Community and Economic Development are working in tandem on sector strategies.
  - Received federal stimulus funds of $6.3 million for increased client demand, career assessment and training in composite materials and procurement acquisition.
Social Services
Stillwater Center

- Budget Highlights
  - The Stillwater Center appropriation totals $16.4 million, a 1.2% or $0.2 million decrease from the 2009 appropriation.
  - Challenges continue in maintaining Medicaid funding from the State of Ohio.
  - Containment of agency pool costs is an ongoing challenge.
  - 2010 begins the second year of operations of the emergency shelter.

Social Services
Family & Children First

- Budget Highlights
  - $162.9 million, virtually unchanged from the 2009 appropriation.
  - Budget includes Human Services Levy Allocations, FCFC Administration and Help Me Grow Program funds.
  - Human Services Levy A was approved by voters in November 2007, and is due to expire in 2015. Levy B was approved in 2003 and expires in 2011.
  - The 2010 budget includes full year revised allocations.
  - Loss of TPP reimbursements can impact the levy by $11.0 million when fully enacted.

Social Services
Veteran Services

- Budget Highlights
  - $2.8 million proposed budget for 2010, which is a $0.5 million or 15.3% decrease from 2009.
  - Veteran Services Commission is entitled up to ½ mill of property taxes in the county. This equates to $5.1 million based on 2009 collections.
  - Veteran Services Commission is focused on managing costs of Soldiers’ Relief Allowance and assisting veterans access to benefits.

Judicial & Law Enforcement

- 2010 Budget Highlights
  - $169.7 million or 17.7% of the total budget.
  - $104.0 million or 73.6% of the General Fund budget.
Judicial & Law Enforcement Sheriff

- **Budget Highlights**
  - Reduction of 10 positions across all funds
  - Reduction of 30 positions in General Fund including 16 Laid off positions and 14 vacant positions
  - Addition of 20 positions including 4.50 contract positions and 15.50 Regional Dispatch positions.
  - Deputy, Sergeant and Civilian bargaining agreed to wage and step freeze with healthcare the same or similar to 2009 plan. Contracts run through December 31, 2010.
  - GFFPC and the Proposed Budget Framework calls for full billing of policing contracts for an additional revenue of $1.0 million

Prisoner Housing Average Daily Population

<table>
<thead>
<tr>
<th>Year</th>
<th>INCP Totals</th>
<th>Jail Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>717</td>
<td>873</td>
</tr>
<tr>
<td>1997</td>
<td>768</td>
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</tr>
<tr>
<td>1998</td>
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<td>1999</td>
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<td>2007</td>
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<td>2008</td>
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<tr>
<td>2009</td>
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</table>

Judicial & Law Enforcement Sheriff

- **Budget Highlights - 800 MHz System**
  - 2010 budget $0.9 million, and includes General Fund subsidy of $0.2 million.
  - County investment in the 800 MHz system is $11.0 million.
  - 97% coverage for outdoor, indoor residential and commercial emergency communications.
  - 800 MHz has nearly 3,700 users in 2010 in 37 jurisdictions and agencies.
  - Agency and government communication during emergencies is ensured.
  - Upgrades to the county MDT System started in 2008.

Judicial & Law Enforcement Clerk of Courts

- **Budget Highlights**
  - Elimination of 7 positions
    - 1 Layoff and 4 VSP positions
    - 3 vacant positions will not be filled
  - Accounting Clerk II position was reinstated in order to continue Inmate Collections.

- **Budget Highlights - Regional Dispatch Center**
  - 21 jurisdictions have joined, covering 68.8% of population.
  - City of Dayton projected to come online in mid 2010.
Judicial & Law Enforcement
Public Defender

- Public Defender and Assigned Counsel reimbursement increased from 25% to 35%

Judicial & Law Enforcement
JusticeWeb

- Integrated criminal justice automation system, which shares information automatically
- Allows joint information with Jail, Courts and Clerk of Court’s Offices
- All foster care parents, childcare providers and CSEA clients checked against system on a nightly basis.
- Improves system efficiency with increased case processing, access to data and reduced duplication.
- Data is imported from 27 courts, 8 jails, one Coroner and one health department.
- Over 2,400 users and system extended to surrounding 20 counties in two states plus state and federal agencies.
- GFFPC calls for a rate study in 2010.

Judicial & Law Enforcement
JFS – Child Support Enforcement

- Job & Family Services Child Support Budget is $16.6 million, $0.5 million or 3.2% below the 2009 Adopted Budget.
- $103.4 million collected for 2009 support payments.
- Over 58,000 children served.
- Total General Fund share of costs for the Child Support Enforcement Agency is $2.0 million, which is 12.0% of the total budget.

Judicial & Law Enforcement
Animal Shelter

- Budget Highlights
  - budget includes a 25.0% or $0.2 million reduction in General Fund subsidy
  - General Fund subsidy is $0.6 million in 2010.
  - Reviewing service hours for shelter and field operations.
  - Increased license fee from $16 to $20.

Environment & Public Works

- 2010 Budget Highlights
  - $122.7 million or 12.8% of the total budget.
  - $0.8 million or 0.6% of the General Fund budget.
  - Merger of Water Services & Solid Waste Management

Environment & Public Works
by Department $122.7 Million

- Water Services $46.6
- Solid Waste $23.3
- Non-Dept $0.4
- Engineer $15.0
- Soil & Water $8.4
- Dollars in millions
Environment & Public Works
County Engineer

- **Budget Highlights**
  - $15.9 million, virtually unchanged from the 2009 Adopted Budget.
  - Road and Bridge improvement projects:
    - Austin Road and North Dixie Phase IV Road Improvements
    - Little York ($1.6 million), Shoup Mill ($0.8 million) and Patterson-Riverside ($0.4 million) Bridge Improvements (ARRA funding $2.8 million)
    - Alex-Bell and Dorothy Lane Bridge Improvements are the major non-stimulus projects.

Environment & Public Works
Water Services

- **Budget Highlights**
  - $84.6 million, a 5.7% or $4.5 million increase from the 2009 Adopted Budget
  - Includes water and sewer funds, inspection services and capital projects
  - Debt service comprises 18.8% of the total Water Services budget or $15.5 million.
  - Water and sewer consumption down due to less industrial, commercial and residential utilization.
  - No sewer or water rate increases in 2010

Environment & Public Works
Water Services

- **Budget Highlights - Sewer**
  - $50.0 million, a 10.5% or $4.7 million increase from the 2009 Adopted Budget
  - Wastewater treatment services purchased from Dayton and Greene County estimated to increase by 8.0%, or $1.0 million, in 2010 due to improvements to Sugarcreek plant
  - Sewer revenues down $2.5 million due to overall decline in consumption
  - Planned capital expense of $3.3 million for the Kimmel Road Trunk Sewer Project

Environment & Public Works
Water Services

- **Budget Highlights - Water**
  - $34.6 million, a 0.6% or $0.2 million decrease from the 2009 Adopted Budget.
  - Total water purchased from the City of Dayton anticipated to decrease 10.6%, or $1.9 million due to a decline in consumption and no increase in the rate from Dayton
  - System wide automated meter reading is 57% complete. Estimated six years remaining until completion.
  - Water revenues increased $3.1 million due to merger with Crains Run and a prior year rate increase.

Environment & Public Works
Water Services

- **Future Capital Projects**
  - Automated meter reading program in southern system
  - Upgrade of water reclamation facilities
  - Sludge Storage Facility
  - Aeration/Clarification
  - Facilities Protection Device
  - Variable Frequency Drive Replacement
  - Austin Road Interchange Improvements

Environment & Public Works
Solid Waste Management

- **Budget Highlights**
  - $21.3 million, a 44.3% decrease or $16.9 million below the 2009 Adopted Budget.
  - Largest decreases from 2009 occurred under fuel charges, landfill contract costs, capital transfers and debt service
  - No planned rate increases for household waste.
  - Trash receipts down due to a slowdown of economic activity.
  - Solid Waste fund includes budgets for the Solid Waste District Planning Fee and the Development Fee funds.
  - Landfill contract and hauling includes an annual 3.0% increase.
For capital renovations or building maintenance, there is no funding.

$57.0

No

Budget

Other

Other

5.8%

Precinct

State

2010

Departments

5.0%

1.7%

$5.6

Insurance

$1.9

Services

$2.3

General Government

2.5%

2.0%

$2.8

Dollars
in
millions

Central Services & Insurance are under the Administrative Services Department.

Health Insurance $27.0

51.2%

Data Processing $2.6

2.5%

General Government

by Department $111.3 Million

Records Center $8.8

0.7%

Health Care Costs

Dependent audit to take place in 2010

Cost savings through plan design changes

General Government

Board of Elections

$3.3 million, a decrease of 2.0% or $0.1 million from the off election year 2009 Adopted Budget

However, costs of elections continue to increase.

State and federal election mandates increase the need for staffing.

Precinct consolidation will have a positive impact on 2010 election costs.

Community & Economic Development

2010 Budget Highlights

$25.0 million or 2.6% of the total budget.

$3.2 million or 2.3% of the General Fund budget.

Community Programs are budgeted in a special revenue fund for $4.5 million for 2010. This is the final year of funding.

Building Regulations revenue decline slightly.

GFFPC calls for funding of economic development initiatives. $1.1 million was reprioritized from Commission budgets for this purpose.
Community & Economic Development

- **2010 Budget Highlights (continued)**
  - Phase out of Memorial Hall and the Old Courthouse in 2010. Discussions ongoing with Dayton History.
  - Planning Commission reduced 1 full-time position.
  - Public Works recreation programs discontinued in 2009.
  - Tom Cloud Park transferred to Huber Heights.
  - Service levels at other parks will be reduced in 2010.

Community & Economic Development

- **Budget Highlights**
  - Partnerships with other jurisdictions and business community on economic development opportunities
    - ED/GE Program
    - Transportation Improvement District (TID)
    - Port Authority
    - Business Retention utilizing Business First Programs
    - Business recruitment through the Dayton Development Coalition
    - Downtown Dayton Partnership

Community & Economic Development by Department $25.0 Million

- **Debt Service $24.9 Million**
  - 2010 Budget Highlights
    - $24.9 million or 2.6% of the total budget is for debt payments in 2010, $0.1 million or 0.3% below the 2009 Adopted Budget.
    - $2.5 million or 1.8% of the General Fund budget.
    - The county bond rating from Moody’s Investment Service is Aa2 and Standard and Poor’s rating is AA.

Summary

- **Greatest Challenges to County Budget**
  - Maintain county operations at reduced revenue levels
  - Volatility of investment income
  - Future of state and federal budget cuts and unfunded mandates
  - Deferral of capital maintenance costs
  - Controlling compensation and health insurance costs
  - Continued growth in mandated services
  - Implement recommendations of the General Fund Financial Planning Committee
  - Ensure funding is available for investments in economic development

Board of County Commissioners