Strategic Initiatives
Progress Report to the Community
2012
Dear Montgomery County Resident,

We are proud to serve as your Montgomery County Commissioners. Since 2007, the three of us have been working as a team to set a clear path of goals and strategies. First, we assessed our internal and external strengths and weaknesses. We then established a “roadmap” of initiatives and strategies in 2007. This provided focus areas, benchmarks and goals for us, our staff and the public. In 2009, as we moved further down the path, the initiatives were revised and updated.

Now, we are proud to present our progress to the community.

While we continue to implement strategies that will move our community forward, we also continue to right-size our county’s government. In 2008, we began the process of devising a citizen-driven, five-year Financial Plan. This five-year plan has been under constant review and we can now report that since its implementation, we have cut over $30 million from our General Fund and eliminated over 300 jobs.

Thank you for taking the time to review this update and we hope you will let us know your thoughts about the information presented in this report. You can contact us through the Montgomery County website at www.mcohio.org or at (937) 225-4690.

Sincerely,

Deborah A. Lieberman        Judy Dodge             Dan Foley
President
The Montgomery County Commission pursues successful economic development by building upon existing assets to grow jobs and support businesses by:

• Developing the workforce.
• Providing strategic incentives.
• Encouraging regional shared risk and reward.

The Commission believes its job-creating initiatives should be balanced throughout the county, diversified in nature and coordinated in their efforts to attract business.

AEROSPACE TECHNOLOGY
We are strengthening aerospace technology businesses in Montgomery County and establishing the area as a global leader for aerospace innovation. We are capitalizing on the world’s largest aerospace research and development operation—the Air Force Research Laboratory (AFRL), headquartered at Wright Patterson Air Force Base—and one of the nation’s leaders in federally-funded research in advanced composite materials and advanced sensors technologies—The University of Dayton Research Institute (UDRI).

The County Commission works with its private sector partners, AFRL and UDRI, to successfully transfer these military innovations to new commercial products that can be built here to help our economy prosper.

Since 2007, the County Commission has focused on the four business sectors which show the most promise for local job growth:

- Aerospace Technology
- Logistics & Distribution
- Downtown Dayton/Urban Core
- I-75 Growth Corridor

These four pillars form the foundation of the county’s diversified strategy to capitalize on new technologies being invented or improved here that produce a new generation of industry and jobs.

We successfully lobbied the state to designate our area as Ohio’s Aerospace Hub of Opportunity and Innovation to attract global leaders in aerospace to locate here.

We have helped fund new, private businesses aiming to market products which use newly-developed technologies in advanced sensors, advanced composite materials, propulsion and IT through the ED/GE (Economic Development/Government Equity) Program.

Our Israeli Trade Initiative continues to progress. The county raised more than $250,000 from private donors to open a trade office in Haifa—the center of Israel’s aerospace industry. The goal is to match local and Israeli firms which specialize in advanced sensors, advanced composite materials, propulsion and IT. Several local joint ventures with Israeli firms have resulted and one is already producing commercial products here.

Partnering with Riverside and private business to develop the Center of Flight area as a gateway to AFRL and the National Museum of the U.S. Air Force.
We are committed to establishing our region as the Midwest’s best location for shipping products cheaply and quickly. The intersection of I-70 and I-75 is within 600 miles of over half of the U.S. population. The combination of highway, air and rail access along the I-70 corridor—aggressively marketed by Montgomery County—exceeded all expectations by attracting almost $150 million in new investment (in the middle of a recession) and we anticipate as many as 1,400 new jobs by these out-of-state companies.

Coordinating with Dayton and cities along the I-70/I-75 corridor and U.S. 35 and S.R. 49 to prepare more development-ready sites for attracting new logistics and distribution companies to Montgomery County.

Leading efforts with regional partners to establish a multi-modal transportation center by helping to secure funds to extend freight rail access to the Dayton International Airport.

Developed a method to cut new employers’ start-up costs by using our unique ability through The Job Center to help identify, screen and refer qualified jobseekers.

**New Companies**

- Caterpillar Logistics Services, Inc., the world’s leading manufacturer of construction and mining equipment, diesel and natural gas engines and industrial gas turbines, located its new parts distribution center in Clayton and will employ 500 to 600 people – the second largest Caterpillar Logistics facility in North America.

- Collective Brands Eastern Distribution Center (Payless) in Brookville employs around 500 people. Since opening, Collective Brands has expanded its facility by over 30% and added 200 jobs. Collective Brands is a worldwide leader in lifestyle, fashion and performance brands of footwear.

- Syncreon America Inc., a leader in supply chain management services, calls Trotwood home with its 400-thousand square foot facility that receives, warehouses, kits and ships General Motors components for export to international customers. 250 new jobs have been created.

- Carter Logistics has also established a facility in Montgomery County as part of its company’s strategy to support the automotive industry. Carter Logistics combines freight from its international client base and its thousands of suppliers into a single supply-chain solution. Carter Logistics has created over 50 new jobs and anticipates an additional 300 jobs.
As the largest city in Montgomery County, Dayton is an indicator of the future for the entire region. Montgomery County Commissioners and the leadership of Dayton partner to ensure future growth, reuse and development in the urban core.

We have a strong history of partnership with the City of Dayton. Our financial support over the last 10 years shows we have invested over $50 Million for downtown projects that include businesses such as CareSource, Tech Town, Relizon and entertainment venues including Fifth Third Field, Riverscape and the Schuster Center.

- Ohio Hub of Innovation and Opportunity (OHIO) for Aerospace designation serves as a magnet for similar companies to locate and work together.
- $11 million committed to infrastructure improvements in Downtown Dayton.
- Helped recruit the $51 million General Electric EPISCENTER Research & Development facility.

Support continued development and success of Tech Town and Entrepreneur Center.
Businesses: 25  Jobs: 105

Participated in the development of Greater Downtown Plan: www.downtown-dayton.com/plan/.

Retained funding for the Montgomery County Arts and Cultural District to provide support to arts organizations through 2012.

Entered into agreements with Dayton History for the management of Courthouse Square and Memorial Hall, saving the taxpayers nearly $300,000 per year.

The Montgomery County Commissioners value our position in the I-75 high-growth corridor from I-275 to I-675. We promote opportunities for balanced development and job growth along one of the most heavily traveled interstates in the country.

Austin Boulevard Interchange completed and opened September 2010. New and existing business development underway with the new headquarters for Teradata and Motoman and new “Class A” office space.
Businesses: 20  Jobs: 1,400

Funding secured to improve Austin Road West to the Miamisburg Mound Advanced Technology Center, improving access to approximately 300 acres for further development.

Exit 47 – West Carrollton: A project 50 years in the making to complete the interchange so that traffic can move in all directions, on and off the interstate.

- Project supports the redevelopment of the former General Motors Truck and Bus facility recently acquired by Industrial Realty Group (IRG).

Several major interstate improvements completed, nearing completion or started include the I-70 / I-75 Interchange, I-75 and Route 4 and U.S. Route 35 and I-75 Interchange.
Montgomery County leads efforts to collaborate among cities, villages and townships in our community and throughout the region. Regional collaboration opportunities are pursued with the goal of ensuring high quality public services are provided effectively to Montgomery County residents.

The Regional Emergency Dispatch 911 Center is operating at the Miamisburg Mound Advanced Technology Center and serves residents in cities across the county including Dayton.

Developing **regional forums** to engage the community in dialogue about regional and metro government.

Utilize **regional tax sharing** programs, Joint Economic Development Districts (JEDDs), to promote economic growth among: Butler Township & Dayton, Miamisburg & Miami Township, Clayton & Clay Township, Butler Township & Vandalia, and Montgomery County, Miami Township, Miamisburg, Springboro & Montgomery County Transportation Improvement District.

Use of Electronic Home Detention (EHDP) throughout the 7 municipal and county court systems, reducing the taxpayer cost of incarceration.

The Economic Development/Government Equity (ED/GE) program was funded and grants were distributed for the creation and/or retention of 7,604 jobs from 2006-2010. This nationally recognized model for tax sharing is considered a top priority for job creation.

Additional successful regional collaborations:

- Collaborates with Miami County for solid waste disposal resulting in lower costs for both counties.
- Renewal and continued use of Business First!, a nationally recognized best practice, for business retention and expansion services. This unique, non-poaching model reduces incentive wars among jurisdictions.
- Leads a multi-jurisdictional group purchasing system, Southwest Ohio Purchasers For Government (SWOP4G) to lower costs for taxpayers in counties, cities, and townships.
- Continue expanding JusticeWeb, a multi-jurisdictional criminal justice database that currently serves 32 court systems in 17 counties.

Created the Dayton Regional Green 3 (DRG3), a regional sustainability center, through grant funding. This sustainability center will serve as a central resource to assist local governments, businesses and residents in reducing their energy costs, further reducing the region’s carbon footprint. DRG3 partnered with the Dayton Area Chamber of Commerce launching the Green Business Certification Program to recognize businesses for their energy savings and environmental stewardship.
The Montgomery County Commission strengthens the human services safety net to ensure that our community effectively protects and supports our most vulnerable children, seniors and families. In this time of great need and severe federal, state and local budget cuts, our human services delivery system is stretched. We will continue to press on with initiatives to improve the quality of life for our citizens. Below are just a few of the many initiatives the Commission has been working on:

Completed the first five years of the Homeless Solutions 10 Year Plan to end homelessness:

- Led development of a nationally-recognized assessment model providing data to determine the most effective services and treatments, without costly duplication.
- Expanded capacity of the Homeless Management Information System (HMIS) by including providers for homeless veterans.
- Developed a new shelter for men and improved the shelter for women and families.
- Secured 57% of the supported housing goals within the first five years of the 10 year plan.

Ensure funding for the Human Services Levy:

- The County’s combined Human Services Levy won passage in 2007 and 2010 by overwhelming majorities. This provided funding for over 50,000 residents served by four major County agencies: Alcohol, Drug Addiction, and Mental Health Services Board (ADAMHS), Board of Developmental Disabilities Services, Public Health – Dayton & Montgomery County, and Children Services, plus frail elderly and other safety net services.

To improve food policy:

- A Food Policy Coalition was established to address the issues of reducing hunger and improving the local food system. The Coalition is focusing efforts on Land Use, Production and Distribution, Health and Nutrition, and Food Security and Access.