Montgomery County
451 West Third Street
Dayton, Ohio 45422

www.mcohoio.org/services
FIVE YEAR PLAN
M A L & E C H S U
2010-2014
Five Year Financial Plan
Justice & Law Enforcement Subcommittee
2010-2014
Five Year Financial Plan
General Government
Subcommittee
2010-2014
Five Year Financial Plan
All Subcommittees
SUBCOMMITTEES
2010-2014
Five Year Financial Plan
Community & Economic Development Subcommittee
General Fund Financial Planning Committee

General Government Subcommittee

Recommendations

Montgomery County is facing unprecedented fiscal stress. The recommendations in this report are intended to help address the serious financial shortfalls presently facing the County and which are projected to continue for the foreseeable future. Due to the far reaching nature of many of the recommendations, the members of the General Fund Financial Planning Committee request that they be convened annually by the Board of County Commissioners to monitor progress on the implementation of recommendations.

SURVIVING STRATEGIES

Healthcare:

Healthcare represents a large and growing expense to all employers including Montgomery County. $14.9 million of County General Fund budget is spent on healthcare. This expense has grown by 53% over the last five years in comparison to County revenues of 9% over the same period. The County has made progress in controlling healthcare costs, but the existing plan design and employee cost participation is still significantly more generous than that offered in the private sector. Savings could be achieved through increased employee contributions to health care; modifications to plan design that include the offer of a “buy-up” plan: Offering a single plan with lower coverage with the option of a plan with higher coverage whereby the employee pays the difference; and moving to a Health Savings Account (HSA) approach. The private sector has found that HSA plans have substantial savings to employers.

Service Levels:

Montgomery County is a large and diverse organization which provides a large number of mandated and non-mandated services. In light of the fiscal challenge the County is facing, all services should be analyzed to determine; 1) if the level and frequency of services can be reduced, 2) if non-mandated services can be eliminated, 3) if operational efficiencies can be implemented and 4) charges for services are updated on a timely basis and reflect true cost of service. Examples for review include regularity of mandated gas pump audits, custodial level of service, frequency of records imaging, mailroom/courier drops and recording/scanning of documents.

The Data Processing Board as authorized by the Ohio Revised Code is tasked to coordinate the use of all automatic data processing equipment in use throughout the county offices. The County Auditor is the chief administrator of the Data Processing Board. In Montgomery County, the Data Processing Board consists of the County Treasurer, Auditor, Recorder, Clerk of Courts, Board of County Commissioners, Board of Elections and Common Pleas Court. The Data Processing Board oversees and approves the purchase of data processing equipment, both hardware and software and develops data processing standards for County operations.
At present there are IT and data processing employees throughout the many departments and offices in Montgomery County. Centralized and de-centralized hardware, software and applications exist. There is not a Chief Information Officer position for the entire County government structure. The efficiency, service levels and structure of the data processing function must be analyzed and reviewed throughout all County entities to determine the structure and policies that will result in cost savings. The structure of the Data Processing Board as determined by the Ohio Revised Code should also be reviewed for efficiency and effectiveness and to advocate for legislative change.

The Non-departmental line items are a series of payments to various agencies or for specific functions within County government. There are no personnel associated with these line items. Non-departmental includes mandated items in the amount of $4.1 million which is primarily made up of the General Fund’s responsibility for public assistance. County obligations include funds for the 27th payroll in 2009 and debt service in the amount of $9.3 million. Non-departmental also includes non-mandated services in the amount of $2.5 million. During the 2010 Annual Budget Process, all non-mandated services and payments to agencies in the Non-Departmental budget should be reviewed and the continuity of funding determined. A list is attached of these non-mandated items.

THRIVING STRATEGIES

Redundancy/Outsourcing:

County government is comprised of a large number of offices, departments and agencies. Some of which are led by elected officials, boards or directors under the control of the County Administrator and County Commissioners. As a result of this decentralized organizational structure, there is costly duplication and redundancy in administrative support functions. All County offices should consolidate and utilize the central administrative functions of data processing, telecommunications, purchasing, grounds maintenance, human resources, printing, stockroom and vehicle maintenance to achieve economies of scale and purchasing power and to reduce overall cost.

Montgomery County’s cost of providing many of its support services is high compared to that of the private sector. All support services should be reviewed for opportunities to outsource. Where appropriate and cost effective implement; the outsourcing of custodial, data processing, building maintenance, grounds maintenance, records storage and disposal, printing services and vehicle maintenance to significantly cut costs and provide funds for mandated and essential services. Cost analyses in these reviews should include the cost for in-house operations vs. outsourced contracts.

Montgomery County utilizes a Centrex telephone system through AT&T to provide telecommunications. Savings can be achieved through replacing this telecommunications system with Voice over IP (VoIP) systems.

Currently, Montgomery County pays for cell phone equipment and coverage for County employees to use for County business. Reimbursement for personal cell phone calls is required. The County should implement a monthly cell phone allowance policy for employees reducing the annual cost and the administrative effort involved in the reimbursement process.

The decentralized nature of the management of data processing results in cost inefficiencies. One area which should be addressed as soon as possible is a review of all software and hardware maintenance

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contracts to determine cost efficiency of modifying service provision (from 24/7 responsibility vs. fewer hours) and combining vendor contracts to achieve economies of scale.

**Payroll System:**

Over $75.5 million of the County’s General Fund budget is in personnel. It is critical that it be able to manage this expense in as effective a manner as possible. The County’s existing payroll system is antiquated and unable to provide critical management reports. It is recommended that the payroll system be upgraded. Thorough analyses of the payroll business practices and structures countywide must be conducted in conjunction with a system implementation. Business processes to gain operational efficiencies Countywide should be put in place.

A Rate of Return on Investment Analysis should be completed to determine whether the purchase of a system or an outsource arrangement of payroll services is most cost effective. If a system is purchased, an analysis to determine the funding of the system (cash vs. debt) should be conducted.

**Property/Space Management:**

Prepare and implement an office and density standard for all Countywide general office buildings and office areas of specialized buildings. Office and density standards such as outlining and designing office standards by function and level of authority are necessary. Density standards for office cubicles are generally 36 sq. ft. per person (6 x 6). Best practices are essential to determine the savings and ROI that can be achieved through the consolidation of space, the sale of unnecessary or underutilized buildings or reduction in the ownership and operation of county owned property, including, but not limited to:

- Due to the action taken by the City of Dayton Landmarks Commission, a demolition permit has not been approved. The cottages at Shawen Acres should be demolished due to deterioration of buildings and unsafe conditions.
- Sell or demolish properties with low utilization, large vacant areas or idle property such as Dora Tate Center to save annual operating costs

**Span of Control:**

The span of control of management should be evaluated to determine if savings can be achieved. Industry best practices have indicated that the role of Managers and Supervisors includes the management of staff as well as performing multi-functional jobs. Span of control can be as high as 37:1 depending on the job function. Current best practices by job function should be considered for staffing/reorganization consideration.
Park Divestiture:

Montgomery County operates a number of regional parks which were acquired many years ago. Over the years, the County has divested itself of several of these parks; however, it still owns four. A recent agreement with Huber Heights will result in the transfer of Thomas Cloud Park to that city in August 2009 reducing the number of county owned parks to three (3). Additionally, due to budget cuts, all active recreation and camp programs in the parks were eliminated at the end of 2008. The County should continue its active efforts to divest itself of all County parks to jurisdictions in which they are located, the Five Rivers MetroParks system or the Miami Conservancy District. The County should also consider economic development opportunities utilizing existing park property as they arise.

State Legislative Changes:

County government is a “creature” of state government. Statutorily, it has no home rule powers and legally is constrained by state law. There are numerous provisions of the Ohio Revised Code which drive county expenses and over which the County has no control. The County should advocate for change for the following State legislation:

- Board of Elections: Eliminate of special elections to reduce workload and cost. Advocate for decision on a single election method: Paper vs. electronic vs. two fully operational systems at present.
- Collective Bargaining: Change the collective bargaining laws to allow for a more balanced approach to conflict resolution.
- Data Processing Management: Change the requirement that the Data Processing function report to the County Auditor and overseen by the Data Processing Board made up by County elected officials.
- Records Retention: Update laws to change the official record retention from an outdated microfiche system to recent technology using DVD/CD.
- Ohio Tax Law: Advocate for a permissive change to allow for monthly payments for property taxes to be with interest or the ability for a discount for entire tax payment.
- Retirement: Change laws of the Public Employees Retirement System (PERS) to allow for the contracting of County functions to private entities without requiring the continued participation in PERS; advocate for reforming retirement benefits to include an age requirement (Social Security requires those born after 1960 to work until age 67) rather than by years of service; advocate to reduce the employer contribution to PERS saving operating costs.
- Public notice/legal ads: Legal ads can be required for public hearings, large purchase, delinquent tax notices and fee increases as well as others. These legal notices are often required to run in a newspaper of general circulation. With the onset of electronic format, there are now less expensive and faster ways to reach the public. Legislation should be changed to allow for an updated way to notify the public of important events, policy changes, information and meetings.
- Local Government Fund: Funds are distributed within Counties based upon the annual tax budget (not utilized in large counties) or an alternate formula adopted by the jurisdictions with the County. Montgomery County is utilizing an alternative formula. Due to this formula, Montgomery County as this law states that once the municipal population within Montgomery
County reaches at least 81%, the County’s share is significantly reduced (from 42% to 30%, or 37% to 30% of the Local Govt. Revenue Assistance Fund).

**Energy Conservation and “Green” Initiatives:**

With the large number of buildings and vehicles Montgomery County operates, it is a large consumer of energy. The County is to be commended for its many energy efficiency projects over the years which have reduced the energy consumption of county buildings. Its efforts were recognized in 2006 when it received the Governor’s Award for Excellence in Energy award. Most recently, the County Commissioners have established a Green Taskforce to examine what internal county improvements in energy consumption can be made, as well as community wide initiatives. Sustainability policies are available for workplace buildings and operations. These should be researched for applicability and adoption for Montgomery County offices. Additionally, steps can be taken to reduce energy consumption and cost. Examples include the following:

- Turn off copiers and printers when not in continual use and at the end of the day
- Manage computer power during short down times: Set monitors for automatic shutoff after ten (10) minutes, set computer to activate sleep mode after thirty (30) minutes and hibernation after one hour
- Turn off computers and monitors that are not in use and in offices that are not occupied
- Turn off and unplug all electronic devices (except for desktop computers), including power strips upon leaving the office (end of day and weekend)
- Double side copy and laser printing jobs
- Print documents only when necessary
- Use smallest practical typeface and margins when documents must be printed
- Edit documents on-screen whenever possible
- Eliminate all personal space heaters and fans
- Thermostats set at 68 degrees during winter and 74 - 76 degrees during summer
- Shut off all lights if room will be vacant for more than 5 minutes
- Use shades and blinds to regulate sunlight
- Keep shades shut at night during winter to prevent heat loss
- Use fluorescent task lighting rather than overhead lighting, if possible
- Turn off all escalators and elevators during evening hours and weekends
- Operate refrigerators at no cooler than 38 degrees
- Ensure that hot and chilled water temps are optimized
- Turn off chilled drinking fountains and water coolers during non-business hours
- Encourage use of centralized coffee makers instead of personal ones
- Recycle office paper
Union Officials and Public:

Over 36% of Montgomery County employees are represented by unions. It is therefore critical that meaningful and frequent communication occur regarding options for achieving operational efficiencies and to elicit assistance and acceptance for service changes and thriving strategies.

Longer-term Operational Efficiencies:

As all these recommendations are completed, a thorough review of all business processes and practices should be undertaken. The decentralized nature of county government, the many state mandates and the lack of one single management authority creates an environment where the most efficient business practices may not be in place county-wide. In a time of severe fiscal stress, it is critical that all business processes be analyzed and implemented including technology efficiencies, best practices and appropriate cost allocation.

Counties across Ohio are comprised of numerous level of government (ex. Townships, cities, villages, etc.) where same or similar services are being performed, the only difference being the jurisdictional boundary. Additionally, County government itself is comprised of many separately elected officials who have independent operational and appointing authority. The level of taxes to support governmental services has become burdensome and counterproductive to citizens as well as for economic development. The number of separately elected officials can be reduced, services between municipalities and county could be shared and appointing authorities can be consolidated. State and local committees should be established to review and make recommendations regarding these efficiencies.
Economic Development Subcommittee Report  
August 14, 2009

Economic Development Recommendations

Montgomery County and the region have been experiencing the most serious economic challenges in many decades. The reasons for these difficulties are many and most are not within Montgomery County’s control. However, it is the Subcommittee’s deepest belief that without attraction of new businesses and retention and expansion of existing businesses, the future of the County cannot be vibrant and prosperous.

Montgomery County has a marvelous history, and with the right strategies a bright future. Since the success of the future is directly related to the steady growth of the business community, Montgomery County must have within it a strong, coordinated, and meaningful business attraction, retention and expansion program that emphasizes speed and responsiveness. It is the opinion of the Subcommittee that the region’s current public and private business attraction, retention and expansion programs are fragmented, needlessly competitive, duplicative and do not always achieve the optimum economic development results.

The Montgomery County government has played a crucial role in economic development and must continue to be an important player. However, the Subcommittee believes that government should not be the leader in economic development efforts. In most areas where attraction, retention and expansion have been successful, the efforts have been led by a private/public partnership with the full cooperation and participation of local governments. It is this type of model that the Subcommittee is advocating. Accordingly, the Subcommittee makes the following recommendations:

Surviving Strategies

1. Montgomery County Government must continue to play a meaningful role in assisting in the attraction, retention, and expansion of businesses. Not only must the County overcome governmental roadblocks that prevent successful and substantial economic growth, it must have a meaningful amount of resources available to help develop economic packages to serve as incentives.

2. The Subcommittee believes that to compete in the national and world economy, Montgomery County must continue to allocate funding for strategic economic development projects and incentives related to those projects. The historical County funding target of $5.0 million annually should be the minimum amount allocated from the General Fund over the Planning Period. These County funds should directly leverage additional economic development funding from federal, state and private sources.

3. Doing business in Montgomery County should be consistently a high-quality experience. The County should review permit processes and other regulatory processes to ensure that
the processes are well-mapped out, clearly communicated, user-friendly, responsive, rapid and flexible. The County should exercise its influence to encourage other jurisdictions to similarly review and improve their processes.

**Thriving Strategies**

1. The County should encourage and support a regional private development entity with public and private sector leadership and funding to take the responsibility for the coordination of all business attraction, retention and expansion. The County should exercise its influence to overcome fragmentation and competition within the County and the region.

2. Montgomery County is to be commended for the commitment it has made over the last twenty years to economic development and inter-jurisdictional revenue sharing through its ED/GE program. The revenue sharing component of ED/GE remains one of the few revenue sharing programs in the country and has been invaluable in fostering successful economic development projects in the County through cooperation among all jurisdictions in the County. The ED/GE program was created 20 years ago and the economic environment has changed dramatically over this period of time. Due to the severe fiscal challenge the County is now facing, continued funding for the program is uncertain after 2010. The Subcommittee believes that this is the appropriate time to evaluate the ED/GE program in the context of Thriving Strategy No. 1 to determine: (i) whether and/or how ED/GE should be continued beyond 2010, and (ii) whether and how other opportunities for ongoing regional cooperation and revenue sharing should be pursued.

3. Montgomery County should support and participate in the regional marketing and branding strategy. In doing so, the County should use the regional strategy to emphasize the value proposition of doing business in and living in the County. The County should communicate to other jurisdictions and businesses that supporting the regional marketing and branding initiative will strengthen our collective brand and will benefit all the communities in the region.

4. The Subcommittee believes that a winning economic development strategy must combine the resources and expertise of the State with the knowledge and tactics of the regional private and public economic development leaders. As such, successful business attraction, retention and expansion programs require meaningful State participation. It is the Subcommittee’s belief that the County should: (i) encourage the State to continue its marketing and monetary support for regional economic development strategies and (ii) work with the region’s public and private leaders so that our region participates fully in, and receives its share of benefits from, such State strategies.

5. Conducting economic development “as usual” is no longer an option. Montgomery County needs to change the game. The County needs to identify and pursue tactics that will give it a substantial marketable economic advantage over its competitors. A tactic
the County should consider is reducing the overall local tax burden of doing business within the County in order to stimulate economic investment. One example is the County could encourage the local jurisdictions to reduce or eliminate the corporate income tax. To accomplish this, State laws must be changed. Although the local corporate income tax rates are relatively low, a dramatic shift away from corporate taxation could provide the County with a “story” that would demonstrate that the region is serious about business attraction. It would also benefit and encourage existing businesses to remain and expand their presence in our communities.

Cultural Support Recommendations

Arts and cultural organizations and programs are an important measure of a community’s quality of life. Such organizations and programming enrich the lives of our communities’ adults, and provide crucial and meaningful enrichment experiences to our children. Arts and cultural activities support a region’s economic development story and are part of business attraction, retention and expansion presentations. For all these reasons, and more, Montgomery County’s vibrant arts and cultural organizations and programming must be sustained and enhanced.

Surviving Strategies

1. Montgomery County Government should continue to play a meaningful role in assisting the region in sustaining and enhancing arts and culture. However, due to severe fiscal constraints, Montgomery County cannot continue to use scarce General Fund dollars to provide direct programmatic and other support to arts and cultural organizations. The County is to be commended for its commitment to support the arts and cultural organizations at the $1 million annually level through 2010, so that the arts and cultural organizations can use this time to develop alternative support and programmatic strategies.

Thriving Strategies

1. Montgomery County should work to identify revenue sources outside of the General Fund to provide funding support to arts and cultural organizations. Funding should be phased in (if alternative revenue sources can be identified) and should be available at up to $500,000 annually during the Planning Period.

2. Arts and cultural organizations, including arts and cultural programming, should be funded primarily through private sector support and community fund raising. Montgomery County should develop a strategy to encourage greater private sector support of arts and cultural organizations.
3. Arts and cultural organizations are regional assets that benefit all of the citizens in the County and throughout the region. Montgomery County should develop a strategy to encourage local jurisdictions (inside and outside of the County) to support and invest in arts and cultural institutions that benefit such jurisdictions and their citizens.

4. Montgomery County should evaluate the role of the Montgomery County Arts and Cultural District and the effectiveness of the current cultural support formula to determine whether and/or how it should continue beyond 2010. The cultural support formula was created 20 years ago and the funding environment and the arts and culture environment have both changed dramatically over this period of time.

5. Montgomery County’s funding during the Planning Period should not be used for general operating support. Rather, the funding should be used strategically to develop and strengthen the County’s arts and cultural framework so that current and future arts and cultural organizations can pursue their missions with even greater vigor and effectiveness, and in a manner that supports the County’s overall economic development strategy.
General Fund Financial Planning Committee

Justice & Law Enforcement Subcommittee

Recommendations

The financial forecast for Montgomery County over the next several years is at best bleak. The economic challenges that lie ahead are indeed daunting. The goal of the Financial Planning Committee is to provide a framework for annual spending reflecting service priorities, state and federal mandates, as well as community needs.

SURVIVING STRATEGIES

Mandated vs. Non-mandated Services

The 2009 county budget allocates $113.8 to law enforcement and justice activities. This amount represents 71% of the County’s general fund. This funding includes support for the court system, Juvenile, Domestic Relations, Probate and the General Division which handles adult criminal and civil cases, the County prosecutor, Coroner and Crime Lab, Public Defender, county jail other activities of the County Sheriff, child support and the subsidy for the Animal Shelter. For the most part the type, frequency and nature of these services are mandated by state or federal law. Over time County offices and agencies have enhanced or added to these mandates in response to an identified community need or to better serve their clients and the citizens of Montgomery County. However, in a time of extreme fiscal distress it is critical that all justice and law enforcement components examine their mandated versus non-mandated responsibilities and ensure that all mandated services are met prior to providing other services.

The subcommittee recommends that the following non-mandated services be addressed through revenue reimbursement or through discontinuation or modification of services:

Non-mandated services provided by the Sheriff to other jurisdictions should be fully billed or discontinued. The Sheriff provides policing services to three townships through contracts, Washington, Harrison and Jefferson. High quality police services are provided to these townships. They benefit from the support services, training and coordination provided by the Sheriff’s office, which has received accreditation through the Commission on Accreditation for Law Enforcement Agencies for 23 years. Additionally, these contracts make good sense as they minimize the number of independent police agencies in the County by reducing unnecessary duplication and reducing overall cost. However, as these policing contracts are discretionary services provided to independent political jurisdictions, the County’s general fund should not subsidize them. All costs related to these services should be included in the contracts. It is recommended that a cost allocation study be completed by an accounting firm for this purpose. The cost allocation study should serve as a basis for the renegotiation of the township policing contracts. Further, the Sheriff has historically provided other specialized services, upon request, to other non contract jurisdictions ranging from providing violent crimes investigators to evidence technicians. It is recognized by the committee that these support services are valuable to smaller police agencies; however the serious financial pressure now facing the County dictate
that the Sheriff review these services to determine whether they should be continued and/or if
continued could be billed to the user jurisdiction.

Another non-mandated service operated by the County is the Judge Frank W. Nicholas
Residential Treatment Center for Youth (NYC), a twenty-four bed residential treatment facility
for adjudicated youth. NYC is managed by the Juvenile Court. The Court should consider the
feasibility of closing the facility and utilizing space at the Juvenile Justice Center or other
community options. The building currently housing the NYC could possibly be used for another
function or demolished. Demolition of the building would provide an even greater savings to the
County.

The Secured Transitional Offender Program (S.T.O.P.) is a short term sentencing option for drug
offenders operated by the Commons Pleas Court. The program was initiated by the Court
several years ago to address the pressing need for a secure drug treatment alternative in the
community. This service is not a mandate for the County and, therefore it is recommended that
the Common Pleas Court reexamine its operation. If the program is to be maintained, other, less
costly options should be considered including other locations, possibly Monday, where the
program could be housed. Examination of the long term success rate should be reviewed as well
as the impact on the jail population if this program were to be discontinued.

The Regional Crime Lab provides a variety of forensic services to entities in seven counties and
is one of only twelve accredited crime labs in the State of Ohio. The Coroner’s Office provides
forensic autopsy services to twenty-two counties in the State of Ohio. A cost allocation study is
recommended to ensure that services provided to other counties are sufficiently billed to cover
the cost incurred by Montgomery County for providing such services.

Each justice and law enforcement component should examine the non-mandated services they
provide and prioritize these services by their importance to the community. Those services of
least significance should be abolished. Additionally, due to the interconnectedness of the
criminal justice system, each office should consider the impact of their budget decisions on the
cost and operations of other offices.

Fees, Costs and other Sources of Funding

All justice and law enforcement agencies should review sections of the Ohio Revised Code that
permit them to charges fees for services provided. For example the Sheriff may charge various
fees under ORC 311.17 (i.e., a $5.00 fee shall be charged by the Sheriff for taking a prisoner
before the court each day). The Sheriff should ensure that this fee is collected from each court
including video appearances. The Sheriff and the Board of Commissioners should examine the
Reimbursing County for its Expenses Incurred by Reason of Person’s Confinement under ORC
341.19, Confinement Cost Policy under ORC 2929.37, and Reception and other Fees under ORC
2929.38.

The Clerk of Courts should work with county administration to reinstitute the collection of
authorized fees from prisoners that have been transported to state facilities. This abolished
position generated revenue to the General Fund and required the staffing of a position for a salary and benefits that was significantly less than the generated revenue.

Fines and court costs are a source of revenue to not only the County, but other jurisdictions as well. Where possible, courts should suspend the waiving of fines and court costs.

Some programs provided by the various components of the criminal justice system may be closely aligned with the requirements for programs that receive funding from the Human Services Levy. Programs currently funded through the General Fund should be examined to determine if they meet the eligibility requirements for funding under the Human Services Levy process and if so, explore the ability to acquire such funding.

**Court Consolidation Efforts**

The County Courts currently operate in two locations, New Lebanon and Huber Heights. This arrangement results in increased facility and staffing costs. The County Court should consolidate its operations into a single facility. On a broader scale efforts should be undertaken to consolidate the five municipal and county courts into one municipal court serving the entire county from a single location. Such arrangements exist in many of the counties in Ohio including Hamilton County (Cincinnati). Consolidating the county and municipal courts would reduce redundancy of services, promote efficiency, lessen the number of attorneys needed by the Public Defender’s Office and Prosecutor’s Office and allow for the posting of dockets relating to all cases in a single facility.

Additionally, the Clerks’ staffs in the county and municipal courts should make better use of JusticeWeb (Criminal Justice Information System) to eliminate the unnecessary issuance of warrants resulting from defendants scheduled for court not appearing when they are confined in the county jail. Cases of defendants identified through JusticeWeb could be heard during video court sessions while public defenders are present and thus reduce the clerk’s time in the issuance of warrants, as well as saving Sheriff’s staff time in entering and deleting warrants from the Law Enforcement Automated Data System (LEADS).

**Duplicative Services**

The members of the Law Enforcement and Justice sub-committee concur with the recommendation from the General Government Subcommittee’s Report related to data processing. The Data Processing Board as authorized by the Ohio Revised Code is tasked to coordinate the use of all automatic data processing equipment in use throughout the county offices. The County Auditor is the chief administrator of the Data Processing Board. The Data Processing Board oversees and approves the purchase of data processing equipment, both hardware and software and develops data processing standards for County operations.

At present there are information technology and data processing employees throughout the many departments and offices in Montgomery County. Centralized and de-centralized hardware, software and applications exist. There is not a Chief Information Officer position for the entire county government structure. It is recommended that the efficiency, service levels and
structure of the Data Processing Board be analyzed and reviewed throughout all County entities to determine the structure and policies that will result in cost savings. Where feasible, consolidation should take place.

The Sheriff should confer with the Dayton Police Department as it relates to automation and support services. Both agencies maintain records components and property rooms within walking distance of each other, provide court security, operate SWAT teams and purchase many of the same items and equipment.

THRIVING STRATEGIES

Redundancy/Outsourcing

Once again we concur with the General Government Subcommittee’s recommendation that county government is comprised of a large number of offices, departments and agencies. Some of which are led by elected officials, boards or directors under the control of the County Administrator and County Commissioners. As a result of this decentralized organizational structure, there is costly duplication and redundancy in administrative support functions. All county offices should consolidate and utilize the central administrative functions of data processing, telecommunications, purchasing, grounds maintenance, human resources, printing, stockroom and vehicle maintenance to achieve economies of scale and purchasing power and to reduce overall cost.

Montgomery County’s cost of providing many of its support services is high compared to that of the private sector. All support services should be reviewed for opportunities to outsource. Where appropriate and cost effective, the outsourcing of custodial, data processing, building maintenance, grounds maintenance, records storage and disposal, printing services and vehicle maintenance should be implemented, in order to significantly reduce costs and provide needed funds for mandated and essential services. Cost analyses in these reviews should include the cost for in-house operations vs. outsourced contract.

County Jail Population

It is essential that the county jail population be maintained below the maximum bed capacity of the jail in order to avoid the costly practice of housing prisoners at surrounding county jails. Great success has been achieved over the last two years in controlling the jail population through the cooperative efforts of the courts and law enforcement. Focus should remain on the effective use of jail space including efficient procedures for prisoner processing in and out of the jail, consensus within the criminal justice community as to the type of violators that should be housed in the jail, and expansion of alternatives to incarceration for non-violent offenders (electronic home detention).

In addition, the mentally ill population of the jail should be reviewed and depending on the nature of the charges, alternatives sought that might better serve those individuals and in doing so reduces the jail population including the expanded use of mental health courts.
Courts

It is recommended that Pretrial Services be funded at a level so they could provide services to all courts for each newly arrested individual. Currently, Pretrial Services interviews all new prisoners arrested on felony charges and selected misdemeanors regardless of the court. They have teleconferencing units in their office and in the jail; interview every new prisoner as to biographical information and prior court involvement; and to make a bond recommendation to the courts, all electronically. Since Pretrial Services is already interviewing the prisoners, including information about work and income information, they could share the information with Public Defender’s Office electronically, so they do not have to repeat the task. This would allow the Public Defender’s Office to determine eligibility for representation without having to send staff to the jail to repeat a process that has already been completed.

Prosecutor’s Office

A review of staffing levels within both the civil and criminal divisions of the Prosecutor’s Office should be undertaken. A comparison of this county’s staffing levels should be made with counties of a similar size with a similar caseload to determine if our office is of an appropriate size.

Animal Resource Center

Montgomery County currently provides an enhanced level of services at the Animal Resource Center including adoption services, animal education, spay and neutering, and the housing of cats. These enhanced services require a subsidy from the County’s General Fund. Every effort should be made to minimize this subsidy including an increase in the dog license fee.
County Government
Introduction
June 16, 2008

Introduction

- County government predates statehood.
- Ohio Constitution provides authority for the organization and governance of counties.
County Powers

- County government does not possess home rule authority.
- Counties are local subdivisions of the state, created by the sovereign power of the state.
- The county has only those powers vested it by the state.

County Programs and Services

- Social Services – 50.0% of Budget
- Judicial and Law Enforcement – 18.8% of Budget
- Environment & Public Works – 14.5% of Budget
- General Government – 11.9% of Budget
- Debt Service – 2.6% of Budget
- Community & Economic Development – 2.2% of Budget
County Table of Organization

County Elected Officials

Each Ohio county has eleven elected officials:

- County Commissioners (3)
- Auditor
- Treasurer
- Recorder
- Engineer
- Sheriff
- Coroner
- Prosecuting Attorney
- Clerk of Courts

In addition, there are 26 elected Judges within Montgomery County.
Responsibilities of Elected Officials

3 County Commissioners
- Responsible for taxing, budgeting, appropriating, purchasing and payment of expenses
- Holds title to county property
- Hear and rule on annexations and ditch petition processes
- Appoints board members
- Works with county elected officials and judges in order to fund statutory duties
- Provides leadership to the county through economic development, human services, health and infrastructure development
- Performs the duties specifically authorized by the General Assembly

Responsibilities of Elected Officials

Auditor, Karl L. Keith
- Chief fiscal officer for the county
- Keeps the official record of all county government receipts and disbursements
- Processes all payments and revenues of the county
- Appraises real estate for property tax purposes
- Processes, certifies and distributes taxes
- Processes/issues various licenses
- Sealer of weights and measures (inspects scales and pumps, etc.)
Responsibilities of Elected Officials

- Treasurer, Carolyn Rice
  - Serves as the county banker
  - Maintains custody of the county’s money from the time it is collected and redeems county warrants issued by the auditor
  - Bills and collects property taxes, manages the county’s bank accounts and serves as the investment officer for the county
  - Works with Prosecutor on the collection of delinquent property taxes

- Recorder, Willis E. Blackshear
  - Serves as the official keeper of county records, primarily real estate
  - Maintains an official copy of deeds, mortgages, power of attorney and transfers of land and buildings in the county
Responsibilities of Elected Officials

- **County Engineer, Joseph Litvin**
  - Serves as the county's surveyor and civil engineer
  - The primary duty of the county engineer is to plan, design, construct, and maintain the county road system which includes bridges within unincorporated areas of the county.
  - Maintains Auditor's tax maps, reviews deeds, land transfers, lot splits and annexation petitions for boundary descriptions
  - Engineer's Office funding primarily comes from motor vehicle license and gasoline tax

- **Sheriff, Dave Vore**
  - Serves as the county's chief law enforcement officer
  - The main duties of the sheriff include operating the jail, attending court sessions, investigating crimes, enforcing court orders and delivering subpoenas.
  - Contracts with selected townships for policing services
  - Operates the 800 MHz radio system
  - Provides regional dispatching services
Responsibilities of Elected Officials

- **Coroner, James H. Davis, MD**
  - Investigates the cause of any death resulting from criminal or violent means, accidents and suspicious deaths
  - Works with law enforcement agencies and county prosecutor in preparing cases for trial
  - Performs autopsies, toxicology tests, x-rays
  - Maintains laboratory facilities
  - Serves as an expert witness in court on cause and manner of death
  - Operates the Miami Valley Regional Crime Lab

- **Prosecuting Attorney, Mathias H. Heck, Jr.**
  - Is the county's criminal and civil attorney and serves as the legal advisor to the Board of County Commissioners and other county officials
  - Tries all criminal cases in the county punishable by a year or longer in prison
  - Provides information and referral services to victims of violent crimes
  - Works with the Treasurer on the collection of delinquent property taxes
Responsibilities of Elected Officials

Clerk of Courts, Gregory A. Brush
- The principal duty of the clerk of courts is to keep journals, records, books, and the papers pertaining to the Court of Common Pleas (General and Domestic Relations), Court of Appeals and County Courts.
- Collects and disburses court costs
- Issues and maintains all automobile titles within the county
- Collects sales tax on automobiles

Responsibilities of Elected Officials

Montgomery County Courts
- Common Pleas Court
  - General Division – 11 Judges
  - Domestic Relations Division – 2 Judges
  - Juvenile Division – 2 Judges
  - Probate Division – 1 Judge
- Court of Appeals
  - 5 Judges
- County Courts
  - 5 Judges (part-time)
Montgomery County Agencies

- **Other County Agencies/Offices**
  - Alcohol, Drug Addiction & Mental Health Services Board
  - Board of Mental Retardation & Developmental Disabilities
  - Job & Family Services
  - Office of Family & Children First
  - Sanitary Engineering
  - Solid Waste
  - Stillwater Center

What is the General Fund?

- **Primary operating fund of the county**
  - County Commissioners have the most funding discretion over the General Fund.
  - Revenues include sales taxes, property taxes, charges for services, investment income, state revenues and miscellaneous sources.
  - Expenses fund salaries, fringe benefits, operating costs, professional services and capital costs for county agencies.
  - Major area of funding under the General Fund is for Judicial and Law Enforcement (Clerk of Courts, Courts, Coroner, Prosecutor, Public Defender, Sheriff).
What is the General Fund?

- Primary operating fund of the county
  (continued)
  - Funds the primary operations of the Auditor, Board of
    Elections, Commission Administrative Offices, Data
    Processing Board, Recorder, Records Center & Archives,
    Treasurer and Veterans Services
  - Funds mandated costs of county government
  - Funds community and economic development initiatives
  - Acts as a barometer for the fiscal health of the county
  - 2008 Adopted Budget of $160.7 million and has 1,748
    full and part-time positions

What is the General Fund?

- General Fund Financial Issues
  - Slow and flat revenue growth
    - Loss of local retail
    - State budget reductions
    - Impacts of the local, state and national economies
    - Impacts of the housing crisis
  - Expenses
    - Increasing costs of salary and fringe benefits (including
      labor contracts)
    - Growth and impacts of rising health insurance costs
    - Unfunded mandates imposed on counties by the State of
      Ohio
    - Maintenance of county infrastructure
    - Duplication of services
2000–2009 Ten Year Plan Mission

- The mission of the GFFPC (General Fund Financial Planning Committee) was to develop a plan that assures the economic vitality and quality of life of Montgomery County over the next ten years. Key elements of the plan were:
  - Strong community and regional leadership
  - Partnerships with the private sector, other governmental units and citizens
  - Identify best practices
  - Vision

2000–2009 Ten Year Plan Recommendations

- Montgomery County Commissioners have a unique role as county wide elected officials and must continue to provide leadership on community issues

- Continue the current county sales tax rate of 1%

- Eliminate service duplication within county government and between governments through service consolidations

- Pursue new approaches to continuous quality improvement
2000–2009 Ten Year Plan Recommendations

◦ Create a General Fund Cash Reserve Policy in order to maintain the county’s fiscal integrity and to protect against the impact of an economic downturn

◦ Create a Strategic Investment Fund to provide money to large projects which enhance the community and have a regional impact

◦ Continue to fund the EDGE and Arts community programs

◦ Continue to fund the Affordable Housing community program contingent upon the implementation of an all private sector board

2000–2009 Ten Year Plan Recommendations

◦ Create a regional economic development organization which will provide a coordinated regional focus on economic development

◦ Continue specific focus in juvenile crime and criminal justice.

◦ Continue the aggressive management of criminal justice costs, especially in the cost of prisoner housing

◦ Create a coordinated approach to the criminal justice, human services, and education systems, with an emphasis on outcome–based evaluation
2000–2009 Ten Year Plan
Recommendations

- Create new and innovative solutions to juvenile crime
- Develop a county-wide workforce development strategy
- Directly assist in and support programmatic improvements and systemic reform in public education necessary to assure an adequately prepared workforce
- Continue the study and implementation of best practices in a variety of areas
- Lead the development of a comprehensive strategy and creation of incentives for reuse of brownfield properties within Montgomery County
Economic Context for Changes in Montgomery County’s Revenue Sources

Dr. Richard Stock
Business Research Group
University of Dayton
Outline

- Changes in Employment: Metropolitan Area and County
- Population with Income
- Changes in Aggregate and Mean Income
- Retail Sales in Broader Context
- Relationship of Retail Sales to Aggregate Income and Other Factors
- Linkages to Property Tax
Total Employment Index, Dayton Metro Area relative to U.S., Ohio August, 1998-2008 (August 2008 = 100)

Dayton’s employment base is 7.5% below its 1998 level
Dayton’s manufacturing base is 36.5% below its 1998 level.
Transportation Equipment Manu. Employment Index, Dayton Metro Area relative to U.S., Ohio
August, 1998-2008 (August 2008 =100)

The auto industry is no longer King. Employment is only 42% of what it was in 1998
Wholesale Employment Index,
Dayton Metro Area relative to U.S., Ohio
August, 1998-2008 (August 2008 =100)

Relative Stability in Wholesale Sector
Retail Employment Index, Dayton Metro Area relative to U.S., Ohio August, 1998-2008 (August 2008 =100)

Dayton Metro Area Retail Employment is down 14%
Financial Activities Employment Index, Dayton Metro Area relative to U.S., Ohio August, 1998-2008 (August 2008 =100)

Dayton Metro Area Financial Activities Employment up 11%
Professional & Business Services Employment Index, Dayton Metro Area relative to U.S., Ohio
August, 1998-2008 (August 2008 = 100)

Relative Stability in Professional & Business Services but lagging Ohio and United States
Health Care & Social Assistance Employment Index, Dayton Metro Area relative to U.S., Ohio August, 1998-2008 (August 2008 =100)

Growth in Health Care but it lags Ohio and the United States
Government Employment Index,
Dayton Metro Area relative to U.S., Ohio
August, 1998-2008 (August 2008 = 100)
Montgomery County Wage and Salary Employment, 1989-2006

1989: 315,913
1990: 303,021
1991: 303,021
1992: 303,021
1993: 303,021
1994: 303,021
1995: 303,021
1996: 303,021
1997: 303,021
1998: 303,021
1999: 303,021
2000: 324,318
2001: 291,106
2002: 291,106
2003: 291,106
2004: 291,106
2005: 291,106
2006: 291,106
Surrounding Counties Wage and Salary Employment, 1989-2006
Montgomery County Employment: Declining Sectors

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Manu 31-33</th>
<th>Machiner y Manu.</th>
<th>Transp. Equipment</th>
<th>Transp. &amp; Utilities</th>
<th>Retail Trade</th>
<th>Wholesale</th>
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<td>-3453</td>
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</table>

2001-2007 Average Annual Percentage Change

|                   | -1.8% | -6.0% | -4.8% | -10.5% | -5.9% | -3.3% | -3.6% |
## Montgomery County Employment: Other Sectors

<table>
<thead>
<tr>
<th>Year</th>
<th>Information</th>
<th>Financial Activities</th>
<th>Professional &amp; Business Services</th>
<th>Health Care &amp; Social Assistance</th>
<th>Leisure and Hospitality</th>
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<td>42561</td>
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<tr>
<td>2007</td>
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<tr>
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<td><strong>-4231</strong></td>
<td><strong>3745</strong></td>
<td><strong>31</strong></td>
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</table>

### 2001-2007 Average Annual Percentage Change

| Change | -1.2% | 2.0%  | -1.8% | 1.5%  | 0.0%  |
Number of Income Tax Returns by County, 1986-2006
Number of Income Tax Returns: Greater Dayton Area, 1986-2006

- 1986: 497,782
- 2006: 677,116

Aggregate Income (Federal Adjusted Gross), Billions of 2006 Constant Dollars
Mean Income per Tax Return, 1986-2006
(2006 Constant Dollars)

- Montgomery
- Ohio

1986: $50,214
1987: $50,214
1988: $54,000
1989: $50,000
1990: $46,914
1991: $48,000
1992: $48,000
1993: $48,000
1994: $48,000
1995: $48,000
1996: $48,000
1997: $48,000
1998: $48,000
1999: $48,000
2000: $48,000
2001: $48,000
2002: $48,000
2003: $48,000
2004: $50,174
2005: $50,174
2006: $51,083
Real Retail Sales
Billions of 2006 Constant Dollars

Butler  Clark  Greene  Miami  Montgomery  Warren

$8.00  $7.00  $6.00  $5.00  $4.00  $3.00  $2.00  $1.00

$7.33  $3.25  $1.93  $1.79

$4.02  $2.60  $2.05  $1.31  $1.05

Ratio of Real Retail Sales to Aggregate Income, 1998-2007

- Butler
- Clark
- Greene
- Miami
- Montgomery
- Warren

6 County Ratio of Real Retail Sales to Aggregate Income, 1998-2007

The Rise of On-Line Sales has a dramatic impact on Ratio of Real Retail Sales to Income
Montgomery County’s Decline in Retail Sales

• Negative Factors
  – Decline in Mean Income per Tax Return
  – Decline in Population
  – Increase in Alternative Retail Destinations
  – On-Line Sales
  – Age Composition (Future)

• Positive Factors
  – Increase in Warren County Population
  – Increase in Warren County Mean Income per Tax Return
Montgomery County Residential & Agricultural Value increases by less than Ohio as a whole (118.7 vs. 125.7)
Warren County is off the Chart (ending index=201.3)
Montgomery County Class II actually decreases over period from 2002 to 2007 due to losses in manufacturing base.
Warren County is again off the Chart (ending index=202.2)
Drivers on Property Values

• Residential
  – Population Losses and Constraints on Income Gains linked to Manufacturing Job Losses constrain rise in values.
  – Will get worse

• Class II Property
  – Substantial Decline in Manufacturing Base completely offsets increases in commercial values
Economic Backdrop to the Montgomery County General Fund Discussion

Dr. Richard Stock  
Director  
Business Research Group  
University of Dayton

I. Introduction

The principal sources of revenue for the Montgomery County General Fund are ultimately tied to the overall economic fortunes of Montgomery County. The 6 year and 3 year cycle of property value review attenuates the immediate impact on property taxes of any short term change in property valuations. However, in the long term, valuations in the property market reflect the economic value of a particular property and the value of that property is linked to the economic activity in the area as a whole. The sales tax responds more rapidly to changing economic fortunes and has the added disadvantage of being subject to the lumpy geographic distribution of retail sales. This short report is designed to review the principal factors influencing the economic fortune of Montgomery County and by extension its public finances.

II. Employment

In this section, an employment index is created for the Dayton Metropolitan Area, Ohio and the United States. Employment in August 1998 in each case is indexed to 100 and employment in subsequent years is compared on that index scale.

Montgomery County residents work (for the most part) in the broader Dayton Metropolitan Area (composed of Montgomery, Greene, Miami and Preble County). Over the last 10 years that metropolitan area has lost 32,300 jobs (-7.5%). From its peak in August 2000, the job loss has been 34,800. This is a substantially higher rate of job loss than Ohio as a whole. It occurs in the context of positive job growth for the rest of the country during the period from 2003 to 2007.

<table>
<thead>
<tr>
<th>Employment Index, August, 1998-August, 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dayton</td>
</tr>
<tr>
<td>Ohio</td>
</tr>
<tr>
<td>USA</td>
</tr>
<tr>
<td>Employment (000s)</td>
</tr>
<tr>
<td>Dayton</td>
</tr>
</tbody>
</table>
The major loss occurs in manufacturing employment. Manufacturing employment has decreased by 29,600 jobs over the 10 year period (-36.5%). This is greater than the manufacturing job loss for Ohio (-26.6%) or the United States as a whole (-23.4%).

### Manufacturing Employment Index, August, 1998-August, 2008

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Dayton</td>
<td>100.0</td>
<td>98.4</td>
<td>98.2</td>
<td>87.4</td>
<td>82.9</td>
<td>77.2</td>
<td>74.1</td>
<td>72.6</td>
<td>68.9</td>
<td>66.0</td>
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<tr>
<td>Ohio</td>
<td>100.0</td>
<td>99.7</td>
<td>98.6</td>
<td>91.3</td>
<td>86.0</td>
<td>81.2</td>
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<td>80.8</td>
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### Manufacturing Employment (000s)

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<tr>
<td>2006</td>
<td>55.9</td>
<td>53.5</td>
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</table>

The manufacturing job loss in Dayton has been particularly acute in the transportation equipment sector. Over the 10 year period, 12,900 jobs (-57.6%) were lost in that sector. Note this does not include the job loss associated with the first and second shift of the GM Moraine Assembly Plant.

### Transportation Equipment Employment Index, August, 1998-August, 2008

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<tr>
<th></th>
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<tbody>
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<td>Dayton</td>
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### Transportation Equipment Employment (000s)

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<td>2004</td>
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In addition to manufacturing, substantial job loss has occurred in retail trade employment (-14.3%) and Transportation and Utility Employment (-18.1%). With respect to Transportation and Utility employment, the decline in Dayton occurs in the context of positive growth both in Ohio (11.1%) and the country as a whole (5.1%).

### Retail Employment Index, August, 1998-August, 2008

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### Retail Employment (000s)

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Transportation & Utilities Employment Index, August, 1998-August, 2008

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Transportation & Utilities Employment (000s)

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There have been two sectors, Financial Activities and Health and Social Assistance, where job growth offset a certain amount of the gross employment job loss.

There has been a modest increase in Financial Activities employment in the Dayton Metropolitan Area (11.2%) over the 10 year period. This is substantially greater than for Ohio as a whole (0.1%) and slightly above the increase for the United States (9%).


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Financial Activities Employment (000s)

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The Health Care and Social Assistance sector has added 7,800 jobs in the Dayton metro area in the last 10 years (16.4%). This increase however must be set in the context of far more rapid increases in Ohio as a whole (23%) and the United States (29.7%).

Health Care & Social Assistance Employment Index, August, 1998-August, 2008

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Two other sectors have exhibited relative stability. The Professional and Business Services sector has essentially the same number of jobs as 10 years ago.

Professional and Business Services Employment Index, August, 1998-August, 2008

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Professional and Business Services Employment (000s)

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Government Employment has decreased by 2,300 jobs and is 3.6% below its level of 10 years ago.


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Government Employment (000s)

| Dayton | 63.9 | 62.9 | 64.1 | 63.8 | 64.5 | 62.6 | 62.6 | 62.3 | 62.6 | 62.3 | 61.6 |

While the emphasis has been on the overall metropolitan employment in which Montgomery County residents operate and derive their income used for purchases, it is appropriate to focus as well on just Montgomery County since commercial and industrial property values are closely tied the level of economic activity in Montgomery County itself. Wage and Salary Employment on Montgomery County recovered from the 1991-1992 recession over the period from 1993 to 1998. Employment reached a peak in 2000 at 324,318 and then declined over the next 6 years to 291,106 in 2006. Note that the decline (33,212) accounts for the entire decline in overall metropolitan employment. Over the last two years, another 5,000 to 7,000 jobs are likely to have disappeared.

Montgomery County Wage and Salary Employment

![Graph showing wage and salary employment in Montgomery County from 1989 to 2006. The peak was in 2000 at 324,318, and it declined to 291,106 by 2006. The decline from 2000 to 2006 is 33,212.]
A consistent series by employment sector for Montgomery County is only available for the years 2001-2007 due to the transition from SIC to NAICS codes. The results naturally mirror those for the metropolitan area as a whole. Note that 2001 employment already reflects some decline associated with the 2001-2002 slow down. As for the overall metro area the decline is concentrated in manufacturing (down 16088 jobs), Transportation and Utilities (-3,453 jobs) and Retail Trade (-5,794 jobs). Losses also occur in Wholesale Trade and Professional and Business Services (-4,231 jobs), (see Chart next page).

Montgomery County Employment: Declining Sectors

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<th>Trade</th>
<th>Manufacturing</th>
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<th>Financial</th>
<th>Retail Trade</th>
<th>Wholesale Trade</th>
<th>Professional Business Services</th>
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2001-2007 Average Annual Percentage Change

-1.8%  -6.0%  -4.8%  -10.5%  -5.9%  -3.3%  -3.6%

The only sectors with increases were Financial Activities (+1723 jobs) and Health Care and Social Assistance (+3,745 jobs), (see Chart next page)
 Montgomery County Employment: Declining and Other Sectors

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<th>Financial Activities</th>
<th>Professional &amp; Business Services</th>
<th>Health Care &amp; Social Assistance</th>
<th>Leisure and Hospitality</th>
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2001-2007 Average Annual Percentage Change

-1.2%  2.0%  -1.8%  1.5%  0.0%
II. Changes in Aggregate and Mean Income

Data is available from the Ohio Department of Taxation on income linked to individual income tax returns with a two year lag. Data at the county level is available through 2006. In constant dollar terms, Aggregate income in Montgomery County rose over the period from 1991 to 1999 from $11.8 billion dollars to $13.3 billion dollars. Over the next 7 years linked to manufacturing job loss and then overall job loss, aggregate income declined to $11.8 billion in 2003 and then only partially recovered by 2006 (to $12.3 billion). Note that aggregate income in 2006 (before additional job losses) was down a billion dollars from its peak in 1999.

The aggregate income loss in Montgomery County must be set in the context of extraordinary aggregate income gains over the last 20 years in Butler, Greene, and Warren Counties. Aggregate income in Warren County over that period has tripled from $1.95 billion dollars to $6.35 billion dollars. In Green County, aggregate income rose substantially in the 1990s, but has seen only modest growth in the last 6 years. Butler County exhibits a similar pattern, rapid growth in the 1990s followed by more modest growth in the last 7 years.

Aggregate Income by County (Federal Adjusted Gross), 1986-2006
(2006 Constant Dollars (in billions))

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<tr>
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<tr>
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<td>$2.63</td>
<td>$4.00</td>
<td>$2.34</td>
<td>$12.28</td>
<td>$6.35</td>
</tr>
</tbody>
</table>
Mean Income per Tax Return in Montgomery County and Ohio is shown in the Chart below and a comparison to nearby counties is provided on the following page. Essentially except for cyclical changes linked to the recessions of 1991-92 and 2001-02, Mean income per tax return in Montgomery County has not changed. Mean income per tax return in 2006 ($50,174) is equivalent to what it was in 1986 ($50,214). In contrast, in Ohio as a whole, mean income per tax return over that period has risen from $46,914 to $51,083 (+$4,189).

Mean Income per Tax Return, Montgomery County vs. Ohio (2006 Constant Dollars)

The contrast with surrounding counties varies, (see Table next page). Clark County had a decline in mean income over the period. Mean income in Miami and Greene County has essentially stagnated since 1998. The greatest contrast is with Warren County. Mean Income in Warren County has risen from $49,997 in 1986 to $69,806 in 2006.
## Mean Income per Tax Return for Selected Counties and Ohio, 1986-2006

(2006 Constant Dollars)

<table>
<thead>
<tr>
<th></th>
<th>Butler</th>
<th>Clark</th>
<th>Greene</th>
<th>Miami</th>
<th>Montgomery</th>
<th>Warren</th>
<th>Ohio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1986</td>
<td>$49,606</td>
<td>$44,088</td>
<td>$52,057</td>
<td>$47,741</td>
<td>$50,214</td>
<td>$49,997</td>
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<td>1987</td>
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<td>$44,318</td>
<td>$50,634</td>
<td>$46,918</td>
<td>$50,834</td>
<td>$51,138</td>
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<td>1988</td>
<td>$50,213</td>
<td>$44,831</td>
<td>$50,863</td>
<td>$47,921</td>
<td>$52,087</td>
<td>$51,671</td>
<td>$48,761</td>
</tr>
<tr>
<td>1989</td>
<td>$50,544</td>
<td>$43,410</td>
<td>$50,060</td>
<td>$46,411</td>
<td>$50,820</td>
<td>$51,311</td>
<td>$47,547</td>
</tr>
<tr>
<td>1990</td>
<td>$49,585</td>
<td>$41,723</td>
<td>$49,022</td>
<td>$45,530</td>
<td>$48,975</td>
<td>$50,334</td>
<td>$46,167</td>
</tr>
<tr>
<td>1991</td>
<td>$47,124</td>
<td>$40,784</td>
<td>$47,978</td>
<td>$44,060</td>
<td>$47,958</td>
<td>$50,087</td>
<td>$44,689</td>
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<tr>
<td>1992</td>
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<td>$44,144</td>
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<td>$50,253</td>
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<tr>
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<td>$44,700</td>
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<td>$52,889</td>
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<tr>
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<td>$41,047</td>
<td>$50,563</td>
<td>$46,287</td>
<td>$46,959</td>
<td>$54,162</td>
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<tr>
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<td>$42,880</td>
<td>$52,498</td>
<td>$47,140</td>
<td>$48,878</td>
<td>$58,352</td>
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<tr>
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<tr>
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<td>$47,551</td>
<td>$64,094</td>
<td>$48,003</td>
</tr>
<tr>
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<td>$41,858</td>
<td>$55,290</td>
<td>$47,527</td>
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<td>$66,986</td>
<td>$49,647</td>
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<tr>
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<td>$42,532</td>
<td>$54,895</td>
<td>$48,276</td>
<td>$48,713</td>
<td>$67,798</td>
<td>$50,131</td>
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<tr>
<td>2006</td>
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<td>$42,459</td>
<td>$56,735</td>
<td>$48,061</td>
<td>$50,174</td>
<td>$69,806</td>
<td>$51,083</td>
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</table>
IV. Real Retail Sales

Ohio Department of Taxation provides information on Sales Tax Collection by County. Coupled with information on Sales Tax Rates, it is possible to produce an annual series on retail sales by county. Note that over the past 10 years, retail sales in real terms has essentially stagnated for the 6 county region that centers on Montgomery County. That overall stagnation is coupled with a substantial decline for Montgomery County, from $7.5 billion in 2000 to $6.3 billion in 2007 ($1.2 billion dollars). Note that the decline in Montgomery County retail sales over that period from 2000 is not completely offset by increases in surrounding counties. Overall retail sales decline from $17.8 billion to $17.3 billion ($0.54 billion).

Real Retail Sales (in billions of constant 2006 dollars)

<table>
<thead>
<tr>
<th>Year</th>
<th>Butler</th>
<th>Clark</th>
<th>Greene</th>
<th>Miami</th>
<th>Montgomery</th>
<th>Warren</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>$3.25</td>
<td>$1.48</td>
<td>$1.79</td>
<td>$1.33</td>
<td>$7.33</td>
<td>$1.93</td>
<td>$17.12</td>
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<tr>
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<td>$3.44</td>
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<td>$1.91</td>
<td>$1.29</td>
<td>$7.61</td>
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<tr>
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<td>$1.42</td>
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<td>$7.50</td>
<td>$2.18</td>
<td>$17.83</td>
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<tr>
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<td>$3.72</td>
<td>$1.42</td>
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<td>$1.04</td>
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<td>$2.29</td>
<td>$17.75</td>
</tr>
<tr>
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<td>$1.30</td>
<td>$2.04</td>
<td>$1.08</td>
<td>$7.05</td>
<td>$2.30</td>
<td>$17.49</td>
</tr>
<tr>
<td>2003</td>
<td>$3.75</td>
<td>$1.34</td>
<td>$2.02</td>
<td>$1.06</td>
<td>$7.07</td>
<td>$2.36</td>
<td>$17.60</td>
</tr>
<tr>
<td>2004</td>
<td>$3.93</td>
<td>$1.34</td>
<td>$2.09</td>
<td>$1.12</td>
<td>$7.00</td>
<td>$2.45</td>
<td>$17.93</td>
</tr>
<tr>
<td>2005</td>
<td>$3.89</td>
<td>$1.33</td>
<td>$1.99</td>
<td>$1.07</td>
<td>$6.80</td>
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<td>$17.62</td>
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<tr>
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<td>$1.04</td>
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<td>$2.50</td>
<td>$17.43</td>
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<tr>
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<td>$4.02</td>
<td>$1.31</td>
<td>$2.05</td>
<td>$1.05</td>
<td>$6.26</td>
<td>$2.60</td>
<td>$17.29</td>
</tr>
</tbody>
</table>

In part the decline in retail sales in Montgomery County is linked to the declines in Aggregate Income already observed, but there is more to the story. When the ratio of retail sales to aggregate income is formed for each county and the 6 county aggregate, it becomes clear that in the last 5 years, retail sales has declined year over year relative to aggregate income.

![Ratio of Retail Sales to Aggregate Income 6 County Total](image)
<table>
<thead>
<tr>
<th>Year</th>
<th>Butler</th>
<th>Clark</th>
<th>Greene</th>
<th>Miami</th>
<th>Montgomery</th>
<th>Warren</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>40.6%</td>
<td>51.5%</td>
<td>47.9%</td>
<td>55.6%</td>
<td>55.8%</td>
<td>46.8%</td>
<td>50.0%</td>
</tr>
<tr>
<td>1999</td>
<td>42.0%</td>
<td>44.8%</td>
<td>51.2%</td>
<td>53.4%</td>
<td>57.1%</td>
<td>47.0%</td>
<td>50.4%</td>
</tr>
<tr>
<td>2000</td>
<td>44.6%</td>
<td>49.0%</td>
<td>51.4%</td>
<td>43.1%</td>
<td>56.8%</td>
<td>46.7%</td>
<td>50.4%</td>
</tr>
<tr>
<td>2001</td>
<td>45.9%</td>
<td>51.2%</td>
<td>55.1%</td>
<td>45.1%</td>
<td>58.4%</td>
<td>45.6%</td>
<td>51.7%</td>
</tr>
<tr>
<td>2002</td>
<td>46.9%</td>
<td>48.9%</td>
<td>56.1%</td>
<td>47.6%</td>
<td>58.0%</td>
<td>45.5%</td>
<td>51.9%</td>
</tr>
<tr>
<td>2003</td>
<td>46.8%</td>
<td>51.6%</td>
<td>52.3%</td>
<td>46.7%</td>
<td>60.1%</td>
<td>44.0%</td>
<td>52.0%</td>
</tr>
<tr>
<td>2004</td>
<td>47.7%</td>
<td>50.8%</td>
<td>55.1%</td>
<td>48.2%</td>
<td>58.5%</td>
<td>42.7%</td>
<td>51.7%</td>
</tr>
<tr>
<td>2005</td>
<td>46.3%</td>
<td>50.0%</td>
<td>51.8%</td>
<td>45.7%</td>
<td>56.6%</td>
<td>42.4%</td>
<td>50.0%</td>
</tr>
<tr>
<td>2006</td>
<td>47.4%</td>
<td>49.9%</td>
<td>51.0%</td>
<td>44.5%</td>
<td>52.7%</td>
<td>39.3%</td>
<td>48.2%</td>
</tr>
<tr>
<td>2007</td>
<td>46.5%</td>
<td>50.1%</td>
<td>50.8%</td>
<td>45.0%</td>
<td>51.4%</td>
<td>38.8%</td>
<td>47.4%</td>
</tr>
</tbody>
</table>

That decline from 52% in 2003 to 47.4% in 2007 is most probably linked to the advent and acceleration of on-line shopping over the period in question. One of the critical issues for Ohio in general is whether it is possible to recapture sales taxes currently lost to On-line sales.
V. Property Value Index Tables

The index of Residential Property Values in Montgomery County has increased at about half the rate for Ohio as a whole over the last ten years (18.7% vs. 34.5%).

<table>
<thead>
<tr>
<th>Year</th>
<th>Butler</th>
<th>Clark</th>
<th>Greene</th>
<th>Miami</th>
<th>Montgomery</th>
<th>Warren</th>
<th>Ohio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
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<td>100.0</td>
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<td>107.9</td>
</tr>
<tr>
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<td>113.0</td>
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<td>125.8</td>
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<td>114.4</td>
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<td>201.3</td>
<td>134.5</td>
</tr>
</tbody>
</table>

The index of Class II Property Values in Montgomery County has actually declined over the last 5 years (from 108.8 to 102.1) reflecting the decline in the employment base in the County. This is in contrast to Ohio as a whole.

<table>
<thead>
<tr>
<th>Year</th>
<th>Butler</th>
<th>Clark</th>
<th>Greene</th>
<th>Miami</th>
<th>Montgomery</th>
<th>Warren</th>
<th>Ohio</th>
</tr>
</thead>
<tbody>
<tr>
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<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
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<td>166.1</td>
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<tr>
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<td>117.6</td>
<td>119.9</td>
<td>116.7</td>
<td>105.4</td>
<td>194.9</td>
<td>123.3</td>
</tr>
<tr>
<td>2007</td>
<td>124.6</td>
<td>130.4</td>
<td>125.3</td>
<td>121.5</td>
<td>102.1</td>
<td>202.2</td>
<td>115.6</td>
</tr>
</tbody>
</table>
General Fund Financial Planning Committee
August 13, 2008

General Fund

- General Fund
  - General operating fund of the county
  - 17% of total county appropriation
  - Funds the activities of most county elected officials
  - Provides mandated services such as courts, jail, juvenile crime, elections and other general government functions
  - 1,805 positions are budgeted in the General Fund (1,697 Full-Time and 108 Part-Time, Seasonal and Special).
General Fund
Budgets by Department

Administrative Services
Auditor
Board of County Commissioners
Board of Elections
Clerk of Commission
Clerk of Courts
Common Pleas Court - General
Community/Economic Development
Coroner
County Administrator
County Court
Court of Appeals
Data Processing Board
Domestic Relations Court
Engineer
Juvenile Court
Municipal Courts
Non-Departmental
Office of Management & Budget
Probate Court
Prosecutor
Public Defender Commission
Public Works
Recorder
Records Center & Archives
Sheriff
Treasurer
Veteran Services Commission

2008 Estimated General Fund
Revenue Budget

Investment Income, $20.0, 12.6%
Charges for Services, $21.1, 13.3%
Local Gov't Funds, $15.4, 9.7%
Sales Tax, $66.0, 41.5%

Other, $10.9, 6.8%
Integov't, $7.1, 4.5%
Property Transfer Fee, $2.9, 1.7%
Property Tax, $15.8, 9.9%

$159.2 Million
General Fund Revenues

- Sales Tax Revenue
  - Total County Rate 7.0%
    - State of Ohio 5.5%
    - Montgomery County 1.0%
    - Regional Transit Authority 0.5%
  - The Montgomery County General Fund receives 1.0% on sales within the county.
  - Flat sales tax receipts over a number of years
  - Sales impacted by retail growth outside Montgomery County
  - Sales impacted by internet sales
  - Sales tax is 41.5% of General Fund revenues

General Fund Revenues
Sales Tax Receipts (Millions) 1990 - 1999

Average annual increase from 1990-1999 is 5.1%
General Fund Revenues

Sales Tax Receipts (Millions) 2000 - 2009

Average annual increase from 2000-2008 is 0.3%

General Fund Revenues

Sales Tax Projected Receipts (Millions) 2010 - 2014

Sales Tax is anticipated to grow 1.0% in 2010-2012
Sales Tax is anticipated to grow 2.0% in 2013-2014
General Fund Revenues

- Property Tax Revenue
  - The Montgomery County General Fund receives 1.7 mills of inside property tax millage.
  - Growth typically is 1.0%–2.0% in non-appraisal years from new construction.
  - Largest growth in taxes comes in sexennial and triennial reappraisals of property (every three years).
  - Tangible personal property is being phased-out by the State of Ohio.
  - Tangible personal property loss revenue from state is funded through 2010 for counties.
  - State loss tax revenue phases out fully from 2011-2018.
  - Sexennial reappraisal of property anticipates only slight increases for 2009. Normally, sexennial values grow an average of 10.0%, however, anticipated increases are 1.7%.
  - Property tax receipts are 9.9% of General Fund revenues.

Average annual increase from 1990-1999 is 5.1%
General Fund Revenues

Property Tax Receipts (Millions) 2000 - 2009

State reimbursement planned through 2010
Phase out will begin in 2011

General Fund Revenues

Property Tax Projected Receipts (Millions) 2010 - 2014

Triennial update of property occurs in 2011 and impacts 2012 revenues
Projection anticipates 5.7% increase in 2012.
Anticipate 0.9% increase in 2010-2011 and 1.4% increase in 2013-2014
General Fund Revenues

- Local Government Funds (LGF)
  - LGF is tax sharing funds from the State of Ohio for local governments.
  - LGF funds reflected strong growth in the 1990’s.
  - LGF fund “frozen” by the State of Ohio in 2002.
  - Local governments lost the inflationary factor of LGF revenues.
  - Current funding is dependent on the receipt of State of Ohio tax sources.
    LGF is 9.7% of General Fund revenues.

---

General Fund Revenues

State Local Govt. Fund Receipts (Millions) 1990 - 1999

Growth in the 1990’s remained strong before a “freeze” in the legislation
Average annual increase from 1990-1999 is 5.7%
General Fund Revenues
State Local Govt. Fund Receipts ( Millions) 2000 - 2009

LGF freeze occurred for 2002.

General Fund Revenues
State Local Govt. Fund Projected Receipts (Millions) 2010 - 2014

Anticipates flat funding from 2010 to 2014.
Local Gov’t. Funds tied to growth or decline of state revenues.
Other Intergovernmental Revenues

- Other Intergovernmental Revenues are revenues that are received from other governmental entities, particularly the State of Ohio.
- Major sources of revenue are:
  - Property Tax Homestead and Rollbacks – State of Ohio
  - Indigent Defense Reimbursements – State of Ohio
  - Personal Property Reimbursements – State of Ohio
  - Election Expense Reimbursements – election costs reimbursement by jurisdictions in Montgomery County
  - Miscellaneous other state reimbursements and charges
- Other Intergovernmental is 6.8% of General Fund revenues.
General Fund Revenues

Other Intergovernmental (Millions) 2000 - 2009

*2001 decline is the reclassification of local reimbursements to Charges for Services
*2005 decline is the transfer of contractual programs to Special Revenue Funds

General Fund Revenues

Other Intergovernmental (Millions) 2010 - 2014

Projection assumes slight growth in this revenue source
General Fund Revenues

- **Investment Income**
  - The County Treasurer is the investment authority of the county.
  - Investments, pursuant to state law, are five years or less in duration.
  - Government securities are the primary source on investment instruments.
  - Revenue is impacted immediately with a change in the federal funds rate and interest rates.
  - Investment income is an extremely volatile source of revenue for the General Fund.
  - Every .25% change in the federal funds rate impacts the General Fund by $0.3 million.
  - The federal funds rate is projected to slowly rise from 3.25% in 2010 to 4.75% in 2014. The rate at which maturing long-term investments are reinvested is projected to increase from 3.5% to 5.0% over that same period.
  - Investment Income is 12.6% of General Fund revenues.

This graph reflects the volatile nature of Investment Income.
General Fund Revenues

Investment Income Receipts (Millions) 2000 - 2009

The change in rates impacts Investment Income receipts dramatically

General Fund Revenues

Investment Income Projected Receipts (Millions) 2000 - 2014

Assumes a gradual increase in the federal funds rate
Assume maturity of investments at higher yields
Revenue includes short and long term investments
General Fund Revenues

- Charges for Services
  - Charges for Services are fees assessed for services by Elected Officials and Commissions. Most fee structures are set by the Ohio Revised Code. Included are Auditor Conveyance Fees, Auditor's Fees, Clerk of Courts Fees, Coroner Fees, Recorder Fees, Sheriff Fees, Treasurer Fees, Child Support Contracts and Indirect Cost Charges, to name a few.
  - Charges for Services are driven based on demand for services.
  - Most rates in this category set by state law and are at the maximum.
  - Increase in 2007-2008 and beyond is the addition of $3.2 million in child support contracts.
  - Charges for Services are 13.3% of General Fund revenues.
General Fund Revenues

Charges for Services (Millions) 2000 - 2009

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General Fund Revenues

Charges for Services Projected Receipts (Millions) 2010 - 2014

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<th>Year</th>
<th>Charges for Services (Millions)</th>
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Includes inflationary increases of 1.9% on selected charges for services from 2011-2014.
General Fund Revenues

- Property Transfer Fee
  - The transfer fee was $0.10 per $100 on deeds conveying real property.
  - A fee increase to $0.20 per $100 was approved by the County Commission beginning August 2007.
  - Anticipated revenue increase is $1.8 - $2.0 million annually.
  - With the decline in the real estate market, anticipated revenue levels have not materialized.

Average annual increase from 1990-1999 is 4.6%
General Fund Revenues

Property Transfer Fee (Millions) 2000 - 2009

*Property transfer fee increased to $0.20 per $100 in August 2007

General Fund Revenues

Property Transfer Fee Projected Receipts (Millions) 2010 - 2014

Assumes a gradual growth in the real estate market during the projection period
General Fund Revenues

- **Other Revenues**
  - **Other Revenues** include Licenses and Permits, Fines & Forfeitures, Miscellaneous Revenues and Other Financing Sources
  - Major sources of revenue are:
    - Court Fines and Forfeitures - $1.2 million
    - Miscellaneous Revenues - $1.3 million
      - Rentals, Miscellaneous Reimbursements and Rentals
    - Other Financing Sources
      - Human Service Levy - $4.1 million
      - TANF Funding - $1.4 million
      - Also includes loan repayments, unclaimed fund, sale of fixed assets
  - **Other Revenues is 4.5% of General Fund revenues.**
General Fund Revenues

- **Other Revenues - Variances**
  - 2001
    - Unclaimed funds received from the job training program - $1.9 million
    - Debt payment reimbursement from Children Services Board - $1.3 million
  - 2004
    - Closeout of old debt service funds - $1.8 million
    - Transfer of Anthem Demutualization funds - $2.2 million
  - 2006
    - Parking Enterprise Fund loan repayment - $0.4 million
    - Closeout of eight years of unclaimed Treasurer Real Estate trust funds - $8.1 million
      - (Funded the Common Pleas Court Renovation project)
  - 2008 & 2009
    - Includes additional levy funds for Mandated Share - $1.6 million

This revenue source remains stable through the projection period.
If General Fund receipts grew with inflation, 2008 revenues would be $39.2 million higher than the 2008 estimate.

General Fund Revenues

- Revenue generation options are limited by the Board of County Commissioners pursuant to Ohio Revised Code.
- County Permissive Revenue Options
  - Property Transfer Fee maximum is 30 cents per $100. The county is currently at 20 cents per $100.
  - Maximum increase is ½ cent Sales Tax.
  - Public Utility Service Tax is an option.
    - Provides additional General Fund revenue and pays for the administration of the tax
    - Tax is levied at a rate not to exceed 2.0% of the utility charge, except that customers engaged in business shall pay at a rate of 150% of the rate imposed on all other customers.
2008 Estimated General Fund Expenditures by Category

- Personal Services, $106.3, 66.8%
- Operating Expenses, $17.2, 10.7%
- Prof. Services, $12.6, 7.9%
- Operating Transfers, $8.6, 5.4%
- Salaries, Full Time, $71.7, 93.2%
- Other Salaries, $2.4, 3.1%
- Elected Officials, $1.3, 1.7%
- Overtime, $1.5, 2.0%
- Other Salaries include Part-Time, Seasonal, Special and miscellaneous categories.

$159.2 Million

Personal Services – Salaries
$76.9 Million

Other Salaries include Part-Time, Seasonal, Special and miscellaneous categories.
Personal Services
Average General Fund Costs

Average Full-Time Salary $43,894

Fringe Benefits
- Health Insurance $15,089
- PERS (Retirement) $6,145
- Workers’ Compensation $878
- Life Insurance $87
- Health Insurance Administration $95

Total Fringe Benefits $22,294

Total Average Employee Costs $66,188

Personal Services – Fringe Benefits
$29.5 Million

Other Fringes include FICA, Unemployment, Waivers, Life Insurance and Admin. Fees. Fringe Benefits are estimated at 38.4% of Salaries.

Dollars in millions
Operating Expenses
$17.2 Million

- Maintenance: $3.1 million (18.0%)
- Communications: $2.4 million (14.0%)
- Operating Supplies: $3.1 million (18.0%)
- Utilities: $2.8 million (16.3%)
- Intergov’t: $1.1 million (6.4%)
- Travel/Train: $0.7 million (4.1%)
- Miscellaneous: $3.0 million (17.4%)

Miscellaneous includes special fringes, contingencies, taxes, election costs and others.

Dollars in millions

Professional Services
$12.6 Million

- Contractual: $5.1 million (40.5%)
- Prisoner Medical: $3.0 million (23.8%)
- Assigned Counsel: $3.2 million (25.4%)
- Insurance: $0.8 million (6.3%)
- Judicial Fees: $0.5 million (4.0%)

Contractual includes consultant services, security, printing services and inmate food service contracts.

Dollars in millions
Public Assistance
$7.1 Million

- Public Ass. Cost
  - $4.1
  - 57.7%
- Group Homes
  - $1.2
  - 16.9%
- Soldiers’ Relief
  - $1.7
  - 23.9%
- Other
  - $0.1
  - 1.5%

Dollars in millions

Operating Subsidies
$3.8 Million

- 800 MHz
  - $0.3
  - 6.7%
- Soil & Water
  - $0.2
  - 5.3%
- CJIS
  - $0.2
  - 5.4%
- Animal Control
  - $0.8
  - 21.3%
- Regional Dispatch
  - $0.5
  - 13.3%
- PHD Local Gov’t.
  - $0.2
  - 5.3%
- Coop Extension Svc.
  - $0.2
  - 5.3%
- Crime Lab
  - $0.3
  - 8.0%
  - 18.7%

Dollars in millions
Operating Transfers
$5.4 Million

- CED Transfer: $0.3 million (5.6%)
- Sheriff Dispatch: $1.6 million (29.6%)
- Solid Waste Invest Income: $0.8 million (14.8%)
- Capital: $0.6 million (11.1%)
- Recorder Set Aside: $0.4 million (7.4%)
- DayMont Courts: $1.0 million (18.5%)
- Reibold Bldg.: $0.7 million (13.0%)

Dollars in millions

Miscellaneous Categories
$6.7 Million

- ITS Transfer: $1.0 million (14.9%)
- Debt Service: $2.5 million (37.3%)
- Board/Care of Prisoners: $0.4 million (6.0%)
- Capital: $0.7 million (10.5%)
- Budget Stable: $2.1 million (31.3%)

Dollars in millions
General Fund Expenditures

- “Business as Usual” Projection Assumptions:
  - All Salary and Wage line items are inflated at 3.0% on the prior year Adopted Budget.
  - PERS and Other Fringe Benefits are inflated at 3.0%.
  - Health insurance increases are 10.0% from 2010-2014.
  - Operating Subsidies are inflated at 3.0%.
  - Operating Expenses and Professional Services remain at prior year levels. Utilities line items are inflated by 5.0% from 2010-2014.
  - Board and Care of Prisoners – no increases
  - Building related costs are inflated by 3.0%.
  - Debt Service is budgeted based on the bond amortization schedules.
  - Capital Outlays (replacement of vehicles, office equipment and data processing equipment remain at $0.5 million each year).

General Fund Business As Usual

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## General Fund Business as Usual

### Description for Expenditures

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## General Fund Business as Usual

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### General Fund–3% Reduction in 2009

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### Estimated Budget Highlights by Program

- **Social Services**
- **Judicial & Law Enforcement**
- **Environment & Public Works**
- **General Government**
- **Debt Service**
- **Community/Economic Development**
2008 Adopted Total County
Budget by Program

Debt Services, $24.4, 2.6%
Judicial & Law Enforce., $173.5, 18.8%
Comm. Development, $20.0, 2.2%
Social Services, $462.5, 50.0%
General Gov’t, $110.1, 11.9%
Env./Public Works, $133.9, 14.5%

$924.4 Million

2009 Estimated General Fund
Budget by Program

Social Services, $7.3, 4.6%
Debt Services, $2.5, 1.6%
Comm. Development, $3.7, 2.3%
Judicial & Law Enforce., $113.8, 71.4%
General Gov’t, $31.2, 19.5%
Env./Public Works, $0.9, 0.6%

$159.4 Million
Social Services

- 2009 Proposed Budget Highlights
  - $7.3 million or 4.6% of the General Fund budget.

2009 Social Services by Department $7.3 Million

- Public Assistance Cost: $3.5 million (47.9%)
- Veteran Services: $3.3 million (45.2%)
- Misc. Social Svs. Cost: $0.5 million (6.9%)

Dollars in millions
Veterans Services

- Veterans Services Commission is entitled up to ½ mill of property taxes in the county. This equates to $5.2 million.
- Veteran Services Commission focusing on managing costs of Soldiers’ Relief Allowance.
- The 2009 budget request is $3.3 million.
Judicial & Law Enforcement

- 2009 Proposed Budget Highlights
  - $113.8 million or 71.4% of the General Fund budget.

Judicial & Law Enforcement by Department $113.8 Million

- Dollars in millions
Judicial & Law Enforcement

› Sheriff – Prisoner Housing
  ◦ Due to intense efforts, prisoner housing costs have stabilized.
  ◦ Prisoner housing costs are $16.3 million.
  ◦ Cost include housing of prisoners in surrounding counties.

![Graph showing Prisoner Housing Average Daily Population]

Outsourcing 50 prisoners at $65 per day costs the county $1.2 million annually.
Judicial & Law Enforcement

- **Highlights**
  - Continued flat state funding for Public Defender and Assigned Counsel

- **Highlights-Criminal Justice Information System**
  - Criminal Justice Council has implemented an 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 are checked against system on a nightly basis.
  - Improves the efficiency with increased case processing, access to data and reduced duplication.
  - Over 2,000 users and system extends to surrounding counties (includes 14 counties in Ohio and Indiana, 9 federal agencies and 5 state agencies)
Environment & Public Works

- 2009 Proposed Budget Highlights
  - $0.9 million or 0.6% of the General Fund budget.
  - This category includes the County Engineer General Fund budgets.
  - Also included is Soil & Water Conservation and Emergency Management expenses.

![Images of the Environment & Public Works department]

Environment & Public Works by Department $0.9 Million

- Engineer Office Costs: $0.2 million (22.2%)
- Engineer Maps: $0.3 million (33.4%)
- Emergency Mgmt.: $0.2 million (22.2%)
- Soil & Water: $0.2 million (22.2%)

Dollars in millions
General Government

- **2009 Proposed Budget Highlights**
  - $31.2 million or 19.6% of the General Fund budget
  - Auditor’s Office undergoing a sexennial reappraisal of property
  - Ongoing efforts to control energy costs
  - Changes in health insurance plan design yields a significant reduction in costs through Public Works.
  - Administration of Workers’ Compensation costs has yielded savings to the county.

General Government

- **Board of Elections**
  - Costs of elections continue to increase
  - Anticipated increased cost of the presidential election
  - State and federal election mandates increase the need for staffing.
  - Voting machines require additional technical staffing support from Data Processing and competent technically experienced poll workers.
General Government by Department $31.2 Million

- 27th Payroll Cost $3.0 (9.6%)
- Auditor $3.3 (10.6%)
- Elections $3.4 (10.9%)
- Data Processing $3.4 (10.9%)
- Public Works $4.0 (12.9%)
- Recorder $1.3 (4.2%)
- Records Center $0.9 (2.9%)
- Treasurer $1.8 (5.8%)
- Non-Dept. $6.1 (19.6%)
- Other BCC $2.2 (7.1%)
- Admin. Services $1.7 (5.5%)

Community & Economic Development

- 2009 Proposed Budget Highlights
  - $3.7 million or 2.3% of the General Fund budget
Community & Economic Development

- Community Programs are budgeted outside the General Fund beginning in 2008 using one-time funds.
- Programs are only funded through 2010.

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Community & Economic Development

- **Budget Highlights**
  - Working 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

Debt Service

- **$2.5 Million**

- **2009 Proposed Budget Highlights**
  - **$2.5 million or 1.6% of the General Fund budget.**
    - The county bond rating from Moody’s Investment Service is Aa2 and Standard and Poor’s rating is AA.
    - General Obligation debt was refunded in 2006.
    - All General Fund debt obligations are paid from the Non-Departmental budget.
    - Includes facility improvement and Juvenile Justice Center debt.
    - Outstanding general obligation bonds is $28.5 million.
      - $9.9 million matures in 2016 and $18.6 million matures in 2024
Debt Service
$2.5 Million

Summary

- **Greatest Challenges to County Budget**
  - "Right-sizing" budgets to match flat revenue collections
  - Volatility of investment income
  - Future of state and federal budget cuts
  - Controlling compensation and health insurance costs
  - Continued growth in mandated services
General Fund

- **3% Reduction Revenue Assumptions**
  - Sales Taxes are projected to increase 2.5% in 2009, based on 2008 estimated collections. Also, this revenue source is budgeted to grow 1.0% from 2010-2012 and 2.0% in 2013-2014. With the condition of the national, state and local economy, this estimate is aggressive considering increased gasoline, food and energy prices and their impact on disposable income.
  - Property Taxes reflect the impact of the reduction in tangible personal property inventories and values for $0.5 million and the impact of the sexennial reappraisal of property in 2009. Due to the housing market decline, the sexennial reappraisal is reflecting only slight growth countywide. For 2010-2011, increases are 0.9%; 2012 (triennial update) 5.7%; and 2013–2014 taxes are increasing 1.4% each year.
  - Other Taxes include the Property Transfer Tax and the Trailer Tax. Property Transfer Tax is currently charged at a rate of $2 per thousand based on the transfer of real estate in the county. This 2009 projection anticipates a decrease in Property Transfer Tax collections of 10.5% due to the decline in the housing and real estate market. This estimate is phased up to 2008 adopted levels from 2010-2011 and increases at 1.0% in 2012-2014.
General Fund

3% Reduction Revenue Assumptions

- Local Government Revenue Funds are reflected to remain stable at $15.4 million through 2012.
- Other Intergovernmental includes Indigent Defense reimbursements from the State of Ohio for assigned counsel and public defender costs. The reimbursement rate is estimated at 25.0%. Also, included in this category are state property tax reimbursements for Homestead and Rollbacks and Fixed Rate Loss Reimbursements based on the changes in state law regarding tangible personal property taxes. Although the complete phase-out of tangible personal property goes through 2018, funding is only identified by the state until 2010. This Fixed Rate Loss Reimbursement will reach $1.6 million in 2010.
- Investment Income is estimated at $18.1 million in 2009 and is based on the fact that maturing investments are reinvested at lower interest rates. This is mainly due to the drop in the federal funds rate to 2.0%. Projections show a decline of 7.4% in 2010, and increases in 2011-2014. This revenue source is extremely volatile and is impacted quickly with the fluctuations in the federal funds rate on both short term income and long term investments.

3% Reduction Revenue Assumptions

- Charges for Services are basically fees assessed for services by Elected Officials and Commissions. Most fee structures are set by the Ohio Revised Code. Included here are fees for the Auditor, Board of County Commissioners, Clerk of Courts, Coroner, Recorder, Sheriff, Treasurer, to name a few. The 5.6% decline in revenues for 2009 is attributable to real estate fees and charges (Auditor’s Conveyance and Recorder Fees), reductions in the Sheriff’s federal board and care contract and a drop in the court child support contracts. Charges for Services increase 3.4% in 2010 and in 2011-2014, 1.9% increases are projected.
- Licenses & Permits, Fines & Forfeitures and Miscellaneous Revenues are generally a small component of the General Fund revenue sources. Traditionally, these sources exhibit slight growth.
General Fund

3% Reduction Expenditure Assumptions
- Other Financing Sources reflect Human Service Levy allocations to the General Fund in the amount of $4.1 million. During 2008, $1.6 million was awarded to the General Fund to assist in the cost of the Public Assistance Mandated Share obligation. The balance of the transfers comes from other funds such as the Coroner Special Lab Fee, Recorder Set-Aside Fund, Hotel/Motel Tax and the Parking Garage Enterprise Fund. The 2009 appropriation is balanced through the usage of the one-time budget stabilization funds.
- This projection assumes a 3.0% across the board budget reduction on county elected offices and agencies within the General Fund for a total of $4.2 million in 2009.
- Salary budgets are reduced 2.9% in 2009 and remain flat from 2010–2014. This category includes Elected Officials, Salary, Hourly, Part-Time, Seasonal, Overtime and Termination Settlement costs. An item to note; there is a 27th pay period in 2009 for county departments on the salary pay cycle. Anticipated costs of this payroll are $3.0 million (Salaries, PERS & FICA). Elected Official compensation is budgeted at state mandated levels.
- Fringe Benefits include the 2009 reductions of the PERS program by 1.4%; health insurance for 7.4% and other fringes reflect a slight increase of 1.0%. Health insurance estimated rate increases in 2010-2014 are at 10.0%. The Other Fringe Benefits category includes Workers' Compensation, life insurance, FICA, health insurance waivers, unemployment compensation and health insurance administration fees budgets.

General Fund

3% Reduction Expenditure Assumptions
- Operating Expenses reflect a 2.1% across the board reduction in 2009 and are relatively flat throughout the projection period. This category includes operating supplies, utilities, training, rentals, intergovernmental, other social services, and other miscellaneous. Utilities are budgeted at a 3.0% increase in 2009 and a 5.0% increase through 2014. A 2011 increase is anticipated for election maintenance cost.
- Public Assistance includes Mandated Share, the General Fund Child Support Share and the Job Center transfer. Also included is Soldiers Relief Allowance under the Veterans Services Commission and group home costs for Juvenile Court.
- Professional Services reflect a slight increase from 2010-2014. This category includes professional services, law enforcement services, maintenance and repair, communications and property and casualty insurance. Under this area, the cost of Assigned Counsel is budgeted as well as the Sheriff's prisoner medical care contract.
- Operating Subsidies reflect a 2.6% decrease due to the 2009 across the board reductions. Subsidies are provided for county programs such as 800 MHz Radio System, Animal Control, Crime Lab, Data Integration/Analysis and Regional Dispatch.
General Fund

- **3% Reduction Expenditure Assumptions**
  - The Board and Care of Prisoner line item is the cost to the county to house prisoners outside the jail and the contracting for jail beds with nearby counties. The budget amount remains flat throughout the projection period.
  - Community Programs were discontinued in 2007 and are funded in a Special Revenue Fund through 2010 only.
  - Operating Transfers are budgeted at a 1.5% decrease for 2009 and remain flat from 2010-2014. This category includes transfers for the Building Depreciation Program, DayMont/Reibold Building costs, Solid Waste Investment Income, Recorder Equipment Fund and Sheriff’s Communication.
  - Year End Transfers assume a movement of unspent money to the Budget Stabilization fund in 2008.
  - Debt Service costs are based on bond amortization schedules.
  - Capital Outlays are anticipated at $0.5 million in 2009-2014 for replacement items such as vehicles, data processing and operating equipment.
Strategic Fiscal and Structural Analysis
for the
Montgomery County General Fund Financial Planning Committee

Center for Urban Policy and the Environment
Indiana University Public Policy Institute
School of Public and Environmental Affairs
Indiana University-Purdue University Indianapolis
BACKGROUND AND PROJECT GOALS

- Like other localities, Montgomery County faces fiscal and structural challenges.

- Traditional cost reduction techniques have been utilized over many years.

- The risk of balancing budgets by reducing services and investments is that you’ve only bought a few years before the next crisis.
Background and Project Goals

• Broader techniques for addressing growing local government budget and service delivery problems at this critical time are needed.

• Assist the GFFPC in developing recommendations to address fiscal problems for short- and long-term good of community.
PROCESS

• Establishing the problem

• Overview today

• Comparative analysis will provide both a common baseline set of facts to help convey the extent of challenges to key constituents

• By comparing Montgomery County data to similar Ohio Counties, assist GFFPC to begin identifying opportunities to gain efficiency or build upon current behavior
FACILIATIVE PROCESS

- Incorporate analysis to help build consensus around a set of recommendations
- Over next two months, similar meetings will occur with each of the committees:
  - Law Enforcement and Justice (May 18, Center will facilitate discussion)
  - Community & Economic Development (Montgomery County staff will lead)
  - General Government (Montgomery County staff will lead)
- Full GFFPC will reconvene twice and Center staff will facilitate discussions and assist with adoption of the final set of recommendations
MONTGOMERY COUNTY

- Not alone
- Not the first time
A BRIEF SUMMARY OF PRESENTATION

- Public finance basics
- Trends and events
- How local government has come to this point
- Looking a bit more closely at Montgomery County
  - Outside view
  - Employment
  - Expenditures
  - Revenue
PUBLIC FINANCE 101

- Give me more services / don’t increase my taxes
- Bigger places spend more per capita
  - Poverty = demand
  - Key services are labor intensive (police, fire, welfare)
  - More types of services and goods (sports??)
- Property tax has historically been the prime source of revenue
  - Now sales, income, (less stable)
  - Hotels, sin taxes, targeted taxes
  - Also pilots and user fees
PUBLIC FINANCE 101

• Fiscal Stress (inability to balance the budget)
  • Typically because of events

• Structural Stress (inability to provide reasonable services) within a reasonable tax structure
  • The trend cycle

• Tax exemption / regional assets inequity
  • Burden on core city and county
TRENDS AND EVENTS

• Trends – long term change in environment
  • Outward migration of population / wealth
  • Aging population
  • Shift from a manufacturing economy

• Event – crisis requiring immediate action
  • Current economic situation
HOW LOCAL GOVERNMENT GOT TO THIS POINT

TRENDS

• **Key trends**
  - Loss of industry
  - Loss of taxpayers

• **Anti-tax environment**
  - De-emphasizing property tax
  - Local government revenue growing more slowly than income and inflation/costs

• **Drivers of increased costs / shift of services**
  - Public safety
  - Outward migration
HOW LOCAL GOVERNMENT GOT TO THIS POINT
The Perfect Storm

• Hold down revenue over many years
• Continue to provide same service level through efficiency gains
• Delay capital investments
• Stress growing under normal circumstances
• Current economic situation
  • Revenue more sensitive to economy decreases
  • Demand for services increases
• The result is fiscal and structural distress
AN OUTSIDER’S VIEW OF MONTGOMERY COUNTY

- Employment
- Expenditures
- Revenues

- Comparative perspectives
EMPLOYMENT FIRST

- Labor Intensive
  - Total County in 2008
    - Over $293 million or 31.7%
    - Capital investments $8.7 million / less than 1%
  - General Fund in 2008
    - Over $107 million or 66.7%
    - Capital investments $462,533 or 0.3%
COUNTY EMPLOYMENT
FTE Employment Census of Government 2007

Citizens per Employee

<table>
<thead>
<tr>
<th>County</th>
<th>Citizens per Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montgomery</td>
<td>111</td>
</tr>
<tr>
<td>Butler</td>
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</tr>
<tr>
<td>Lucas</td>
<td>127</td>
</tr>
<tr>
<td>Hamilton</td>
<td>142</td>
</tr>
<tr>
<td>Summit</td>
<td>145</td>
</tr>
<tr>
<td>Stark</td>
<td>158</td>
</tr>
</tbody>
</table>
PUBLIC SAFETY
FTE Including Corrections, Judicial and Legal, Police Officers, Police Other

Citizens per Public Safety Employee

- Hamilton: 289
- Butler: 330
- Montgomery: 353
- Summit: 406
- Stark: 410
- Lucas: 514
Enforcement Officials as a Share of Total Employment

<table>
<thead>
<tr>
<th>County</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lucas</td>
<td>6.2%</td>
</tr>
<tr>
<td>Stark</td>
<td>6.3%</td>
</tr>
<tr>
<td>Butler</td>
<td>6.4%</td>
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<tr>
<td>Hamilton</td>
<td>7.9%</td>
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<tr>
<td>Montgomery</td>
<td>10.2%</td>
</tr>
<tr>
<td>Summit</td>
<td>14.7%</td>
</tr>
</tbody>
</table>
Public Safety
FTE Enforcement Officers

Enforcement Officials per Police Other

- Butler: 2.7
- Hamilton: 2.3
- Lucas: 2.7
- Montgomery: 6.5
- Stark: 1.1
- Summit: 7.8
OTHER PRIMARY COUNTY RESPONSIBILITIES
Welfare and Health are other major employment sectors

Welfare and Health as Share of Total Employment

- Butler: 16% Welfare, 26% Health
- Hamilton: 12% Welfare, 25% Health
- Lucas: 6% Welfare, 29% Health
- Montgomery: 18% Welfare, 27% Health
- Stark: 5% Welfare, 33% Health
- Summit: 21% Welfare, 20% Health
Changes in County Employees and Population

Change in Employment and Population 2001 - 2007

- Butler: 36.1% (Employees), 7.5% (Population)
- Hamilton: -1.1% (Employees), -0.3% (Population)
- Lucas: -2.9% (Employees), -15.2% (Population)
- Stark: 0.1% (Employees), -17.0% (Population)
- Summit: 0.1% (Employees), -6.5% (Population)
- Montgomery: 5.8% (Employees), -3.7% (Population)
EMPLOYMENT SUMMARY

- Employment is 66.7% of General Fund expenditures and 31% of total expenditures.

- Montgomery County has

  - A higher share of police relative to total employees and a higher share of police officers.
  
  - A lower ratio of citizens per employee.
  
  - And is increasing county employment while losing population.
• Key trends
  • Out migration of retail
  • Loss of manufacturing and property values
  • Aging and poorer population
  • Pressure on inter-governmental
  • Anti-tax environment
• Sales tax being affected by trends and events
• Property tax grew by 15%, 10% of total revenue in 2000 11% in 2008
• Key Event
  • Economic downturn
• Further pressure on sales tax
EXPENDITURES
Personnel cost continue to grow, investments in future are delayed

Increase in Expenditures 2000–2008 – General Fund

- Wages: 43.8%
- Capital: -45.0%
- EDGE: -100.0%
- Total Gen Fund: 2.7%
EXPENDITURES

• Key trends
  • Aging and poorer population
  • Increased demand for public safety
  • Avoid structural distress by delaying/eliminating capital investments
  • Health care costs

• Pressure building – ongoing efforts to become lean

• Key Event
  • Economic downturn

• Downturn hits after years of working towards lean – no margin of error
• You are not alone

• Local government has always met the challenge

• There are trends and there are events (crisis)

• Many places focus on the events while ignoring the trends
  • If you do this the trend can become the next crisis
WHY USE GUIDING PRINCIPLES

• Encapsulate the group’s objectives and vision

• Guide the group throughout the project in addressing identified problems

• Provide framework for making decisions and developing recommendations

• Provide rationale for final recommendations
GUIDING PRINCIPLES
Indiana Commission on Local Government Reform

• Reviewed studies and proposals from as far back as 1935 through 2005

• Reports with guiding principles worked better and were more effective

• However, we are still trying to reform government in Indiana
GUIDING PRINCIPLES

- Some examples
  - Local government is diverse—no one size fits all
  - Local government needs to break the crisis
    management culture and focus on a longer term
    Vision
  - Local government needs more options
  - Because we’ve always done it this way is not
    acceptable justification
GUIDING PRINCIPLES
Indiana Commission on Local Government Reform

• Local government should be simpler, more understandable and more responsive.

• Local government should be more transparent, allowing citizens to better understand whom to hold accountable—whom to thank or blame—for decisions, actions and spending.

• Local government reform should drive real cost savings for citizens through the reduction of local government layers and the adoption of other cost-saving measures.
GUIDING PRINCIPLES
Indiana Commission on Local Government Reform

- The structure of local government should be flexible enough to accommodate an evolving definition of community.

- Reform should focus on long-term solutions that not only consider immediate needs, but also position Indiana for future efficiency and growth.

- Reform should provide practical, concrete, common-sense solutions, rather than grand schemes that would be difficult to implement.

- Local government reform should create a more equitable distribution of services and responsibility for funding them.
Are there principles here that you have found to be important?

Are there additional principles you think are important?

Small group discussions—purpose and process
• May 18 - Law Enforcement and Justice Committee meeting

• Soon thereafter General Government and Community and Economic Development committees will meet
  • Themes and draft recommendations

• Early Summer - reconvene Full GFFPC and build consensus

• Mid-summer - full GFFPC meeting to finalize recommendations

• Final Report by September
Strategic Fiscal and Structural Analysis

for the

Montgomery County General Fund Financial Planning Committee

Justice & Law Enforcement Sub-Committee

Center for Urban Policy and the Environment
Indiana University Public Policy Institute
School of Public and Environmental Affairs
Indiana University-Purdue University Indianapolis

PROJECT REMINDERS

• Meeting 1 with Full GFFPC: comparative overview, how we got to this point (crisis / trend), principles

• Today Meeting 2 with Justice & Law Enforcement Subcommittee: data and overview of typical issues/approaches, create problem statements and broad recommendations, begin supporting evidence and strategies
PROJECT GOAL

• Assist the GFFPC in developing recommendations to address fiscal problems for short- and long-term good of community

BACKGROUND REMINDERS

• Like other localities, Montgomery County faces fiscal and structural challenges
• Traditional cost reduction techniques have been utilized over many years
• Risk of balancing budget by reducing services and investments is that you’ve only bought a few years before the next crisis
GFFPC CORE PRINCIPLES

- Balance immediate needs (crisis) with common sense long term vision (trends)
- Cost of services to other government must be true costs
- Emphasis on economic development to generate revenue
- Be data driven

JUSTICE & LAW ENFORCEMENT PROCESS

- Today’s agenda
  - Today we’ll focus on key issues, develop problem statements and broad recommendations, and begin to develop supporting evidence and strategies
  - Data crisis and trends / supporting evidence
  - Presentation addressing issues faced and lessons learned by other communities who have addressed these issues
  - Focus on three critical challenges that confront Montgomery County
MONTGOMERY COUNTY TRENDS
Rates of Arrest for UCR Part I Crimes, 2002-2006
MONTGOMERY COUNTY TRENDS
Rates of Juvenile Arrest for UCR Part I Crimes, 2002-2006

COMPARISON COUNTY TRENDS
Rates of Arrest for UCR Part I Crimes
COMPARISON COUNTY TRENDS
Rates of Juvenile Arrest for UCR Part I Crimes

COMPARISON COUNTY TRENDS
Rates of Arrest for Drug Related Crime (UCR)
COMPARISON COUNTY TRENDS
Rates of Juvenile Arrest for Drug Related Crime (UCR)

[Graph showing rates of arrest per 100,000 population for BUTLER, HAMILTON, MONTGOMERY, STARK, and SUMMIT counties from 2002 to 2006.]
COMPARISON COUNTY TRENDS
Rates of Juvenile Arrest for Drug Related Crime (UCR)

LESSONS LEARNED FROM PREVIOUS EFFORTS
Three typical approaches

• Structure
  • Geography
    • taxing districts
    • economic assets
  • Organizational
    • overlapping responsibility
    • costly but not shared

• Fiscal
  • Lack of equity
  • Tax exemptions

• Efficiency
  • Must make the case / hard to define
STRUCTURE GEOGRAPHY

• Economic Assets
  • Typically the urban county provides a high share and thus provides services
  • Stadiums, museums, schools, churches, not-for-profits

• Taxing Districts
  • Often times do not align with costs and benefits
  • Rarely any multi-jurisdictional capital investment planning

STRUCTURE ORGANIZATIONAL

• Overlapping responsibility
  • Result in some double charging
  • Police and Sheriff

• Expensive but not shared
  • Everyone wants their own but not fully utilized
    • school athletic facilities / hazmat/crime labs
FISCAL

- Tax Exemptions
  - TIF, tax abatement – as the economic center of the region take on responsibilities yet benefits spill beyond county lines
  - Tax exempt economic assets
- Lack of equity
  - Core county provides services to support commuters and visitors
  - Who pays for economic development and who benefits
- Costs associated with poverty
- Myth net revenue consumer / reality net revenue provider

EFFICIENCY

- The efficiency myth
  - Public demands it
  - No one can define / measure it
- Is efficient the same as inexpensive?
- What is the appropriate level of service against which to measure?
- If bad services are delivered cheaply is that efficient?
TURNING TO KEY JUSTICE & LAW ENFORCEMENT ISSUES IN MONTGOMERY COUNTY

- Mandated vs. discretionary services
- Cost of service allocation
- Redundancy/Efficiency

MANDATED VS. DISCRETIONARY SERVICES
Highlighted Services

Courts
- Common Pleas, Domestic Relations, Juvenile and Probate, Clerk of Courts

Forensics/Law Enforcement
- Sheriff, Coroner, Crime Lab, Animal Control

Subsidy
MANDATED VS. DISCRETIONARY SERVICES

Highlighted Services

Attorneys
- Prosecutor, Public Defender Commission, Assigned Counsel

Corrections
- Juvenile Detention, Jail, STOP, Nicholas Youth Center

COST OF SERVICE ALLOCATION

General Fund
- Animal Control subsidy
- 800 MHz radio system subsidy
- Criminal Justice Information System (CJIS) subsidies
- Miami Valley Regional Crime Laboratory building subsidy
- Miami Valley Regional Crime Laboratory operating subsidy
COST OF SERVICE ALLOCATION

Clerk of Courts
• Ability to charge system access fees

Sheriff
• Development of a departmental cost allocation plan to charge the “true cost of service”
  • Washington Twp.
  • Harrison Twp.
  • Jefferson Twp.
• Law enforcement and support services

REDUNDANCY/EFFICIENCY

Clerk of Courts & Probate Court
• Implementation of the e-filing of court cases

Courts
• Consolidation of courts’ administrative services
  • Finance, purchasing, human resources and DP

County Courts
• Countywide municipal court
• Court consolidation
  • Reductions of judgeships
  • Locate to a single facility
REDUNDANCY/EFFICIENCY

Public Defender Commission
- Effective scheduling of court dockets

Sheriff
- Radio repair
- Continue regionalization with dispatch and 800Mhz radio system
- Explore regionalization with the City of Dayton for other services such as records, property room and SWAT
YOUR CHARGE

• Problem statement
• Recommendation
• Initial supporting evidence
• Begin to develop strategies

• The goal is to provide a well-developed justification for each set of actions, that will be easily communicated to your friends and neighbors.

FOR EXAMPLE

• Problem statement – those who work, recreate, and consume in Marion County do not pay for the investments and services that make those activities possible
• Supporting data
  • Most services paid for by property and income tax
  • Over 25 percent of those who work in Marion County don’t live there
  • Over 50 percent of museum membership are from outside of county
  • Over 47 percent of Center Township is tax exempt
• Recommendation – Directly establish a link between those who use, benefit from, and pay for specific services
FOR EXAMPLE

• Strategies
  • Increase tax rates of local taxes that principally apply to visitors – specifically auto rental and innkeepers and direct the revenue to fund service and infrastructure needs
  • Establish an advisory committee to investigate the potential value and risks of the adoption of a county wide or regional sales tax and/or commuter tax
  • Pursue user fees, PILOTS, and voluntarily negotiated payments that target those who work, visit and consume in Marion County as well as tax-exempted properties that benefit for investments made by local government
PROBLEM STATEMENT

• Problem statement – describe an issue / event that poses a challenge that must be met

• Example – those who work, recreate, and consume in Marion County do not pay for the investments and services that make those activities possible

SUPPORTING EVIDENCE / DATA

• What evidence are you aware of that will be useful in documenting the scope of the problem?
• What do you need to prove to those who read the report that the problem is real?

• Most services paid for by property and income tax
• Over 25 percent of those who work in Marion County don’t live there
• Over 50 percent of museum membership are from outside of county
• Over 47 percent of Center Township is tax exempt
RECOMMENDATION

• A general statement that provides a direction for the development of strategies

• Example - Directly establish a link between those who use, benefit from, and pay for specific services

STRATEGIES

• Specific actions to address the problem statement (best when including a by whom, by when, and expected outcome)
• Sometimes in the form of establish additional exploration (particularly when consensus will be difficult)
  • Increase tax rates of local taxes that principally apply to visitors – specifically auto rental and innkeepers and direct the revenue to fund service and infrastructure needs
  • Establish and advisory committee to investigate the potential value and risks of the adoption of a county wide or regional sales tax and/or commuter tax
  • Pursue user fees, PILOTS, and voluntarily negotiated payments that target those who work, visit and consume in Marion County as well as tax-exempted properties that benefit for investments made by local government
REMINDER OF NEXT STEPS

• Next Justice & Law Enforcement subcommittee meetings

• May 27, 2009: County Admin. Bldg. OMB conf. room 9:30am-11:30am
• June 1, 2009: County Admin. Bldg. OMB conf. room 9:30am-11:30am
• June 5, 2009: County Admin. Bldg. OMB conf. room 9:30am-11:30am
**Agenda**

- Review GFFPC process to date
- Presentations:
  - Community & Economic Development
  - Public Policy Strategies
  - Survey Results
- Next meeting is September 30\textsuperscript{th}
- Meeting October 8\textsuperscript{th}, if needed

**Keep in Mind**

**Agenda**

- Presentations by C&ED subcommittee, GFFP Committee Chair, IU
- Presentations to be uninterrupted
- Followed by facilitated discussion

**Keep in Mind**

- Surviving v. thriving strategies
- Identify additional supporting evidence or strategy options
Montgomery County
General Fund Financial
Planning Committee

Summary of Recommendations
from C&ED

August 28, 2009

C&ED

Dan Sadlier, Chair
Joe Tuss, Deputy Co. Administrator
Surviving Strategies

Economic Development

Play a meaningful role in attraction, retention and expansion of businesses

Allocate $5.0 million in annual funding for strategic economic development investments

Surviving Strategies

Economic Development

Processes should be reviewed to ensure they are well-mapped, clearly communicated, user-friendly, responsive, rapid and flexible to the business customer
C&ED

Surviving Strategies

Cultural Support
Discontinue use of General Fund dollars to provide direct programmatic and other support to arts and cultural organizations

C&ED

Thriving Strategies

Economic Development
Encourage and support a regional private development entity and help overcome fragmentation and competition within the County and region
Economic Development

Evaluate the effectiveness of the ED/GE program and determine its future beyond 2010

Support the regional marketing and branding strategy to the benefit of all communities in the region
Thriving Strategies

Economic Development

Encourage the State to continue its marketing and monetary support for regional economic development strategies

Work with the region's public and private leaders so that our region participates fully in, and receives its share of benefits from, such State strategies

Economic Development

Reduce the overall local corporate tax burden of doing business within the County in order to stimulate economic investment
Thriving Strategies
Cultural Support

Identify revenue sources outside of the General Fund to support arts and cultural organizations

Develop a strategy to encourage greater private sector support of arts and cultural organizations

Cultural Support

Develop a strategy to encourage local jurisdictions to support and invest in arts and cultural organizations

Evaluate the effectiveness of the Arts and Cultural District and the cultural support formula
C&ED

Thriving Strategies

Cultural Support

The County's funding should be used to develop and strengthen the arts and cultural framework

C&ED

Questions & Comments
Public Policy Strategies

Bev Shillito & Franz Hoge, GFFPC Co-chairs

Defined as...

Broad issues regarding Montgomery County and its various local governments that affect our ability to control costs, streamline services and provide for economic development.
Public Policy Strategies

Establish a committee to analyze and reduce the number of separate local governments and appointing authorities.

Public Policy Strategies

The Ohio Revised Code defines the powers and responsibilities of county government. These are often outdated, cumbersome and inefficient.

The ORC needs restructured to affect positive change and efficiencies.
Meaningful and frequent communications with unions to achieve operational efficiencies

Criminal justice policy reform for policies such as:
  • County wide arrest policies
  • Incarceration standards
  • Sentencing standards

Total public employee compensation (salary, pension, health ins.) is not comparable to the private sector. Total compensation should be reviewed for all levels of the organization.
Public Policy Strategies

County wide business processes reviewed for efficiencies

Committee will reconvene in a year to review the status and implementation of recommendations

Questions & Comments
Prioritizing Recommendations

Center for Urban Policy and the Environment
Indiana University Public Policy Institute
School of Public and Environmental Affairs
Indiana University-Purdue University Indianapolis

Project Goal

Assist the GFFPC in developing recommendations to address fiscal problems for the short and long-term good of our community

Today:
- Present results of recommendations survey
- Help further prioritize recommendations
**Recommendations Survey**

**Web-based Survey**
- Aimed at assisting the committee prioritize each subcommittees' recommendations
- We asked you to rate each recommendation on a scale of 1 (least important) to 5 (most important)

**Results**
- 26 of you responded to the survey
- The results show there is consensus around many recommendations—average ratings of 4.0 or higher (See handout)
- For some of the recommendations, the voting pattern was not as clear.

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**Justice & Law Enforcement**

Sheriff should ensure that contracts for policing services to townships include all costs, both direct and support services. 4.58

Pretrial court should provide services to all courts for newly arrested individuals, such as sharing information gained from new prisoner interviews with the Public Defender to avoid duplication. 4.27

Common Pleas Court should evaluate the STOP program and consider other locations such as MonDay, determine the long-term success rate of the program, and impact on jail population if the program is discontinued. 4.17

Montgomery County should ensure that all mandated services are met prior to providing other services. 4.12
Justice & Law Enforcement

A cost allocation study for contracted services should be prepared by an accounting firm to ensure proper billing for contracted services.

Focus should remain on effective use of jail space, including efficient prisoner in/out processing procedures, consensus regarding type of violators housed, expansion of alternatives to incarceration for non-violent offenders, review of policies for mentally ill population, and maximize JusticeWeb utilization.

A cost allocation study for billing Regional Crime Lab services to other jurisdictions should be completed by an accounting firm.

Justice & Law Enforcement

The Ohio Revised Code should be reviewed for fees the County may not be currently collecting, e.g., the Sheriff may collect a fee for taking prisoners before court.

Juvenile Court should consider alternative options for youth at Nicholas Residential Treatment Center such as using existing Juvenile Justice Center and/or using community or private organizations that provide this type of treatment.

Clerk of Courts and county administration should discuss reinstatement of the collection of fees from prisoners transported to state facilities.
All Montgomery County services should be analyzed to determine if 1) the level and frequency can be reduced; 2) non-mandated services can be eliminated; 3) operational efficiencies can be implemented; and 4) charges for services are updated and reflect true cost of service.

County support services should be reviewed for opportunities to outsource, where appropriate, those services that are not cost effective, efficient, or competitive with the private sector. Such functions could include building, grounds, vehicle maintenance, data processing, printing services, and records storage and disposal.

Sell or demolish unnecessary or underutilized buildings such as Shawen Acres and the Dora Tate Center.

Contain healthcare costs. Savings could be achieved through increased employee contributions, modifications to plan design, optional higher coverage, and moving toward a health savings account (HSA) approach.

All non-mandated services and payments to agencies in the Non-Departmental budget) should be reviewed for continuity and level of funding.

To ensure long-term operational efficiencies, all business processes should be analyzed and recommendations made for improvements.

Meaningful and frequent communication should occur with unions to achieve operational efficiencies and acceptance of service changes and thriving strategies.
## General Government

The Data Processing Board’s function should be analyzed and reviewed county wide to determine if another structure and/or policies may result in cost savings. 4.12

County offices should consolidate and utilize central administrative functions such as data processing, grounds, vehicle maintenance, human resources, printing, purchasing, stockroom, and telecommunications. 4.12

The County should advocate for change in state legislation regarding board of elections, collective bargaining, DP management, local government funds, Ohio tax law, public notice/legal ads, records retention, and/or retirement system. 4.08

Review and possibly consolidate hardware and software maintenance contracts. 4.00

## Economic Development

Remove roadblocks that prevent economic growth. 4.60

Make certain that permit processes and all other regulatory processes are user-friendly, responsive, and flexible. 4.38

Reevaluate the effectiveness of the Montgomery County Arts and Cultural district and the current cultural support formula to determine how/if it should continue beyond 2010. 4.35

The primary sources for arts and cultural funding should be the private sector and Montgomery County must support this strategy. 4.27
Economic Development

Evaluate the ED/GE program to determine if it should be continued beyond 2010 and how it will relate to other regional economic development efforts. 4.23

Encourage the state to continue its marketing and monetary support for regional economic development efforts and encourage others within our region to participate in such efforts. 4.15

Seek strategies that provide Montgomery County with a sustainable and marketable economic advantage over the competition. 4.12

Encourage the creation of a regional private sector economic development organization, with public and private leadership and funding to coordinate business attraction, retention and expansion efforts. 4.04

Recommendations Rated Below 4

None of your recommendations received average ratings lower than 3.4

There were some where the voting pattern was unclear, and which our discussion is intended to clarify.
Justice & Law Enforcement

The Sheriff should confer with the Dayton Police Department regarding automation and support services, such as court security, procurement, property rooms, records, and SWAT team operations. 3.96

Consolidation of the County Courts and five municipal courts into a single municipal court should be considered. 3.88

Clerk's staff in County municipal courts should use JusticeWeb to eliminate the unnecessary issuance of warrants. 3.84

All Justice and Law Enforcement agencies should review staffing levels and compare Montgomery County benchmarks with other Ohio counties of similar size and caseloads. 3.77

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Justice & Law Enforcement

Courts should suspend the waiving of fines and court costs where possible. 3.65

County Courts should consolidate operations into a single facility. 3.62

Minimize the subsidy for enhanced level of services (adoption, education, housing of cats, spay/neutering) at the Animal Resource Center and consider an increase in dog license fees. 3.46

Programs should be examined for eligibility for funding through the Human Services Levy and the ability to acquire such funding should be explored. 3.38
The County should divest itself of the following County-owned parks: Judge Arthur O. Fisher, Art Van Atta, and Madison Lakes. 3.85

Span of control of management should be reviewed to determine if savings may be achieved through applying industry best practices in the role of managers and supervisors, which would include managing staff and performing multi-functional jobs. 3.83

Green Taskforce should examine what internal county improvements can be made to reduce energy consumption. 3.77

Sustainable energy policies should be researched for applicability and adoption for County offices. 3.69

Replace current telecommunications system with VoIP. 3.68

The County should implement a monthly cell phone allowance for employees. 3.65

Prepare and implement an office density standard for general office buildings. 3.58
Economic Development

Have resources to develop meaningful incentive packages. 3.96

Use General Fund revenue to leverage economic development funding from Federal, state and private sources. 3.85

Encourage other jurisdictions to share in the responsibility of supporting arts and cultural institutions. 3.81

Participate in a regional marketing and branding strategy and support it as a collective brand that supports all communities in the county. 3.65

---

Economic Development

Continue to allocate a minimum of $5 million per year from the General Fund for economic development. 3.64

Montgomery County should find non-General Fund revenue to support arts and cultural organizations. 3.54

Consider reduction of local tax burden, for example encourage the reduction or elimination of the corporate income tax. 3.38

Arts and cultural institutions should use Montgomery County funding to develop and strengthen the strategic framework of how arts and culture will be used to support economic development rather than for general operating support. 3.38
Closing Remarks

- Consideration and input regarding recommendations
- Finalize recommendations on Sept. 30th, 9:00am to 11:30am, location to be announced
Introductions

Center for Urban Policy and the Environment: Indiana University Public Policy Institute

- John Krauss, Director
- Drew Klacik, Sr. Policy Analyst
- Rachel Thelin, Sr. Policy Analyst

Agenda

- Review GFFPC process to date
- Subcommittee presentations:
  - General Government
  - Justice & Law Enforcement
- Next meeting is August 28th
Keep in Mind

**Agenda**
- Speaker presentations by sub-committee
- Presentations to be uninterrupted
- Followed by facilitated discussion

**Keep in Mind**
- Surviving v. thriving strategies
- Identify additional supporting evidence or strategy options
- Resistance and Impact matrix

---

**Evaluation Matrix**

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Montgomery County
General Fund Financial Planning Committee

Summary of Recommendations from Subcommittees

July 29, 2009

General Government

Jerry Tatar, Chair
Amy Wiedeman, Asst. Co. Administrator
General Government

Surviving Strategies
Contain Healthcare Costs
- Increased employee contributions
- Modifications to plan design
- Optional higher coverage
- Move toward HSA approach

Surviving Strategies
Service Levels
All County services analyzed to determine if:
1. Level and frequency can be reduced
2. Non-mandated services can be eliminated
3. Operational efficiencies can be implemented
4. Charges for services updated and reflect cost of service
General Government

Surviving Strategies

Service Levels
Data Processing Board and DP function be analyzed and reviewed County wide to determine the structure and policies that will result in cost savings

Review of non-mandated services and payments (Non-Departmental budget) for continuity and level of funding

General Government

Thriving Strategies

Redundancy/Outsourcing
County offices should consolidate and utilize central administrative functions such as...

- Data Processing
- Grounds Maintenance
- Human Resources
- Printing
- Purchasing
- Stockroom
- Telecommunications
- Vehicle Maintenance
General Government

Thriving Strategies

Redundancy/Outsourcing

County support services should be reviewed for opportunities to outsource, where appropriate, those services that are not cost effective, efficient or competitive with private sector, functions such as . . .

• Building Maintenance
• Data Processing
• Grounds Maintenance
• Printing Services
• Records Storage/Disp.
• Vehicle Maintenance

General Government

Thriving Strategies

Redundancy/Outsourcing

Replace current telecommunications system with VoIP

Monthly cell phone allowance

Review/consolidation of hardware and software maintenance contracts
General Government

Thriving Strategies
Payroll System
Analyze current payroll business practices and structure and implement cost effective solutions
ROI analyses to determine if payroll function should be outsourced or a new payroll system purchased

General Government

Thriving Strategies
Property/Space Management
Prepare and implement an office density standard for general office buildings
Sell or demolish unnecessary or underutilized buildings
  • Shawen Acres
  • Dora Tate Center
General Government

Thriving Strategies

Span of Control
Savings may be achieved through applying industry best practices in the role of managers and supervisors
• Managers and supervisors to incorporate multi-functional jobs

Park Divestiture
County should divest itself of the following County owned parks
• Judge Arthur O. Fisher
• Art Van Atta
• Madison Lakes
General Government

Thriving Strategies

State Legislative Changes

The County should advocate for change regarding the following State legislation:

- Board of Elections
- Collective Bargaining
- DP Management
- Local Gov't Funds
- Ohio Tax Law
- Pub. Notice/Legal Ads
- Records Retention
- Retirement System

General Government

Thriving Strategies

Energy Conservation & Green Initiatives

Green Task Force to include internal County improvements that can be made to reduce energy consumption.

Sustainable energy policies should be researched for applicability and adoption for County offices.
**General Government**

Thriving Strategies

Union Communications

Meaningful and frequent communication occur to achieve operational efficiencies and acceptance

---

**General Government**

Thriving Strategies

Long-Term Operational Efficiencies

All business processes should be analyzed and recommendations made for improvements
General Government

Questions & Comments

Justice & Law Enforcement

Mike Kelly, Chair
Joe Spitler, Criminal Justice Council Liaison
Justice & Law Enforcement
Surviving Strategies

Mandated and Non-mandated Services

Ensure that all mandated services are met prior to providing other services
  • Examine the non-mandated services provided
  • Prioritize these services and abolish those of least importance
  • Consider impact of these decisions on other J&LE agencies' costs and operations

Justice & Law Enforcement
Surviving Strategies

Non-mandated Services

The Sheriff should ensure that contracts for policing services to townships include all costs, both direct and support services

Recommend a cost allocation study for contracted services prepared by accounting firm to ensure proper billing for contracted services
**Justice & Law Enforcement**

**Surviving Strategies**

**Non-mandated Services**

Juvenile Court should consider alternative options for youth at Nicholas Residential Treatment Center such as,

- Use existing Juvenile Justice Center
- Use community or private organizations that provide this type of treatment

---

**Justice & Law Enforcement**

**Surviving Strategies**

**Non-mandated Services**

Common Pleas Court should evaluate the STOP program

- Consider other locations such as MonDay
- Determine long-term success rate of program
- Impact on jail population if program is discontinued
Justice & Law Enforcement

Surviving Strategies
Non-mandated Services
Recommend cost allocation study for billing Regional Crime Lab services to other jurisdictions

Justice & Law Enforcement

Surviving Strategies
Fees, Costs and other Funding Sources
ORC should be reviewed for fees we may not be currently collecting

• Sheriff may collect a fee for taking prisoners before a court
Justice & Law Enforcement

Surviving Strategies
Fees, Costs and other Funding Sources

Clerk of Courts and County administration should discuss reinstatement of the collection of fees from prisoners transported to state facilities

Courts should suspend the waiving of fines and court costs where possible

Justice & Law Enforcement

Surviving Strategies
Fees, Costs and other Funding Sources

Programs should be examined for eligibility for funding through the Human Services Levy and explore ability to acquire such funding
Justice & Law Enforcement

Surviving Strategies

Court Consolidation Efforts

The County Courts should consolidate its operations into a single facility.

Additionally, consolidation of the County Courts and five municipal courts into a single municipal court should be considered.

- Defendants identified through JusticeWeb can be heard during video court sessions, reducing time for the Clerk and Sheriff (LEADS).
Justice & Law Enforcement

Surviving Strategies

Duplicative Services

Concurrence with General Government regarding Data Processing Board and functions

Justice & Law Enforcement

Surviving Strategies

Duplicative Services

Sheriff should confer with the Dayton Police Dept. as it relates to automation and support services

- Court Security
- Procurement
- Property Rooms
- Records
- SWAT
Justice & Law Enforcement

Thriving Strategies

Redundancy/Outsourcing

Concurrence with General Government regarding consolidation and utilization of central administrative functions

Justice & Law Enforcement

Thriving Strategies

County Jail Population

Effective use of jail space

- Prisoner in/out processing procedures
- Consensus as to type of violators being housed
- Expansion of alternatives to incarceration for non-violent offenders
- Review policies for mentally ill population
- Maximize utilization of JusticeWeb
Justice & Law Enforcement

Thriving Strategies

Courts

Pretrial should provide services to all courts for newly arrested individuals

• Interviews new prisoners regarding biographical information and prior court involvement
• Share this information with Public Defender to avoid duplication

Justice & Law Enforcement

Thriving Strategies

All J&LE agencies to review staffing levels

• Compare our benchmarks with Ohio counties of similar size and caseloads
Justice & Law Enforcement

Thriving Strategies

Animal Resource Center

Minimize subsidy for enhanced services such as,

• Adoption
• Education
• Housing of cats
• Spay/neutering

Consider increase in dog license fees

Justice & Law Enforcement

Questions and Comments
Closing Remarks

- Consideration and input regarding recommendations
- Finalize recommendations on August 28th, 9:00am to 11:30am, Madison Lakes
  - Presentation of Community & Economic Development subcommittee recommendations
  - Long-term community strategies
2010-2014
General Fund
Five Year Financial Plan
# Montgomery County, Ohio – Five Year Plan

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### Justice & Law Enforcement

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### Community & Economic Development

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Montgomery County, Ohio – Five Year Plan

Budget for Justice & Law Enforcement - $104,728,326

**Courts**
- Common Pleas Court
  - Probate: $1,807,062
  - Juvenile: $12,712,410
  - Domestic Relations: $3,586,414
  - General Division: $11,387,543
  - Municipal Courts: $1,210,689
  - Clerk of Courts: $4,355,313
  - Court of Appeals: $154,187
  - County Court: $863,306

**Forensics/Law Enforcement**
- Sheriff [Admin Staff]: $3,323,757
- Criminal Justice Council: $107,824
- Coroner: $3,724,755
- Road Patrol: $5,151,646
- Support Services: $3,872,034
- Radio Repair: $249,986
- Child Support Non-Dept.: $2,300,000
- Other Non-Dept.: $2,389,555
- Animal Control Subsidy Non-Dept.: $800,835

**Attorneys**
- [Criminal Justice]: $19,399,465
  - Prosecutor: $11,138,255
  - Public Defender Commission: $4,996,892
  - Assigned Counsel Non-Dept: $3,264,318

**Corrections**
- Juvenile Detention Facility: $7,126,602
  - Sheriff [Jail]: $15,829,029
  - Sheriff [Jail]: 144 Beds
  - CPC General Division [STOP]: $1,100,723
  - 42 Beds
  - Juvenile [Nicholas Youth Center]: $1,473,296
  - 24 Beds

**Key**
- Dollar amounts reflect 2009 Adopted General Fund Budget
- Sheriff also listed under General Government - Internal Support
  - Serves as Clerk for all courts except Juvenile and Probate
- Juvenile Detention Facility: 144 Beds
- Sheriff [Jail]: $15,829,029
- CPC General Division [STOP]: $1,100,723
- Juvenile [Nicholas Youth Center]: $1,473,296

Total Budget: $104,728,326
Montgomery County, Ohio – Five Year Plan

Positions for Justice & Law Enforcement - 1,231.9 F/T

Courts (528.2 F/T)
- Probate (29 F/T) (1 P/T) (1 FTJ)
- Juvenile (191 F/T) (5 P/T) (2 FTJ)
- Domestic Relations (51.6 F/T) (2 P/T) (2 FTJ)
- General Division (162 F/T) (5 P/T) (11 FTJ)
- Municipal Courts (Mandated Funds Allocated)
  - County Court (6.7 F/T) (4.2 P/T) (5 PTJ)
  - Court of Appeals (1 P/T)

Common Pleas Court

Clerk of Courts (71.9 F/T) (2 P/T)

Forensics/Law Enforcement (138 F/T)
- Coroner (38.5 F/T) (5 P/T)
- Road Patrol (55.6 F/T)
- Sheriff [Admin Staff] (13 F/T)
- Support Services (28 F/T)
- Radio Repair (2 F/T)
- Criminal Justice Council (1 F/T)

Attorneys [Criminal Justice] (220.7 F/T)
- Prosecutor (153.7 F/T) (1 P/T)
- Public Defender Commission (67 F/T) (3 P/T)

Corrections (345 F/T)
- Juvenile Detention Facility (137 F/T)
  - 144 Beds
- Sheriff [Jail] (177 F/T)
  - 914 Beds
- CPC General Division [STOP] (13 Contract) (9 F/T)
  - 42 Beds
- Juvenile [Nicholas Youth Center] (22 F/T) (3 P/T)
  - 24 Beds

Key:
(XX F/T) # of full time employees
(XX P/T) # of part time employees
(XX PTJ) # of full time judges
(XX FTJ) # of part time judges

Serves as Clerk
*47 F/T Sheriff listed under General Government - Internal Support
*Seasonal and special employees are not included.
Functional Statement
The Montgomery County Clerk of Courts maintains and makes available to the public all court records for the General and Domestic Relations Divisions of the Common Pleas Court, along with the Second District Court of Appeals and County Courts Area One in New Lebanon and Area Two in Huber Heights. The Clerk’s office is also responsible for issuing and maintaining all motor vehicle and watercraft titles in Montgomery County. The Clerk of Courts is comprised of three divisions: Auto Title, County Courts and Legal.

County Courts Division
The County Courts serve the cities of Trotwood, Huber Heights and Riverside; the Villages of Brookville, Farmersville, New Lebanon, Phillipsburg and Verona; and the townships of Clay, Jackson, Jefferson and Perry. In addition to the law enforcement agencies in these areas, the court also serves various other agencies including the Ohio State Patrol, State of Ohio Park Rangers, Ohio Division of Wildlife, Public Utilities Commission, Montgomery County Zoning, Public Health – Dayton & Montgomery County, Montgomery County Animal Resource Center, Board of Liquor Control, Board of Pharmacy, Department of Taxation and Five Rivers MetroParks. The County Courts have jurisdiction in all adult traffic and misdemeanor cases occurring in the court’s jurisdiction, civil cases up to $15,000, small claims cases up to $3,000, and are the originating courts for felony preliminary hearings in their jurisdiction.

Legal Division
The Legal Division is comprised of four departments: Civil, Criminal, Domestic Relations and Second District Court of Appeals.

Civil Department accepts filings for new complaints, issues service of summons, maintains a journal of pleadings filed in each case, and issues subpoenas to witnesses when a case is ready for trial. Judgment liens including Ohio sales and personal income tax liens are also filed in the Civil Division along with the execution of proceedings of liens.

Criminal Department maintains all paperwork for felony case proceedings. The Criminal Department receives all filings pertaining to a particular case and executes the necessary paperwork in each phase of the criminal justice process including indictments, arraignments, issuance of subpoenas for grand jury, trial witnesses and filing Notice of Appeal. Other duties include posting bonds, calculating court costs, paying witnesses and preparing post-sentencing documents to transfer defendants to designated state institutions.
Functional Statement Continued

Domestic Relations Department is responsible for the filing, docketing, and distribution of court papers from attorneys, judges, and court personnel pertaining to divorce, dissolution of marriage, domestic violence and foreign support orders. Many of the cases processed in Domestic Relations involve child support to minor children, requiring continual updating of files until the children are emancipated, under most circumstances until the child is 18 years old.

Second District Court of Appeals is served by the Clerk of Courts in the capacity that the Clerk is responsible for receiving, filing, and conveying all appeals filed from various trial courts in Montgomery County. Additionally, the Clerk of Courts office is responsible for preparing the lower court record in appeal cases including cases appealed to the Ohio Supreme Court.
## Statistics

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### Issues

- Mandated versus Discretionary Services
- Implementation of the e-filing of court cases
- Reviewing the ability to charge system access fees
Functional Statement

The General Division is a trial court of general jurisdiction that hears both civil and criminal cases. The civil cases include, but are not limited to, personal injury, contract appropriation and various administrative appeals and others. There are eleven judges in this division, each elected to a six-year term. To assist with the Court’s caseload, the Magistrates Office, Arbitration Unit and Mediation Program handle a portion of the civil cases. The Visiting Judges Program hears civil and criminal cases.

The Court Administrator’s Office provides administration for the General Division. This includes supervision of the various departments of the court, implementation of administrative policies of the court, policy and procedure development, research and advisory services, public information, secretarial services to the General Division Judges and other special projects. The Court Administrator’s Office is also responsible for all human resource functions. Financial and purchasing services are provided to the court in accordance with Generally Accepted Accounting Practices.

Court Services provides administrative, case and client management services to the court. This division monitors judges’ dockets to ensure both civil and criminal cases move through the court in an expeditious manner and in compliance with case management standards. Court Services provides interpreters and assigns judges in compliance with the Ohio Revised Code, standards, policies and Local Rules of Court. In accordance with jury management standards and court policies, jurors are made available to the court.

The Court Services Pretrial Screening Division interviews defendants for bond recommendations. Defendants granted Conditional Offender Relief (COR) bond are supervised by the Pretrial Supervision Division to ensure court appearances. Presentence investigations are conducted and recommendations are provided to the judges.

The Division of Criminal Justice Services promotes public safety, enforces orders of the court, and supervises offenders granted community control, probation and intervention in lieu of conviction. This division has the capacity and authority to hold offenders accountable for the harm caused by their actions to victims and communities. During 2008, $1,724,941 was collected in restitution for victims, court costs, fines and fees and 71,371 hours of community service work was completed for non-profit organizations. Additionally, $696,953 in child support was collected through felony non-support court. There were 150 offenders who attended Victim Impact Panels or participated in Victim Offender Mediation.
## Statistics

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## Issues

- Mandated versus Discretionary Services
- Consolidation of Court Administrative Services
  - Finance, Budgeting, Purchasing, Human Resources & Data Processing
Functional Statement

The Coroner’s Office is responsible for the investigation of deaths caused by accident, homicide, suicide, or sudden or unexplained deaths when a person was in apparent good health. From the scene investigation to the forensic postmortem examination, the goal of the Coroner’s Office is to determine the mode, manner and cause of death. To assist the Coroner in the ruling of a death, procedures are utilized to help provide answers relating to the cause of death. Such procedures include toxicological substances in the body, and histological examinations of tissue samples for the presence of diseases, trauma or irregularities that may have contributed to the death.

Accredited by the Accreditation Council for Graduate Medical Education in 1995, the Montgomery County Coroner's Office serves as a postgraduate education facility for physicians involved in forensic pathology. Physicians selected to study at the Montgomery County Coroner's Office spend one to two years under the expert tutelage of Board Certified Forensic Pathologists. Additionally, the Coroner's Office provides advanced training for pathologists assigned to Wright Patterson Air Force Base Aerospace Medicine, the Ohio State University Medical School and Wright State University Medical School.

The Montgomery County Coroner's Office serves as a regional forensic center, providing forensic postmortem examinations for 22 counties in Southwest Ohio on a contractual basis.

The coroner of the requesting county is charged a fee for the examination and laboratory analyses performed for them, and when completed the results of the examination and tests are forwarded to the requesting coroner for his or her determination as to the mode, manner and cause of death. Forensic anthropologists, odontologists and neuropathologists serve as consultants in deaths involving skeletonized and/or unidentified remains.

Approximately 4,500 deaths are reported to the Coroner’s Office annually. Complete forensic postmortem examinations, laboratory tests and scene investigations were conducted in 1,657 cases in 2008. The remaining cases, after a thorough investigation of the circumstances surrounding the death by trained forensic medicolegal investigators, are determined to be from natural processes and are referred to the deceased person's physician to complete the death certificate. At the completion of the various examinations, the autopsy protocol and ruling as to the cause of death are filed in this office as public records for use by families, law enforcement agencies, fire departments, prosecutors, attorneys, insurance companies and other interested parties.
Photo Lab - The Coroner’s photography department photographed over 1,800 bodies for autopsies or examinations in 2008. The department processes each day’s autopsy film, scan, digitize and file each case. This procedure enables the pathologists to electronically view the images shortly after the autopsies are performed. The department has the ability to view all images on the computers while still keeping the quality and stability of traditional film. An Impak high speed scanner allows this task to be accomplished quickly and efficiently. This system scans an entire roll of film and produces a thumbnail image to the screen where the images are separated and filed in individual cases.

The department is currently compiling image files and putting together a medical image database to be used by our staff for educational presentations. They are also researching digital storage, printing and shooting issues so that there is the ability to keep up with the ever changing photographic industry. The department strives to continually produce quality images for the law enforcement and medical communities.

Morgue/Pathology Office – The Morgue/Pathology area of the Coroner’s Office is comprised of three full-time Forensic Pathologists, two full-time Forensic Pathologist completing their fellowship program, five full-time Pathology Technicians, four part-time Pathology Technician Students and three full-time and one part-time Night Attendants. All staff members have a varied educational background bringing a wide range of experience to the Montgomery County Coroner’s Office.

In 2008, 4,757 death cases were reported to the Montgomery County Coroner’s Office. Of those, 612 were autopsy cases from Montgomery County, 723 were autopsy cases from contracting counties and 322 were external examinations only. The Coroner’s Office processed 2,709 cases reported as natural deaths though a private physician signed the death certificate. Of the total number of autopsy cases, 102 were homicides, 291 suicides and 833 cases were ruled as accidental. One Pathology Assistant is assigned the additional responsibility of maintaining and securing the integrity of all evidence obtained during autopsies.

The Coroner’s Office serves as coordinator between the Lions Eye Bank of West Central Ohio and The Community Tissue Bank which allow obtain tissue, bone and corneal donations from deceased individuals upon family request.
Functional Statement Continued

Histology - The Histology lab operates under the direction of the Pathologist, who submits tissue samples obtained at autopsy for microscopic examination. The lab is a structural science concerned with the demonstration of cellular morphology, chemical composition and function of normal and abnormal tissue. The first step in this process is the halting of cellular degradation. This is accomplished by submersion in a formaldehyde solution for several hours. The tissue is then run through a reagent sequence consisting of alcohol, xylene and molten paraffin wax. Samples are then cast in a solid paraffin block. From these, ultra thin sections are obtained by the histologist, mounted on a glass slide and stained with dyes to demonstrate nuclear and cytoplasmic detail. Available to the Pathologist is a battery of histochemical procedures to aid in the diagnosis of a disease process or pathologic agent. In 2008, the Histology lab generated 12,060 slides for evaluation.

<table>
<thead>
<tr>
<th>Statistics</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Procedure Performed</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Autopsy/Examination</td>
<td>1,518</td>
<td>1,573</td>
<td>1,657</td>
<td>1,650</td>
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<tr>
<td>Death Certificate</td>
<td>639/246</td>
<td>575/307</td>
<td>612/322</td>
<td>600/300</td>
</tr>
<tr>
<td><strong>Procedure Performed</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deaths</td>
<td>4,275</td>
<td>4,387</td>
<td>4,757</td>
<td>4,700</td>
</tr>
<tr>
<td>Investigated</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Bodies Received</td>
<td>1,612</td>
<td>1,573</td>
<td>1,795</td>
<td>1,750</td>
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<tr>
<td>Bodies Stored</td>
<td>103</td>
<td>129</td>
<td>15</td>
<td>100</td>
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<tr>
<td>Unclaimed</td>
<td>16</td>
<td>32</td>
<td>32</td>
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<tr>
<td>Bodies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indigent Burials</td>
<td>51</td>
<td>54</td>
<td>68</td>
<td>50</td>
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<tr>
<td>Homicides</td>
<td>85</td>
<td>78</td>
<td>102</td>
<td>75</td>
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<tr>
<td>Suicides</td>
<td>185</td>
<td>172</td>
<td>291</td>
<td>170</td>
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<tr>
<td>Accidental</td>
<td>742</td>
<td>861</td>
<td>833</td>
<td>750</td>
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<tr>
<td>Deaths</td>
<td></td>
<td></td>
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</tbody>
</table>

Issues

- Mandated versus Discretionary Services
- Development of a departmental cost allocation plan
- Charge jurisdictions the “true cost of services”
- Review subsidy funding of the Miami Valley Regional Crime Laboratory
- Expansion of terminology of the use of Special Lab Fee fund - Ohio Revised Code
- Expansion of Ohio Revised Code to bill for items such as expert testimony
- Long term facility planning
Functional Statement
The County Court serves four townships and eight municipalities in the northwest and northeast portions of Montgomery County.

The County Court in Huber Heights serves the cities of Huber Heights and Riverside. The County Court in New Lebanon serves the cities of Trotwood and Brookville, the townships of Clay, Jackson, Jefferson and Perry, and the villages of Farmersville, New Lebanon, Phillipsburg and Verona.

Both courts also serve the other law enforcement agencies that file cases from within these jurisdictions such as the Montgomery County Sheriff’s Office, Ohio State Patrol, Ohio Park Rangers, Ohio Division of Wildlife, Public Utilities Commission Police, Montgomery County Zoning, Public Health District of Dayton and Montgomery County, Animal Resource Center, Dayton Department of Taxation and the Board of Liquor Control.

The County Court has jurisdiction in all adult traffic and misdemeanor cases occurring in the court’s jurisdiction. They are also the originating court for felony preliminary hearings. The court has jurisdiction in civil cases up to $15,000 and jurisdiction in small claims cases up to $3,000. The court has a full-time Probation Department responsible for supervising defendants. The Clerk of the County Court is the elected Clerk of Courts of Montgomery County.

Statistics

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>County Court Area One</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Criminal Cases</td>
<td>2,542</td>
<td>2,728</td>
<td>2,582</td>
<td>2,800</td>
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<tr>
<td>Traffic Cases</td>
<td>6,709</td>
<td>7,502</td>
<td>5,942</td>
<td>6,000</td>
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<tr>
<td>Civil Cases</td>
<td>1,741</td>
<td>1,865</td>
<td>1,894</td>
<td>2,000</td>
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<tr>
<td>Total Documents</td>
<td>10,992</td>
<td>12,095</td>
<td>10,418</td>
<td>10,800</td>
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<tr>
<td><strong>County Court Area Two</strong></td>
<td></td>
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<tr>
<td>Criminal Cases</td>
<td>2,048</td>
<td>2,140</td>
<td>2,318</td>
<td>2,400</td>
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<tr>
<td>Traffic Cases</td>
<td>5,753</td>
<td>6,124</td>
<td>5,963</td>
<td>6,200</td>
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<tr>
<td>Civil Cases</td>
<td>1,511</td>
<td>1,762</td>
<td>2,067</td>
<td>2,200</td>
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<tr>
<td>Total Documents</td>
<td>9,312</td>
<td>10,026</td>
<td>10,348</td>
<td>10,800</td>
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</tbody>
</table>

Issues

- Mandated versus Discretionary Services
- Court Consolidation
  - Reductions of judgeships
  - Streamline County Court facilities
    - Save costs for the Court, Clerk of Courts and Sheriff Security staffing
- Countywide municipal court
**Functional Statement**

Ohio’s courts of appeals are established by the Ohio Constitution and serve as intermediate appellate courts. The state is divided into twelve appellate districts. The Second District Court of Appeals has its principal seat in Dayton with an additional office located in Springfield. The Second Appellate District is comprised of Champaign, Clark, Darke, Greene, Miami and Montgomery Counties.

Five judges serve on the Second District Court of Appeals and are elected in nonpartisan elections for terms of six years each. The court employs a total of twenty-three full-time and part-time support personnel.

The court hears appeals from cases arising in the courts of Common Pleas, Juvenile Courts, Probate Courts, Domestic Relations Courts, Municipal Courts and County Courts within the Second Appellate District. The court has concurrent jurisdiction with the Ohio Supreme Court to hear appeals from the Board of Tax Appeals. The court exercises original jurisdiction in quo warranto, mandamus, habeas corpus, prohibition and procedendo, and any cause on review as may be necessary to complete its determination.

Salaries for all full-time and some part-time Court of Appeals employees, including judges, are paid by the State of Ohio Judicial budget administered by the Supreme Court of Ohio Human Resources Office. Pursuant to the Ohio Revised Code Section 2501.181, the cost of operating the court is initially paid from a fund appropriated by the Board of County Commissioners of Montgomery County; however, each of the five other counties in the district is responsible to cover their portion of the operating expenses based on their respective population.

<table>
<thead>
<tr>
<th>Statistics</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Case</td>
<td>975</td>
<td>941</td>
<td>968</td>
<td>950</td>
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<tr>
<td>Filings</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

**Issues**

No issues identified at this time.
Functional Statement

The Domestic Relations Court is the division of the Common Pleas Court of Montgomery County, Ohio, empowered by statute to hear all divorces, dissolutions, legal separations, annulments and civil domestic violence cases for Montgomery County. In addition, the court maintains jurisdiction for post-decree matters, such as spousal support, allocation of parental rights, child support, parenting time issues and other related matters.

The court has two Judges who are assisted in performing the duties of the court by six full-time Magistrates and one part-time Magistrate, the Legal Services Department, the Court Operations Department, the Legal Secretary Department, the Assignment Office, the Compliance Office, the Family Services Department, the Mediation Department, the Parent Education/Public Information Department, and the Management Information System Department.

The Court has significantly expanded its Mediation Services, which results in increased docket time. Internal staff positions have been reorganized to provide the community with improved and more efficient services.

The Court has stressed energy saving measures by solar tainting windows, turning lights and equipment off when not in use and recycling. Additionally, the topic for the Recognition Program was “use your Resources, Go Green.”

Finally, the court continues to move forward with computer technology. The community and the Court benefit from utilizing on-line forms and software.

Statistics

<table>
<thead>
<tr>
<th>Statistics</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custody</td>
<td>256</td>
<td>254</td>
<td>226</td>
<td>250</td>
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<tr>
<td>Domestic Violence</td>
<td>1,235</td>
<td>1,498</td>
<td>1,440</td>
<td>1,450</td>
</tr>
<tr>
<td>Petitions Filed</td>
<td>450</td>
<td>398</td>
<td>419</td>
<td>425</td>
</tr>
<tr>
<td>New Filings for Divorce</td>
<td>2,305</td>
<td>2,290</td>
<td>2,122</td>
<td>2,200</td>
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<tr>
<td>Support</td>
<td>844</td>
<td>649</td>
<td>619</td>
<td>650</td>
</tr>
<tr>
<td>Visitation</td>
<td>145</td>
<td>133</td>
<td>131</td>
<td>135</td>
</tr>
</tbody>
</table>

Issues

- Mandated versus Discretionary Services
- Consolidation of Court Administrative Services
  - Finance, Budgeting, Purchasing, Human Resources & Data Processing
Functional Statement

Juvenile Court is a division of the Court of Common Pleas of Montgomery County, Ohio. The jurisdiction of the Juvenile Court extends countywide to children who are alleged to be traffic offenders, delinquent, unruly, neglected, dependent or abused and their families. The court is also charged to determine Application for Writ of Habeas Corpus involving the custody of a child; to hear and determine all criminal cases charging adults with violations of Chapter 2151 of the Ohio Revised Code; to hear and determine Applications for Consent to Marry; to determine the parentage of any child alleged to have been born out of wedlock; and to hear matters under the Uniform Reciprocal Enforcement of Support Act.

The Juvenile Court administers the laws in a just and equal manner and strives to provide individualized justice for children and protect the community, carefully balancing the interests of both. The Court believes there must be consequences for violation of the laws and that treatment begins with legal consequences. These consequences are intended to teach youth responsibility and accountability for their actions. The goal is to rehabilitate whenever rehabilitation can be effected without endangering the community.

The Juvenile Court division has two Judges and their Bailiffs, Court Reporters, Case Coordinators, Magistrates, Legal Services Staff, Judicial Technicians, the Court Administrator and Court Administration Staff. Court Administration includes the Clerk's Office, Finance, Human Resources, Data Processing Operations, Case Flow Management, Grants Management, Psychological Services, Start Right, Reclaiming Futures, Adult Probation, the Citizens Review Board and the Court Appointed Special Advocates (CASA) Program.

The Court’s Detention Services Department includes a 108-bed short-term detention facility that houses both male and female youth pending court disposition or transfer to another jurisdiction, and a 36-bed short-term correctional high-impact intervention program. Both offer a comprehensive program for youth in a safe and secure environment; including educational programming and recreational, therapeutic group and community-sponsored activities.

Intervention Center is a 24-hour, 7-day a week single point of entry for court service for unruly and delinquent youth, and provides easier access for local law enforcement. With the on-site support of outside agencies such as Samaritan Behavioral Health, which conducts comprehensive assessments on youth, and the Children Services Division, Job and Family Services Department, the Center can provide a triage for youth and their families needing more in-depth intervention. The Center also provides electronic monitoring for youth released back to their homes. The Center additionally houses the Care Coordination Team which works closely with children, ten years of age and younger, and their families. The Intervention Center coordinates needed services and provides ongoing follow-up for youth and their families to divert them from the official Court system.
Functional Statement Continued
Nicholas Residential Treatment Center (NRTC) is a 24-hour non-secure residential treatment facility (24 bed capacity) that provides diverse comprehensive behavioral treatment for boys, 11 through 17 years of age, and works with their families throughout this treatment. In an effort to reinforce the services received in placement, NRTC’s Transitional Phase works with the boys and their families within the community (e.g., in their schools, homes, etc.) prior to successful termination from NRTC.

The Probation Department is organized into nine units: Geographical Probation Units I, II, III, and IV, which provide supervision and monitoring; Resource Planning Program, which provides out-of-home placements; Community Based Services, which provides work therapy and houses the Residential Alternatives Program RAP (an early intervention home-based program); Drug Court/Treatment Alternative to Street Crime (TASC); Juvenile Court Work Program (JCWP); and the Intensive Probation Services Unit, which provides intensive supervision and services. Probation Services also uses probation officers in the Learning Independence and Family Empowerment (LIFE) Program.

Statistics

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Detention Center</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Detained</td>
<td>2,240</td>
<td>2,539</td>
<td>2,607</td>
<td>2,789</td>
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<tr>
<td>Total Days of Care</td>
<td>27,397</td>
<td>29,585</td>
<td>31,557</td>
<td>33,765</td>
</tr>
<tr>
<td>Average Daily Population</td>
<td>75.06</td>
<td>70.62</td>
<td>75.84</td>
<td>81.14</td>
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<tr>
<td>Average Length of Stay</td>
<td>12.23 days</td>
<td>11.65 Days</td>
<td>12.1 Days</td>
<td>12.1 Days</td>
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**Statistics Continued**

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
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<tbody>
<tr>
<td><strong>Corrections</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total Admissions</td>
<td>601</td>
<td>639</td>
<td>591</td>
<td>632</td>
</tr>
<tr>
<td>Total Days of Care</td>
<td>7,023</td>
<td>7,604</td>
<td>7,715</td>
<td>8,255</td>
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<tr>
<td>Average Daily Population</td>
<td>19.24</td>
<td>18.81</td>
<td>19.08</td>
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<tr>
<td>Average Length of Stay</td>
<td>11.68 Days</td>
<td>11.90 Days</td>
<td>13.05 Days</td>
<td>13.06 Days</td>
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<tr>
<td><strong>Intervention Center</strong></td>
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<td></td>
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<tr>
<td>Case Screenings</td>
<td>3,159</td>
<td>2,688</td>
<td>2,184</td>
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<td>DIR/YoLSI Interviews</td>
<td>1,797</td>
<td>1,422</td>
<td>1,325</td>
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<tr>
<td>Non-Secure Side “Walk-In” Cases</td>
<td>6,395</td>
<td>6,431</td>
<td>7,216</td>
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<tr>
<td>Non-Secure “Walk-In” Cases</td>
<td>356</td>
<td>339</td>
<td>311</td>
<td>350</td>
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<tr>
<td>Secure Admissions</td>
<td>2,994</td>
<td>3,053</td>
<td>*1,975</td>
<td>*2,000</td>
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Issues

- Mandated versus Discretionary Services
- Consolidation of Court Administrative Services
  - Finance, Budgeting, Purchasing, Human Resources & Data Processing
- Review of Nicholas Residential Treatment Center operations
Functional Statement
Within their jurisdictions, Municipal Courts handle civil cases up to $10,000 and criminal cases where the sentence is one year or less. They are also the preliminary jurisdiction in felony matters.

The Montgomery County Municipal Courts are Dayton, Kettering, Miamisburg, Oakwood and Vandalia.

Statistics

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
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<tbody>
<tr>
<td><strong>Assigned Counsel</strong></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Total Revenues from State of</td>
<td>N/A</td>
<td>$10,662</td>
<td>$14,958</td>
<td>$16,400</td>
</tr>
<tr>
<td>Total</td>
<td>$43,477</td>
<td>$48,064</td>
<td>$65,978</td>
<td>$63,600</td>
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<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Reimbursement</td>
<td>N/A</td>
<td>22.2%</td>
<td>22.7%</td>
<td>25.8%</td>
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Assigned Counsel – Expenses by Court

<table>
<thead>
<tr>
<th>Court</th>
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<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
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<tbody>
<tr>
<td>Municipal Court</td>
<td>$7,924</td>
<td>$8,157</td>
<td>$18,186</td>
<td>$17,000</td>
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<tr>
<td>Oakwood Municipal Court</td>
<td>525</td>
<td>1,240</td>
<td>535</td>
<td>900</td>
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<tr>
<td>Vandalia Municipal Court</td>
<td>13,571</td>
<td>15,040</td>
<td>16,599</td>
<td>14,900</td>
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</table>

Overall Caseloads

<table>
<thead>
<tr>
<th>Court</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
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<tbody>
<tr>
<td>Dayton Municipal Court</td>
<td>74,492</td>
<td>69,377</td>
<td>70,000</td>
<td>70,000</td>
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<tr>
<td>Kettering Municipal Court</td>
<td>21,432</td>
<td>22,833</td>
<td>22,000</td>
<td>22,000</td>
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<tr>
<td>Miamisburg Municipal Court</td>
<td>15,039</td>
<td>16,183</td>
<td>16,000</td>
<td>16,000</td>
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<tr>
<td>Oakwood Municipal Court</td>
<td>1,313</td>
<td>1,615</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>Vandalia Municipal Court</td>
<td>21,740</td>
<td>23,470</td>
<td>22,000</td>
<td>22,000</td>
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</tbody>
</table>

Issues
Consolidation of Municipal Courts.
Functional Statement

The Probate Court, a division of the Montgomery County Court of Common Pleas, is a trial court with limited jurisdiction as granted by the Ohio Revised Code. The Probate Court has exclusive jurisdiction over the administration of estates and trusts, appointment of guardians for incompetents and estates of minors, adoptions, the issuance of marriage licenses, name changes, commitment of the mentally ill and various other actions. The court also approves settlements in wrongful death actions and minor injury settlements. The Probate Court is empowered with more than 200 responsibilities pursuant to the Ohio Revised Code.

There is one Probate Judge who is elected for a six-year term. Four Magistrates, appointed by the Judge, assist the judge in handling the caseload. The Probate Judge is also the clerk of the Probate Court. Therefore, to assist the judge in managing the court records, the deputy clerks maintain and make available to the public all of the Probate Court records. These employees accept filings, issue service of summonses, and are responsible for docketing and maintaining the records of the cases.

The Probate Judge appoints board members to the Dayton Metropolitan Housing Authority, Montgomery County Board of Mental Retardation and Developmental Disabilities, the Montgomery County Humane Society and all members of the Five Rivers MetroParks Board. The Probate Judge has authority to make other appointments pursuant to statute.

Statistics

<table>
<thead>
<tr>
<th>Cases Filed Statistics</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoptions</td>
<td>240</td>
<td>213</td>
<td>182</td>
<td>200</td>
</tr>
<tr>
<td>Estates</td>
<td>2,596</td>
<td>2,725</td>
<td>2,742</td>
<td>2,800</td>
</tr>
<tr>
<td>Guardianships</td>
<td>373</td>
<td>394</td>
<td>371</td>
<td>375</td>
</tr>
<tr>
<td>Mental Health</td>
<td>730</td>
<td>761</td>
<td>543</td>
<td>550</td>
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<tr>
<td>Miscellaneous</td>
<td>375</td>
<td>339</td>
<td>430</td>
<td>430</td>
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<table>
<thead>
<tr>
<th>Marriage Statistics</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Licenses Issued</td>
<td>3,641</td>
<td>3,307</td>
<td>3,213</td>
<td>3,200</td>
</tr>
<tr>
<td>Marriage</td>
<td>4,647</td>
<td>7,777</td>
<td>7,314</td>
<td>7,500</td>
</tr>
<tr>
<td>Certificates</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Issues

- Mandated versus Discretionary Services
- Consolidation of Court Administrative Services
  - Finance, Budgeting, Purchasing, Human Resources & Data Processing
- Investigation of court automation issues, such as e-filing of probate cases
Functional Statement
The Prosecuting Attorney is the chief legal advisor and attorney for Montgomery County. The responsibilities of the County Prosecutor include prosecuting persons charged with felony offenses, providing legal advice and counsel to all county elected officials and county departments, handling legal proceedings involving juveniles who violate the law, researching, drafting and arguing all appeals of criminal and civil cases emanating from Montgomery County and representing township trustees.

The primary function of the Prosecuting Attorney is to prosecute felony criminal cases in the county. The Criminal Division handles cases before the Grand Jury, preliminary hearings in Municipal and County Courts and hearings in Common Pleas Court, Juvenile Court, the Court of Appeals, the Supreme Courts of Ohio and the United States. Prosecutors are also assigned to the County Courts and have jurisdiction in designated areas of the unincorporated townships.

Victims and witnesses receive support and counseling throughout the investigation and prosecution of their case through the efforts of the Victim Witness Division. Beginning in 1990, this division provided a coordinator for the Violence Prevention Project. Support groups for family and friends of homicide victims help these individuals cope with their loss. In order to provide twenty-four hour, seven day service, a staff of twelve Victim Advocates are assisted by a network of over forty active volunteers.

The office investigates and prosecutes those individuals who have demonstrated a history of failure to pay court ordered support for their dependents.

Efforts to reduce child homicide and abuse are enhanced through the Child Abuse Bureau, a team of assistant prosecutors and victim advocates working with law enforcement and child welfare workers at the Care House. This team approach is designed to facilitate and improve the investigation and prosecution of these serious crimes. The Child Protection Unit of the Prosecutor’s Office takes legal action in Juvenile Court to remove abused and neglected children from their homes and to insure their safe placement.

Complex fraud cases, known as white collar crimes, are investigated and prosecuted by the Fraud and Economic Crimes Division. An important function of this division is the coordination of local consumer, business and law enforcement agencies, and the sharing of its legal expertise with these groups.
Functional Statement Continued

Restitution for crime victims is collected from first time, non-violent offenders through the Diversion Division. This division diverts very low risk, first time adult offenders accused of non-violent crimes from the criminal justice system. Individuals qualifying for this program are placed under supervision and their behavior is monitored. They are required to make restitution, complete community service and comply with the law.

The Adult Protection Unit specifically targets crimes committed against senior citizens as well as provides assistance to both police and prosecutors in their efforts to combat domestic violence in our community. The Adult Protection Unit serves as a training and investigative resource for law enforcement and prosecutes cases, whenever possible, even if the victim is unwilling or unable to testify.

<table>
<thead>
<tr>
<th>Statistics</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weapon Crimes</td>
<td>852</td>
<td>730</td>
<td>710</td>
<td>700</td>
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<tr>
<td>Drug Possession</td>
<td>1,963</td>
<td>1,744</td>
<td>1,409</td>
<td>1,400</td>
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<tr>
<td>Drug Trafficking</td>
<td>216</td>
<td>210</td>
<td>224</td>
<td>200</td>
</tr>
<tr>
<td>Arson</td>
<td>8</td>
<td>7</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>Domestic Violence</td>
<td>215</td>
<td>232</td>
<td>299</td>
<td>250</td>
</tr>
</tbody>
</table>

Issues

• Mandated versus Discretionary
Functional Statement

The Sixth Amendment to the Constitution of the United States guarantees that any person charged with a crime is entitled to the assistance of counsel for his defense. In 1975, the State of Ohio enacted Chapter 120 of the Ohio Revised Code, which establishes a public defender system for Ohio citizens who are accused of crimes that could result in the loss of their liberty.

Since May 1, 1976, the Law Office of the Public Defender has represented indigent citizens in Montgomery County who cannot afford to retain a private attorney. A five member Public Defender Commission, established under the Ohio statute, is appointed by the Board of County Commissioners and Judges of the Common Pleas Court. The Law Office of the Public Defender consists of a Director, Deputy Director, 37 attorneys and 31 support staff.

During the past thirty years, the number of clients has dramatically increased. In 1985, the caseload of the Public Defender office was approximately 10,500. Ten years later, in 1995, the Public Defender office represented approximately 19,600 individuals, nearly doubling its caseload in one decade. In 2005, the caseload was over 27,100 cases, which was 37.8% increase from the prior decade. In 2008, the office represented clients in 27,100 cases.

<table>
<thead>
<tr>
<th>Statistics</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type of Cases</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Appeals</td>
<td>36</td>
<td>34</td>
<td>96</td>
<td>100</td>
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<tr>
<td>Domestic Relations</td>
<td>149</td>
<td>97</td>
<td>62</td>
<td>75</td>
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<tr>
<td>Extradition</td>
<td>123</td>
<td>121</td>
<td>115</td>
<td>100</td>
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<tr>
<td>Felony</td>
<td>2,209</td>
<td>2,392</td>
<td>2,502</td>
<td>2,500</td>
</tr>
<tr>
<td>Juvenile</td>
<td>195</td>
<td>278</td>
<td>230</td>
<td>250</td>
</tr>
<tr>
<td>Juvenile CSB</td>
<td>166</td>
<td>134</td>
<td>138</td>
<td>150</td>
</tr>
<tr>
<td>Juvenile Delinquency</td>
<td>1,820</td>
<td>1,850</td>
<td>1,848</td>
<td>1,850</td>
</tr>
<tr>
<td>Misdemeanor</td>
<td>21,393</td>
<td>19,283</td>
<td>19,119</td>
<td>19,100</td>
</tr>
<tr>
<td>Preliminary</td>
<td>2,226</td>
<td>2,325</td>
<td>2,145</td>
<td>2,150</td>
</tr>
<tr>
<td>Hearing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pro Bono</td>
<td>68</td>
<td>39</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Reopens from pre-2007</td>
<td>N/A</td>
<td>N/A</td>
<td>820</td>
<td>800</td>
</tr>
<tr>
<td><strong>Total Cases</strong></td>
<td>28,385</td>
<td>26,553</td>
<td>27,100</td>
<td>27,100</td>
</tr>
</tbody>
</table>

**Issues**

- Mandated versus Discretionary Services
- Cost savings could be generated through effective scheduling of court dockets
The Montgomery County Sheriff is a separately elected county official responsible for the delivery of law enforcement services to residents of the county. Generally, the responsibilities of the Sheriff fall into three areas: (1) operating the county jail; (2) reporting and investigating crimes occurring in the unincorporated areas of the county or on county owned property and providing contract law enforcement services for residents of Harrison, Jefferson and Washington Townships; and (3) providing security services for and serving documents generated by the various courts. The Sheriff is also responsible for managing the county 800 MHz trunked radio system.

In 1986, the Montgomery County Sheriff’s Office became the first sheriff’s office in Ohio to receive national accreditation for the law enforcement component of the office from the Commission on Accreditation for Law Enforcement Agencies Incorporated (CALEA), and was re-accredited in 1997, 2000, 2002 and 2005. The National Commission on Correctional Health Care (NCCHC) has accredited the health care component of the jail operation since 1980. In 2007, the jail facility was awarded accreditation by the American Correctional Association (ACA).

The Sheriff’s staff is continuing to work with the Criminal Justice Council and other appropriate county agencies and offices to seek cost effective solutions to the rising demand for prisoner housing. A jail renovation project, which began in 2003 and was completed in 2004 added 239 new prisoner beds to the county jail, reducing the need for housing the county’s prisoners in off-site facilities.

The Sheriff’s Office also operates a state-of-the-art training center that is used by numerous agencies throughout the county. The training center is approved by the Ohio Police Officer Training Academy and teaches all of the state mandated courses as well as hosting specialized classes.

The Sheriff issues the Concealed Carry Weapons permits for Montgomery County. After completing the required state training course, applicants must pass a thorough background check before issuing their permits.

The Sheriff’s Office currently tracks almost 1,000 registered sexual offenders. Three detectives and a supervisor are assigned full-time to this section. Citizens living near a sexual offender are notified by the Sheriff’s Office that the registered offender is living in their area. The detectives also determine if the area the offender lives in is in compliance with state law.

The Montgomery County Sheriff's Office dispatch center is the initiating point for the Amber Alert for the county. Amber Alert allows public broadcasts of information about abducted persons, mainly children, who have been taken against their will or who may be in possible danger from their abductor.

In 2009, the Sheriff’s Office will be transitioning into a Regional Dispatching Center, which will be located in the City of Miamisburg. The Sheriff’s Office will dispatch for numerous fire and police agencies with the help of approximately 70-80 employees. The center will be a state-of-the-art facility for communications.
Functional Statement Continued

A new telephone system, which is E-911 Phase II compliant, will allow cellular callers to be located within 300 meters of the position from which they are calling, thus speeding up any rescue by police and fire officials.

Issues

- Procession of law enforcement and support services to non-contract jurisdictions
- Development of a departmental cost allocation plan to charge “true costs”
- Review of contracting out services, such as radio repair
- Effective prisoner population management
- Continue regionalization through dispatch and 800 MHz systems
  - Review of General Fund subsidy for 800 MHz radio system
- Charge the full cost of policing contracts (Washington, Harrison & Jefferson Township)
- Continue to explore regionalization of services, especially with the City of Dayton: Records, property room, SWAT

### Statistics

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Book-Ins</td>
<td>36,976</td>
<td>38,750</td>
<td>37,188</td>
<td>37,200</td>
</tr>
<tr>
<td>Call Dispatched</td>
<td>371,223</td>
<td>364,658</td>
<td>344,319</td>
<td>344,300</td>
</tr>
<tr>
<td>Traffic Crashes Investigated</td>
<td>1,553</td>
<td>1,390</td>
<td>1,271</td>
<td>1,300</td>
</tr>
<tr>
<td>Arrests Made</td>
<td>6,551</td>
<td>4,720</td>
<td>5,935</td>
<td>5,900</td>
</tr>
<tr>
<td>Domestic Violence Protection Orders</td>
<td>1,284</td>
<td>1,272</td>
<td>2,915</td>
<td>2,900</td>
</tr>
<tr>
<td>Meals Served in the Jail</td>
<td>1,271,721</td>
<td>1,243,935</td>
<td>1,169,134</td>
<td>1,169,100</td>
</tr>
<tr>
<td>Hours Worked for Work Release Program (*STOP Ended)</td>
<td>216*</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Video Appearances of Jail Inmates</td>
<td>18,327</td>
<td>18,122</td>
<td>16,949</td>
<td>16,900</td>
</tr>
<tr>
<td>Residential and Commercial Properties Sold</td>
<td>2,884</td>
<td>2,618</td>
<td>5,079</td>
<td>5,000</td>
</tr>
</tbody>
</table>
Functional Statement

Description of Activities

Included in this budget are common costs which are either not directly related to any one department or are common budgets shared by all entities in the General Fund (for example, Capital Improvement Fund transfers).

Also included here are many statutory contributions to such entities as the Agricultural Society and the Humane Society. These budgets are not at the discretion of the appropriating authority, but are mandated by the Ohio Revised Code.

800 MHz Radio Subsidy $253,159

In 2001, a subsidy was created for the 800 MHz Radio system. This subsidy was approved to assist in the operations and maintenance costs of the 800 MHz system. This was an effort to enhance public safety within the county and have various law enforcement agencies, police and fire, become part of the countywide communications system.

Animal Control Subsidy $800,835

The General Fund provides a subsidy for the Animal Shelter to carry out the responsibilities and duties of dog control and dog licensing as defined in Chapter 955 of the Ohio Revised Code.

Assigned Counsel $3,264,318

This cost, formerly solely appropriated in the budgets of the Common Pleas Court, Court of Appeals, Juvenile Court and Domestic Relations Court, is mandated by the Ohio Revised Code and provides for the county to pay for legal representation of indigent defendants. Specifically, the county pays for private attorneys to represent indigent defendants in cases that cannot be served by the Public Defender's Office.

Board & Care of Prisoners $200,000

The Board and Care of Prisoners funds are used for the housing of sentenced state charged misdemeanants at other jail facilities.
In 1975, Congress passed Title IV-D of the Social Security Act (PL93-647) to reduce public assistance costs by funding programs which identify and collect delinquent child support payments from parents. The Department of Job and Family Services is the local agency responsible for implementation of the support enforcement (IV-D) program with services provided either directly or indirectly through cooperative agreements. The county is financially responsible for approximately 34.0% of the costs associated with the support program and the State of Ohio and the federal government provides the other 66.0%.

**Criminal Justice Council $107,824**

This budget provides operating expenses for the Criminal Justice Council. This council provides a structure/forum to communicate policy changes, discuss proposed legislation, and work through any common issues among the many participants in the criminal justice field.

**Data Integration/Analysis Subsidy $213,400**

Montgomery County provides a subsidy to the Data Integration & Analysis department, which provides services for the Criminal Justice Information System (CJIS) and the Homeless Management Information System (HMIS). Beginning in 2008, this appropriation was moved to Administrative Services.

**DayMont Courts Building Rental Costs $951,895**

This budgeted cost covers the General Fund share of rental costs in the DayMont Courts Building. The DayMont Courts Building is accounted for in a special revenue fund. Currently, General Fund operations in the DayMont Courts Building include the Prosecutor’s Office and Domestic Relations Court.

**Guardianship Services for Probate $50,000**

This program was in the Indigent Guardianship Fund and has been transferred to the General Fund. It is revenue reimbursed for the contract with Life Essentials for guardianship services.

**Humane Society of Dayton $300**

The county is obligated, per Section 1717.07 of the Ohio Revised Code, to pay $25.00 per month to the Humane Society in support of the general agent of the Humane Society in Montgomery County.
Functional Statement Continued

Regional Crime Lab Building Subsidy $679,469

Costs previously borne by the General Fund for building maintenance of the Miami Valley Regional Crime Lab are now included in the Miami Valley Regional Crime Lab’s budget. The General Fund is subsidizing for 100.0% of these additional costs. These costs are reported in the Miami Valley Regional Crime Lab operating budget to more accurately reflect the total cost of operations for the jurisdictional billing model.

Regional Crime Lab Operating Subsidy $668,227

Montgomery County provides a subsidy to the Miami Valley Regional Crime Lab to assist in covering its annual costs. The Regional Crime Lab provides the following services to the Montgomery County Sheriff and other local police departments: analyzes criminal evidence, maintains fingerprints and mug shot files, and trains officers in handling evidence.

Regional Dispatch Subsidy $1,175,000

Montgomery County has pledged $500,000 annually through 2010 to support the costs of implementing a regional dispatching system. This regional program provides police, fire and EMS dispatching services to participating jurisdictions in Montgomery County.

Issues

- Extent of program subsidies
- Review subsidy funding of Animal Control Operations/Dog License Fees
Montgomery County, Ohio – Five Year Plan

Budget for General Government – $51,633,160

Internal Support
$22,895,594
- Office of County Administrator $241,473
- Auditor Acct/Payroll $1,514,191
- Data Processing Board $3,450,215
- Sheriff Security $3,820,320
- Administrative Services $1,642,517
- Communications Human Resources Purchasing
- Public Works $10,391,246
- Records Center & Archives $932,448

Miscellaneous
$19,183,861
- Veteran’s Services $3,257,815
- Subsidies & Misc. Non-Dept. $9,500,172
- Debt Service Non-Dept. $2,479,816
- Social Services Non-Dept. $3,946,058

Public
$9,553,705
- Board of County Commissioners $791,032
- Clerk of Commission $218,617
- Engineer Maps/Office $457,393
- Recorder $1,247,517
- Treasurer $1,725,811

Dollar amounts reflect 2009 Adopted General Fund Budget
Key
→ Provides services for BCC
Public (111.1 F/T)

Auditor Executive Finance
Consumer (22 F/T)
(1 P/T)

Board of County
Commissioners (9 F/T)

Clerk of
Commission
(3 F/T)

Engineer
(Maps) (3.5 F/T)

Recorder (25 F/T)

Board of
Elections (30 F/T)

Treasurer (18.6 F/T)

Internal Support (225.8 F/T)

Office of County Administrator (1 F/T)

Records Center & Archives (14 F/T)
(6 P/T)

Auditor Accounting
(23 F/T)
(1 P/T)

Office of Management & Budget
(7 F/T)

Data Processing Board
(26.5 F/T)

Sheriff Security (47 F/T)

Administrative Services
(16.6 F/T)

Public Works
(90.7 F/T)

Communications
Human Resources
Purchasing

Administration Building Engineering
& Maintenance Buildings
Parks & Grounds

Miscellaneous (13 F/T)

Veteran’s Services (13 F/T)

Debt Service Non-Dept.

Subsidies & Misc. Non-Dept.

Social Services Non-Dept.

Public Works (90.7 F/T)

Public (111.1 F/T)

Key
(XX F/T) # of full time employees*
(XX P/T) # of part time employees*

Provides services for BCC
Functional Statement

The Administrative Services Department is responsible for the following functions: Communications, Emergency Management, Human Resources, Purchasing and Central Services, Risk Management, the Animal Resource Center/Dog Control Program and Criminal Justice Council.

The Communications Division is responsible for both internal and external proactive and reactive communications using a multitude of communication tools to introduce and distribute the county's messages. Internal communications include assisting with publicizing internal events, departmental newsletters and pertinent information for employees. External proactive communications include preparing and disseminating media releases, working with the media to produce county related stories, assisting departments with marketing tools such as brochures and video productions, reviewing and submitting county award applications. External reactive communications include assisting the County Administrator and Commissioners in responding to issues in the media and community.

The Montgomery County Office of Emergency Management (MCOEM) is responsible for developing plans and programs that prepare Montgomery County and its communities to effectively prevent, respond to and recover from catastrophic disasters. The office works with agencies and communities throughout Montgomery County to assist with local emergency operations planning, disaster response coordination, natural hazard mitigation projects and State Homeland Security issues. The office also administers numerous Homeland Security grants for the county and its communities.

The Human Resources Division is responsible for the management and coordination of Human Resources activities and functions. One of its primary functions is the recruitment and selection of employees. Each year, the Human Resources Division assists in filling between 250-300 positions governed by the Board of County Commissioners. Qualified persons are selected from approximately 4,900 applications filed annually with the Human Resources Division. Another function, Employee and Labor Relations, negotiates labor contracts, develops and manages the classification and compensation system, interprets and administers Montgomery County human resources policies and procedures and monitors the county’s Equal Employment Opportunity and Affirmative Action Plans. The Benefits Division designs, secures, administers and manages group benefits for approximately 4,800 county employees, including all departments of the Board of Montgomery County Commissioners, other elected offices, affiliated boards and commissions. The Benefits Division oversees the modification and development of benefits policies and procedures. The Learning and Performance function of Human Resources provides training and development opportunities through the research, design and development of appropriate classroom training events for all levels of county employees; the management of an internal resource center, i.e., library, self-study programs, tuition reimbursement and training information services;
Functional Statement Continued

the formulation and application of long term developmental strategies that help individuals and specific units perform current or future jobs; individual employee counseling concerning career development and performance enhancement; and internal organizational counseling where work performance issues are approached with the use of state of the art organizational development interventions.

The Purchasing Division handles the purchase of goods and services, including obtaining price quotations or competitive bids, as required for Montgomery County offices. In addition, this division coordinates and participates in multi-jurisdictional purchasing activities. The Central Services operation includes Printing Services, Stockroom, Mailroom, Parking Facilities and the Service Depot. The Central Service Departments provide cost effective services that meet the operational needs of county offices.

The Risk Management Division is responsible for the development of countywide risk management and loss prevention programs. The division provides overall coordination and support of loss prevention and claims administration programs in Montgomery County. This division administers Workers’ Compensation and property and casualty claims for all Montgomery County departments and offices; as well as the purchase of property and liability insurance.

The Animal Resource Center oversees an animal control service that is responsible for protecting the public from animal attacks and aggressively protecting animals from neglect and cruelty. Animals picked up as strays or unwanted pets brought to the shelter by citizens are provided food, water, adequate medical care and safe housing before being screened for adoption into new homes. The Animal Resource Center annually returns thousands of pets to their owners through lost and found information, dog licensing promotion and enforcement.

Animals not reclaimed by owners are placed into responsible homes as part of adoption programs. All animals are spayed/neutered upon adoption as part of the county’s commitment to controlling pet overpopulation. Shelter staff promotes responsible and humane animal stewardship through vaccinations of all animals upon arrival at the shelter and offers public courses such as general obedience and puppy socialization. Volunteer opportunities exist for individuals who wish to assist the shelter staff in providing animal care and public education.
Functional Statement Continued

The Criminal Justice Council provides leadership in setting goals and priorities for the Montgomery County criminal justice system. The council facilitates coordination of local justice agency planning and procedures, reviews grant applications and disseminates information to better support efforts to reduce crime and promote safer communities. The council provides a forum to consider and resolve common policy and operational issues, thereby enhancing the effectiveness, coordination and efficiency of all components of the Montgomery County criminal justice system. The council also oversees the development and operation of the Criminal Justice Information System (CJIS). CJIS staff is also responsible for data analysis and CJIS integration efforts.

<table>
<thead>
<tr>
<th>Animal Resource Center Statistics</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Animals Received</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dogs</td>
<td>6,980</td>
<td>6,361</td>
<td>6,099</td>
<td>6,500</td>
</tr>
<tr>
<td>Cats</td>
<td>4,428</td>
<td>3,678</td>
<td>3,010</td>
<td>3,400</td>
</tr>
<tr>
<td>Adoptions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dogs</td>
<td>1,261</td>
<td>1,138</td>
<td>994</td>
<td>1,150</td>
</tr>
<tr>
<td>Cats</td>
<td>516</td>
<td>422</td>
<td>318</td>
<td>400</td>
</tr>
<tr>
<td>Percentage of Animals Adopted/Received</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dogs</td>
<td>18.1%</td>
<td>17.9%</td>
<td>16.3%</td>
<td>17.7%</td>
</tr>
<tr>
<td>Cats</td>
<td>11.7%</td>
<td>11.5%</td>
<td>10.6%</td>
<td>11.8%</td>
</tr>
<tr>
<td>Animals Rescued/Transferred</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dogs</td>
<td>467</td>
<td>471</td>
<td>387</td>
<td>500</td>
</tr>
<tr>
<td>Cats</td>
<td>152</td>
<td>68</td>
<td>80</td>
<td>100</td>
</tr>
<tr>
<td>Field Rescues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dogs</td>
<td>4,822</td>
<td>4,112</td>
<td>3,861</td>
<td>4,100</td>
</tr>
<tr>
<td>Cats</td>
<td>421</td>
<td>386</td>
<td>574</td>
<td>610</td>
</tr>
<tr>
<td>Licenses Sold</td>
<td>70,932</td>
<td>73,062</td>
<td>72,548</td>
<td>74,724</td>
</tr>
</tbody>
</table>
Issues Continued

- Mandated versus Discretionary Services
- Review health insurance costs, plan design and employee share of costs
- Review other employee costs
- Review subsidy funding of the Criminal Justice Information System
  - Investigate charging of users
- Centralize Human Resources under county government
- Cost effectiveness for support services (Printing Services, Service Depot, Mailroom, Stockroom)
Functional Statement

The Montgomery County Auditor is the chief fiscal officer and assessor for the county. As chief fiscal officer, the Auditor is responsible for maintaining county financial records, preparing the county’s Comprehensive Annual Financial Report, certifying the availability of funds and issuing warrants for payment of county obligations. Additionally, the Auditor serves as the chief paymaster for all county employees and is therefore responsible for issuing payroll warrants and maintaining the county’s payroll system.

As chief assessor, the Auditor is responsible for the appraisal of all real estate for taxing purposes. The Auditor also processes personal property tax returns and administers the mobile home and estate tax programs. The Auditor is responsible for administering various tax reduction programs and serves as Secretary to the Board of Revision, hearing complaints regarding the valuation of property.

Other responsibilities of the Auditor’s Office include the certification of special assessments, computing and certifying tax rates for the county and every political subdivision therein, and distributing various tax dollars collected by the county to the appropriate taxing districts.

Finally, the Auditor performs various duties designed to protect consumers or regulate certain commercial activities. These duties include processing various license applications and fees including dog, kennel, vendors, cigarettes and junk yard licenses as well as processing all transfers of real property deeds and collecting the proper conveyance fee.

The Auditor also serves as the chief inspector and sealer of weights and measures in the county. This requires testing and certifying as accurate various commercial measuring devices such as gas pumps, fuel meters, scales, and package weights.

### Statistics

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warrants Issued</td>
<td>176,875</td>
<td>167,738</td>
<td>147,682</td>
<td>148,500</td>
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<tr>
<td>Vouchers Audited</td>
<td>163,805</td>
<td>162,253</td>
<td>159,044</td>
<td>160,500</td>
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<tr>
<td>Tax Dollars Collected</td>
<td>$802,835</td>
<td>$796,800</td>
<td>$823,029</td>
<td>$825,000</td>
</tr>
<tr>
<td>and Distributed</td>
<td>038</td>
<td>6,261</td>
<td>277</td>
<td>0,000</td>
</tr>
<tr>
<td>Personal Property Tax Forms Audited &amp; Processed</td>
<td>8,976</td>
<td>8,380</td>
<td>7,035</td>
<td>6,000</td>
</tr>
<tr>
<td>Motor Vehicle Transactions</td>
<td>36,056</td>
<td>37,441</td>
<td>36,750</td>
<td>38,000</td>
</tr>
<tr>
<td>Manufactured Home Tax Assessed</td>
<td>2,987</td>
<td>2,890</td>
<td>2,917</td>
<td>2,980</td>
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<tr>
<td>Cigarette Licenses Sold</td>
<td>697</td>
<td>660</td>
<td>656</td>
<td>700</td>
</tr>
<tr>
<td>Gas Pumps and Scales Certified</td>
<td>7,065</td>
<td>7,050</td>
<td>6,783</td>
<td>6,600</td>
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<tr>
<td>Vendors Visited for Weights and Measures</td>
<td>1,150</td>
<td>1,100</td>
<td>1,068</td>
<td>1,050</td>
</tr>
</tbody>
</table>

### Issues

- Mandated versus Discretionary Services
- Real estate appraisal process
Functional Statement
The Board of County Commissioners is the general administrative body of county government. The Board consists of three members of equal rank elected to four-year staggered terms. Annually, the Commissioners elect their own president of the Board.

Given specific and limited authority by the state legislature, the County Commissioners hold title to all county property, serve as the sole taxing authority for the county, and control county purchasing. Most importantly, the Board of County Commissioners is the budget and appropriating authority for county government. All county agencies, courts, and other elected officials depend on the Commissioners for their budgets.

In the area of environmental management, the Commissioners also have statutory authority for providing water and sewer services as well as solid waste (trash) disposal, which they manage through a community wide advisory board. They hold hearings and rule on annexations.

The County Commissioners have lead responsibility for delivering the bulk of human services that adults and children receive from the government, including protecting children, stabilizing families and ensuring welfare reform efforts work. They are also key players in economic development, working to bring new businesses to the area and retaining existing businesses, while leading local employment training and workforce development efforts.

They employ a County Administrator and through the Administrator oversee the operation of nine departments:

- Administrative Services
- Community and Economic Development
- Office of Family and Children First
- Job Center
- Job and Family Services
- Office of Management and Budget
- Public Works
- Stillwater Center
- Water Services

Statistics
- Approves a budget totaling $977.8 million
- Provides services to a population of 542,237
- Manages 50 buildings and facilities
- Approves citizen appointments to over 40 boards and commissions

Issues
No issues identified at this time.
**Functional Statement**

The Board of Elections of Montgomery County, Ohio is a department created under the Constitution of the State of Ohio for the primary purpose of conducting elections for all political subdivisions in Montgomery County. There are currently 317 office holders (27 partisan and 290 non-partisan) in Montgomery County.

The board is composed of four members (two from each major political party) who are appointed by the Ohio Secretary of State to staggered four-year terms. The board, in turn, appoints the Director, Deputy Director, and staff members to two-year terms. The employees of this office are responsible for carrying out the following duties:

- Conducting and certifying elections for all political subdivisions in the county
- Registering voters and maintaining an updated electronic and hard copy file
- Providing locations for registration and elections
- Issuing certifications of elections
- Issuing, examining, and certifying the validity of petitions and campaign finance reports
- Complying with the National Voter Registration Act which involves mailing 30,000 to 100,000 address confirmation cards and processing 15,000 to 35,000 returned address confirmation cards every two years
- Processing and preparing 5,000 to 20,000 absentee ballots for each election
- Identifying voters who must be deleted from the database
- Properly notifying other counties in Ohio and other states in the United States of individuals now registered in Montgomery County
- Establishing and maintaining election precincts (548 current)
- Appointing, recruiting and training over 2,500 election officials for each election
- Maintaining and providing maps of wards and precincts
- Maintaining and providing accurate election records
- Providing voter lists, mailing labels and voter statistics
- Investigating violations of Article XXXV of the Ohio Revised Code
- Preparing budgets and reports, including charge backs to subdivisions for election expenses
- Providing the Ohio Secretary of State with annual budget reports, voter files, and candidate files
- Assisting Ohio Department of Liquor Control in local option matters: petitioning, etc.
## General Government – Board of Elections

**Budget:** $3,402,806 – 2.1% of General Fund – 30 Positions

### Statistics

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Voters</td>
<td>375,610</td>
<td>362,240</td>
<td>390,119</td>
<td>392,000</td>
</tr>
<tr>
<td>Voted in November</td>
<td>219,153</td>
<td>104,504</td>
<td>279,031</td>
<td>130,000</td>
</tr>
</tbody>
</table>

| Percent of Registered Voters | 58.3% | 28.8% | 71.5% | 33.2% |

### Issues

- Mandated versus Discretionary Services
- Costs of elections driven by Secretary of State directives
- Status of election process and election machines
Functional Statement
The Clerk of Commission provides the agenda of subjects to be covered at the Board's weekly meetings and is responsible for processing and keeping permanent records of all transactions taken by the Board of County Commissioners. All official papers, deeds, contracts and bids on construction work and major projects are received by the clerk, who presents them to the commissioners for official action.

Illustrative Duties:

- Directs the preparation of resolutions for the commission
- Prepares the agenda for the commission meetings and takes minutes of meetings
- Processes all official documents, deeds and contracts for approval by the Board of County Commissioners
- Notifies press of meeting schedule
- Appears in court with all legal papers on annexations, sewer and water projects, or any other matters requiring records from the Clerk's Office
- Maintains records of important documents within the administration
- Provides assistance to county employees and to the public in researching records, documents, actions or resolutions

Statistics

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Resolutions</td>
<td>2,190</td>
<td>2,224</td>
<td>2,043</td>
<td>2,182</td>
</tr>
<tr>
<td>Petitions for Annexations</td>
<td>9</td>
<td>4</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Images created and available to the public</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agendas for Weekly Meetings</td>
<td>47</td>
<td>46</td>
<td>48</td>
<td>41</td>
</tr>
<tr>
<td>Minutes of Meetings</td>
<td>47</td>
<td>46</td>
<td>48</td>
<td>41</td>
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<tr>
<td>Resolutions</td>
<td>2,190</td>
<td>2,224</td>
<td>2,043</td>
<td>2,182</td>
</tr>
</tbody>
</table>

Issues
No issues identified at this time.
Functional Statement

The Data Processing Department provides computing resources to other county departments, agencies, boards and elected officials. Such resources include the enhancement and maintenance of several on-line systems, development of new systems and support for related services such as imaging, microcomputers, and word processing. The department also supports and designs the county’s internet site. The Technical Services staff is responsible for the administration of a wide area network with over 1,550 attached devices and workstations. In addition, the Data Processing staff provides appropriate consultation to the county’s organizations in software and hardware procurement.

The Data Processing Center operates 24 hours a day, 365 days a year. A partial listing of departmental responsibilities includes:


- Department supports two IBM iSeries with i5/OS operating system, one IBM H70 with AIX operating system, three SUN E2900’s, four T2000’s, two X4100’s and one T1000 with Solaris operating system, one high speed Canon Imager Runner 110 laser printer, forty-eight Windows 2000/2003 servers, and one Blackberry (PDA) server.

- Also supports two SUN E5000’s, two E3500’s with Solaris operating system, one high speed Canon Imager Runner 110 laser printer, two Xerox 4112 Copier Printers, seventeen Windows 2000/2003 servers, twenty Dell servers, twelve Novell servers and sixteen Linux servers.
General Government – Data Processing
Budget: $3,450,215 – 2.2% of General Fund – 26.5 Positions

**Statistics Continued**

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>System Management of Collection of Real Estate Property Tax*</td>
<td>$200</td>
<td>$700</td>
<td>$700</td>
<td>$700</td>
</tr>
<tr>
<td>System Management of Collection of Sanitary Engineering Bills*</td>
<td>$30</td>
<td>$62</td>
<td>$62</td>
<td>$62</td>
</tr>
<tr>
<td>Support of Personnel</td>
<td>1,525</td>
<td>1,610</td>
<td>1,550</td>
<td>1,600</td>
</tr>
<tr>
<td>Computers Support Local Area Networks</td>
<td>35</td>
<td>36</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>Managed Help Desk Ticks and Resolutions</td>
<td>2,045</td>
<td>1,902</td>
<td>2,100</td>
<td>2,150</td>
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<tr>
<td>Computer Service Request Completed</td>
<td>1,077</td>
<td>1,335</td>
<td>1,300</td>
<td>1,325</td>
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<tr>
<td>Production Pages*</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>On-line Records Managed**</td>
<td>1.2</td>
<td>1.4</td>
<td>1.6</td>
<td>1.6</td>
</tr>
<tr>
<td>Imaged Documents Managed*</td>
<td>20</td>
<td>25</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>On-line Data Managed**</td>
<td>896</td>
<td>902</td>
<td>906</td>
<td>907</td>
</tr>
<tr>
<td>Emails Received</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legitimate</td>
<td>2,753,971</td>
<td>2,806,224</td>
<td>4,068,121</td>
<td>4,100,000</td>
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<tr>
<td>SPAM (Blocked)</td>
<td>9,745,480</td>
<td>20,722,12</td>
<td>36,329,697</td>
<td>36,400,00</td>
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<tr>
<td>Total</td>
<td>12,499,451</td>
<td>23,528,35</td>
<td>40,397,818</td>
<td>40,500,00</td>
</tr>
</tbody>
</table>

**Issues**

- Mandated versus Discretionary Services
- Review costs and services provided to county agencies and departments
- Investigation of countywide data processing usage with potential consolidation savings
- Should there be a technology advisory board comprised of technology professionals?
- Ohio Revised Code limitations for data processing management
**Functional Statement**

The Montgomery County Engineer is responsible for the maintenance of county roads and certain bridges throughout the county. The system of county roads encompasses 318 miles within nine townships. The County Engineer’s major road construction projects include new highways, road reconstruction, intersection expansion and realignment and road resurfacing. The County Engineer provides additional services including roadside vegetation control, snow and ice removal, roadway striping and the installation and maintenance of traffic signals and signs.

The County Engineer’s Office is also responsible for the maintenance of 504 bridges and numerous culverts and drainage appurtenances in the county. The bridges include all those on county and township roads, and certain bridges within municipalities. All bridges are subject to regular inspections. In addition, the County Engineer inspects 63 bridges by agreement with various jurisdictions. Bridge maintenance projects include replacement of bridge decks, beams, guardrails, cross-over pipes and small culverts. Complete replacement of larger bridges is accomplished through the bidding process and contracting with construction companies.

Almost all of the funding for roads and bridges is generated through license plate fees, auto titles and gasoline taxes collected by the State of Ohio.

In addition to these tasks, the County Engineer’s Office provides the following services to other jurisdictions and county offices:

- Reviews and approves land divisions, new plats and surveys
- Reviews plans and performs inspection activities relating to commercial, industrial and residential development for the Montgomery County Planning Commission
- Reviews construction drawings for Ohio Department of Transportation projects located within the county
- Represents the county on many committees dealing with transportation issues, including roadway and bridge construction

**Issues**

No issues identified at this time.
**Functional Statement**

The County Administrator is appointed by the Board of County Commissioners, under authority of the Ohio Revised Code, and serves in the capacity of chief executive officer for operations under the Commissioners. As a chief executive officer, the County Administrator is responsible for the following:

- Supervising the management of six line departments: Community and Economic Development, Family and Children First Council, Job and Family Services, Public Works, Water Services and Stillwater Center; and two staff departments: Administrative Services and Office of Management and Budget, and also provides management direction to the Job Center Director.
- Recommending plans, procedures and processes to the Board of County Commissioners and implementing Commission directives, policies and resolutions.
- Presenting to the Board of County Commissioners an annual budget and keeping the board fully advised on the financial condition of the county.
- Preparing and presenting such reports and data as required for decision-making purposes by the Board of County Commissioners. Assisting the Board of County Commissioners on the short range and long range planning issues.
- Representing the County’s interest on community, state and national issues.

**Statistics**

- Directs 1,875 employees
- Administers a budget totaling $977.8 million
- Manages 50 buildings and facilities

**Issues**

No issues identified at this time.
Functional Statement
The Montgomery County Office of Management and Budget (OMB) was established by the Board of County Commissioners in 1980. This office replaced the Office of Fiscal Affairs and took on the new emphasis of management and budgetary control.

The staff of OMB is responsible for the preparation of the Annual Tax Budget, the Appropriation Budget (including the Adopted Budget & Plan and the Budget in Brief documents) and the Capital Budget along with preparing financial analyses concerning county operations for the County Administrator and the Board of County Commissioners (BCC). Four OMB staff serves as financial consultants to the following areas: Special Projects and Debt Management; Water Services; Public Works; and the Stillwater Center. The budget and finance staff (5) of OMB are assigned as liaisons to the remaining county entities including BCC departments; other elected office holders; and semiautonomous boards such as the Board of Mental Retardation and Developmental Disabilities and the ADAMHS Board.

The analysts and financial consultants assist departments and agencies in meeting changing financial needs by helping with budget reallocations and other special analyses that are required. The financial consultants for Water Services, Public Works and Stillwater Center serve as the chief fiscal officers of these organizations. The Office of Management and Budget was responsible for the County’s receipt of its twenty-fifth consecutive Award for Distinguished Budget Presentation from the Government Finance Officers Association for the 2008 Adopted Budget and Plan.

This office is responsible for monitoring and updating various financial plans and models, and working with county offices and agencies to enhance the countywide financial and accounting system.

Statistics
Manages the appropriation process of the Board of County Commissioners in compliance with the Ohio Revised Code
Ensures tax payer funds are spent wisely and that county operations have sufficient resources to operate effectively
Communicates Board of County Commissioners financial policy to various Elected Officials, agencies and departments
Analyzes county operations and budget issues for the Board of County Commissioners, County Administrator and Elected Officials
Manages and issues debt, compiles the Annual Information Statement, the county’s continuing disclosure document
Assists elected officials, agencies and departments, with managing their financial needs and achieving their missions
In conjunction with the County Auditor, manages the Performance Series Financial System
Functional Statement
The Public Works Department is charged with providing a wide array of services both to the public and to internal county agencies. These services range from managing and maintaining the county’s many facilities such as buildings, as well as parks and grounds, to solid waste management and disposal. Ensuring that these responsibilities are carried out falls to the following divisions:

Building Maintenance & Parks is responsible for providing maintenance services for most county buildings and grounds and operates the county’s four regional parks. Building Maintenance includes the provision of custodial services and maintenance including electrical, plumbing, HVAC and capacity improvements for over one million square feet of space. Parks operates and maintains over 600 acres of parkland and maintains grounds surrounding county buildings and other county agencies.

Engineering & Construction oversees most new construction projects and major renovations to existing structures. Projects that will be completed in 2009 include connection of the Child Care Center to the Central Chiller Plant, Jail Lower Level Computer Room Cooling, Jail Roof Replacements and Art Van Atta Park Restroom Renovation. Other major projects include the Common Pleas Court Renovation and Solid Waste Infrastructure Study. This division also advises on the appropriate use of funds to preserve and maintain county buildings and structures valued at approximately $354.0 million. Additionally, this division is responsible for managing efficient energy operations and for coordinating the department’s safety program.

Financial Services oversees all finance functions of the department including accounts payable, accounts receivable, accounting, budgeting and administers leasing services for the county. This division is also responsible for the solid waste tipping fee and annual property charge billing process.

Issues
- Mandated versus Discretionary Services
- Options for divestiture of park facilities
- Investigate cost savings through contractual services agreements for building maintenance, custodial services and engineering services

Statistics
<table>
<thead>
<tr>
<th>Manages 50 buildings and facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manages over 600 acres of parkland</td>
</tr>
<tr>
<td>Provides building maintenance, custodial and ground keeping services for county facilities</td>
</tr>
<tr>
<td>Provides planning, design and construction of new and facilities improvements</td>
</tr>
</tbody>
</table>
Functional Statement

The Montgomery County Records Center and Archives, established in 1980, provides services to over 60 county offices and agencies and to a number of other political subdivisions. In accordance with Ohio law, these programs fall under the direction of the County Microfilming Board and Records Commission, and ultimately the Board of County Commissioners. The services include:

- Records Retention and Disposal Schedules ensure that valueless records are destroyed promptly and legally upon the expiration of retention periods established by law or after microfilming. In the past 28 years over 240 million valueless documents have been destroyed to reduce space and equipment consumed by records and to control the annual accumulation of paper.
- Microfilming/Imaging Services has converted over 275 million documents (the equivalent of 64,000 file drawers) to microfilm images for a 98% space savings and improved security and retrieval for vital records over the past 29 years.
- Records Center and Archives operations provide secure, accessible storage and retrieval for over 100 million paper documents (the equivalent of 20,000 file drawers) which have been removed from office space or insecure storage locations. The facility has answered over one million requests for information over the past 28 years.

The previous three tools along with improved filing systems and automated records management initiatives, are recognized management techniques employed to assist large and small departments in minimizing the waste and inefficiencies caused by the uncontrolled accumulation of records.

An aggressive records management program makes a significant contribution to the operations of the organization.

Records are also the county’s institutional memory regarding many of its citizens’ legal rights and heritage. Thus, sound records management protects important records like any other resource or asset. Sound records management in county government also facilitates public access to records in accordance with Ohio Law.

In 1984, Montgomery County received the William Olsten Award for Excellence in Records Management and this program was featured in the college textbook Information Resource Management by Ricks & Gow (1992 ed.) and was also cited in Bruce Dearstyne’s 1988 book, The Management of Local Government Records, as “one of the most progressive programs in the nation”. Still in 2008, the Organization continues to be a reliable and valuable source for other governmental agencies and counties who have begun the process of starting their own Records programs throughout the State of Ohio.

Statistics

<table>
<thead>
<tr>
<th>Cubic Feet Stored</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>43,451</td>
<td>45,631</td>
<td>47,187</td>
<td>47,500</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Documents Imaged</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,971,021</td>
<td>4,515,959</td>
<td>4,335,055</td>
<td>6,000,000</td>
</tr>
</tbody>
</table>
Functional Statement

The Recorder’s function began in the Northwest Territory during the 1790’s. In 1803, the Ohio General Assembly established the Recorder as a mandated county office. Initially appointed by the associate judges of the Common Pleas Court, the County Recorder became an elective position in 1829. The Recorder presently serves a four-year term.

The County Recorder’s primary responsibility is the recording of all deeds, mortgages and conveyances of land and buildings lying within the county. Other duties assigned to the County Recorder include the recording of powers of attorney, mechanic’s liens, soldier’s discharges, leases and fixture filings. In all, over 100 different types of documents are recorded and maintained.

Montgomery County records are indexed on the County’s AS400 system the day of recording. The computer index and the microfilmed documents become the official record, providing online retrieval and an off-site security copy.

The electronic imaging or scanning of documents began on January 4, 2000. Since then, the technology has been upgraded to allow the storage and retrieval of records using Montgomery County’s OnBase software. This state of the art technology allows other county offices, employees and public access users to view these records through Montgomery County’s intranet program. Outside users, such as title companies and real estate attorneys, may access these images through the internet with an online subscription.

To date, the back file project has digitized or scanned approximately seven million deed and mortgage document pages. Phase I of the Mekel Project has been completed. The deed portion of Phase II (scanning 1971-1980) is now complete. Scanning of Phase II mortgages is currently underway. All 1979 mortgages are completed and online. The Recorder’s website now has available every deed from February 1946 to the present.

In addition, the Recorder’s Office is presently scanning deed and lease photostat books, also to be available via the image server. This process involves scanning the physical books currently housed in the Records Center. Once successfully digitized the original books may then be stored for preservation.

Plat books 101 through 189 have also been scanned totaling 6,904 images, making plats from 1976 to the present available online.

The Montgomery County Recorder’s Office, in partnership with the State Treasurer’s Office and County Corp, the non-profit development corporation for the region, has instituted the HomeSaver program. The ultimate goal of the program is to reduce the number of foreclosure filings in Montgomery County. Ohio has experienced a foreclosure rate three times the national average, with Montgomery County among the hardest hit. Mortgage foreclosure filings in Montgomery County totaled 5,084 in 2007.
Functional Statement Continued

The widespread use of non-traditional mortgage products such as hybrid adjustable rate mortgages with complex interest rates, terms and conditions has contributed to the foreclosure problem. The problem has been exacerbated in the sub-prime market with other products that feature balloon payments due in a few short years, as well as interest-only loans. Thousands of homeowners in Montgomery County have these high-risk mortgage loans. To date, HomeSaver has contacted 2,400 individuals considered to be in high risk mortgage situations and has helped some refinance to fixed rate mortgage products.

The Recorder’s Office continues its redaction project in the ongoing effort to prevent identity theft using public records. To date, the backfile redaction has processed 807,017 deed book images. Of these, 5,148 images were flagged as possible problems and approximately 100 of those actually contained information to redact. The day forward redaction application processed 19,651 images and flagged 2,169 for potential redaction. Approximately 25% of these needed redaction. The backfile redaction is on schedule for completion during the year 2010.

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Documents Copied</td>
<td>46,876</td>
<td>43,244</td>
<td>39,307</td>
<td>40,000</td>
</tr>
<tr>
<td>Documents Recorded</td>
<td>111,990</td>
<td>98,414</td>
<td>103,000</td>
<td>82,000</td>
</tr>
<tr>
<td>Loan Amount of Mortgages Recorded ($Billions)</td>
<td>$11.1</td>
<td>$11.9</td>
<td>$6.2</td>
<td>$7.0</td>
</tr>
</tbody>
</table>

Issues

- Mandated versus Discretionary Services
- Workload considerations
Functional Statement

The Montgomery County Sheriff is a separately elected county official responsible for the delivery of law enforcement services to residents of the county. Generally, the responsibilities of the Sheriff fall into three areas: (1) operating the county jail; (2) reporting and investigating crimes occurring in the unincorporated areas of the county or on county owned property and providing contract law enforcement services for residents of Harrison, Jefferson and Washington Townships; and (3) providing security services for and serving documents generated by the various courts.

General Fund Sheriff Security provides services for prisoner transportation, Montgomery County courtrooms and entrance security in the Administration Building, the Reibold Building, the Area One & Two Court Buildings, the DayMont Court Building, the Common Pleas Court Building, the Juvenile Justice Center, the Merrimac Building and the Montgomery County Jail.
Functional Statement

The Treasurer’s Office is responsible for the custody, collection and disbursement of the county’s cash assets as well as acting as the marketing agent for the sale of notes and bonds.

As a custodian of funds, the Treasurer serves as the depository or bank for all county agencies, manages the county’s cash accounts at area banks and serves as the county’s investing authority. As such, the treasurer is responsible for the administration of the county’s investment portfolio and the safekeeping of all documents evidencing a deposit or investment.

The Treasurer serves as the county’s tax collector responsible for the collection of a variety of taxes, primarily property taxes. The Treasurer bills real estate taxes twice per year and records payments on the county’s tax duplicate, the tax record of every parcel in the county. The Treasurer’s Office handles inquiries regarding property taxes and administers pre-payment plans for real estate taxes and payment schedules for delinquent taxpayers.

The Treasurer is responsible for the receipt and management of all revenues received by Montgomery County. Also, the Treasurer manages and processes all county disbursements. The Treasurer’s Office is responsible for the redemption of warrants issued by the County Auditor as well as reconciling outstanding warrants and analyzing the county’s cash flow needs.

Finally, as an alternative to levying or increasing taxes, the Treasurer sells Montgomery County notes and bonds as authorized by the Board of County Commissioners to provide for long-term capital needs.
### General Government – Treasurer

**Budget: $1,725,811 – 1.1% of General Fund – 18.6 Positions**

<table>
<thead>
<tr>
<th>Statistics</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Half Real Estate Tax Collections (February)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trays of Mail Processed</td>
<td>82</td>
<td>90</td>
<td>79</td>
<td>87</td>
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<tr>
<td>On-Line Payments Checks</td>
<td>2,895</td>
<td>4,263</td>
<td>4,461</td>
<td>4,700</td>
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<tr>
<td>On-Line Payments Credit Cards</td>
<td>1,006</td>
<td>1,195</td>
<td>1,192</td>
<td>1,000</td>
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<tr>
<td>Trays of Mail Processed</td>
<td>10,070</td>
<td>11,460</td>
<td>14,738</td>
<td>11,700</td>
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<tr>
<td><strong>Total Payments ($'s in Millions)</strong></td>
<td>284.8</td>
<td>334.9</td>
<td>337.0</td>
<td>340.0</td>
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<tr>
<td><strong>Second Half Real Estate Tax Collections (July)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Trays of Mail Processed</td>
<td>69</td>
<td>67</td>
<td>65</td>
<td>65</td>
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<tr>
<td>On-Line Payments Checks</td>
<td>2,945</td>
<td>2,772</td>
<td>4,281</td>
<td>4,400</td>
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<tr>
<td>On-Line Payments Credit Cards</td>
<td>1,043</td>
<td>1,034</td>
<td>800</td>
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<tr>
<td>Trays of Mail Processed</td>
<td>8,848</td>
<td>9,220</td>
<td>16,778</td>
<td>9,500</td>
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<td><strong>Total Payments ($’s in Millions)</strong></td>
<td>277.6</td>
<td>273.7</td>
<td>288.3</td>
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<tr>
<td><strong>Tax Lien Sales</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Delinquent Real Estate Tax Collected ($'s in Millions)</td>
<td>6.8</td>
<td>2.7</td>
<td>2.0</td>
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<tr>
<td>Parcels Sold</td>
<td>1,787</td>
<td>875</td>
<td>No Held</td>
<td>825</td>
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<tr>
<td>Delinquent Taxes Paid Up Prior to Sale</td>
<td>8,500</td>
<td>11,371</td>
<td>6,588</td>
<td>8,000</td>
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<tr>
<td>Delinquent Taxes Paid Up Prior to ($’s in Millions)</td>
<td>16.1</td>
<td>14.6</td>
<td>14.9</td>
<td>12.0</td>
</tr>
</tbody>
</table>

### Issues
- Mandated versus Discretionary Services
- County investment limitations
Functional Statement

The Ohio Revised Code, Section 5901 governs the Montgomery County Veterans Service Commission. The Board of Veterans Service Commissioners is comprised of five veterans representing major service organizations within the county appointed by the Common Pleas Court and six members appointed by the Montgomery County Board of County Commissioners.

The Veterans Service Center acts as liaison between veterans and the Department of Veterans Affairs to help veterans and their dependents in filing for benefits and counsels them on available services earned through military service. The center also files for discharge upgrades, obtains military records, and makes referrals to other agencies. The Veterans Service Commission also administers an emergency financial assistance program to eligible veterans, spouses, and dependents.

<table>
<thead>
<tr>
<th>Statistics</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Veterans/Spouses/Dependents Aided in Filing for Benefits</td>
<td>3,395</td>
<td>2,356</td>
<td>2,206</td>
<td>2,500</td>
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<tr>
<td>Value of Veterans Administration Claims Filed</td>
<td>$77,180,000</td>
<td>$77,180,000</td>
<td>$81,000,000</td>
<td>$81,000,000</td>
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<tr>
<td>Other Services for Clients</td>
<td>$2,000</td>
<td>$4,000</td>
<td>$8,725</td>
<td>$7,000</td>
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<tr>
<td>Soldiers Relief Allowance</td>
<td>412,028</td>
<td>537,965</td>
<td>511,751</td>
<td>767,540</td>
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<tr>
<td>Other Soldiers Relief Allowance (Miscellaneous)</td>
<td>515</td>
<td>0</td>
<td>0</td>
<td>4,000</td>
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<tr>
<td>Emergency Assistance – General (Clients)</td>
<td>328,733</td>
<td>318,732</td>
<td>299,354</td>
<td>500,000</td>
</tr>
<tr>
<td>Emergency Assistance – Rent</td>
<td>682,689</td>
<td>711,249</td>
<td>692,107</td>
<td>850,500</td>
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<td>Total Soldiers Relief Spending</td>
<td>$1,425,965</td>
<td>$1,571,946</td>
<td>$1,511,937</td>
<td>$2,129,040</td>
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<tr>
<td>Percent Change</td>
<td>-20.6%</td>
<td>10.2%</td>
<td>-3.8%</td>
<td>40.8%</td>
</tr>
</tbody>
</table>

Issues

- Mandated versus Discretionary Services
- Cost effectiveness of program delivery model
**Functional Statement**

**Agricultural Society $53,300**

Montgomery County is mandated to pay the Montgomery County Agricultural Society $3,300 annually. This is comprised of: (1) $800 for formation of a County Agricultural Society per Section 1711.01 of the Ohio Revised Code; (2) $500 for reimbursement of Junior Club work per Section 1711.03 of the Ohio Revised Code; and (3) $2,000 for owning or holding under lease real estate used as fairgrounds per Section 1711.22 of the Ohio Revised Code. Under section 1711.15 of Ohio Revised Code, the Board of County Commissioners may provide additional funding for improvements to the fairgrounds. Currently, $50,000 is paid annually to the Agricultural Society for capital improvements.

**Apiary Inspection $2,500**

This is a state-county cooperative program to control and/or eradicate diseases affecting the honeybee. Montgomery County appoints an Apiary Inspector annually with the consent and concurrence of the Ohio Director of Agriculture. This inspector is then responsible for the inspection of apiaries (beehives) in order to protect the honeybee. The Ohio Revised Code section is 909.07.

**Building Depreciation Capital Transfer $500,000**

Beginning in 1997, an appropriation was included in the annual Non-Departmental budget for $1.0 million to be transferred to the Building Depreciation Capital Fund. This transfer was calculated by utilizing building values and the useful life of the buildings and facilities. This incorporates a number of county facilities and is intended to set aside funds based upon the planned maintenance of the infrastructure needs of our facilities, as identified by the five year Building Depreciation Plan. Current funding is budgeted at $500,000.

**Bureau of Inspection (State Auditor) $130,950**

The Montgomery County General Fund is responsible for all expenses incurred by the State Auditor's Office in the annual financial audit of county operations. Beginning with the 2007 Financial Audit, which is to be conducted in 2008, the State Auditor has outsourced this to an external auditor.
Functional Statement Continued

Cooperative Extension Service $201,838

The Cooperative Extension Service is associated with the Ohio State University (O.S.U.) and is funded with federal, state and county dollars. Functions include local extensions of O.S.U. educational programs in agriculture; home economics; community and resource development; sponsorship of the County's 4-H program; and operation of the federally-funded Expanded Food and Nutrition Education Program.

Emergency Management $160,500

Two line items are budgeted for Emergency Management. The first is the county's per capita share for the Office of Emergency Management. Second is the county subsidy to operate an emergency operations center. This center is located in the Reibold Building.

General Fund Contingencies $1,200,000

Funds are budgeted to meet unexpected costs, which may arise during the fiscal year. Contingencies in the General Fund may not exceed 3.0% of annual appropriations in any year, per Sections 5705.29 and 5705.40 of the Ohio Revised Code. The contingency funds are not directly expended from non-departmental since appropriations are transferred to various General Fund departments throughout the year. Contingency funds are fully utilized each fiscal year.

Grave Markers $20,000

The Board of County Commissioners is required to pay expenses for the placing of permanent markers on the grave of each soldier, sailor, airman or marine who served with honor in the United States Armed Forces and who is buried within the county. This obligation is mandated by Section 5901.34 of the Ohio Revised Code.

Debt Service Transfers $2,479,816

This budget represents the General Fund's share of debt service costs (principal and interest) related to bond issues for various county building improvements. These include the County Engineer's Maintenance Facility, Administration Building (roof repairs, exterior shell repair and mechanical upgrades), Common Pleas Court Building (HVAC repairs), County Home (air conditioning), Dora Tate Center (renovation for non-secure detention), Old Courthouse – Historical Society (HVAC repairs), Memorial Hall (facility improvements), Sunrise Center (roof and mechanical system repairs), Family Courts Building (juvenile detention renovation), Support Areas Renovation, City of Dayton Rehabilitation Center (County’s contribution to the 204 bed addition to the facility) and Contingencies totaling $25.7 million. The final maturity for this debt is 2016 and totals $1,509,816.

Also included here is debt service of $970,000 for the Juvenile Justice Center.
**Functional Statement Continued**

**Hazardous Materials Response Team $15,500**

The Board of County Commissioners provides financial assistance to the Miami Valley Fire/EMS Alliance. The Alliance is the coordinating authority for the Regional Hazardous Materials Response Team.

**Health District - Local Government Fund (LGF) $148,410**

Prior to the adoption of the alternate formula for distribution of the Local Government Fund, the Health District received a separate allocation of these funds. The alternate formula did not provide funds for the Health District, but the county paid the Health District $179,000 of its allocation every year to compensate for the formula change. The current budget level of $148,410 reflects the annual Local Government Funds transferred to the Health District.

**Hydrophobia Claims $500**

Montgomery County is mandated by Sections 955.41 and 955.42 of the Ohio Revised Code to reimburse persons bitten or injured by an animal afflicted with rabies. No person may receive more than $200 for any one injury.

**Incarcerated Medical Cost - Juvenile Court and Sheriff $44,400**

The cost of medical care provided to indigent prisoners is the focus of intense management efforts. This appropriation covers the cost of medical care for incarcerated persons in the county's juvenile detention facility and to provide medical services for board and care of Montgomery County prisoners in other counties.

**Insurance $725,000**

Budgeted here is the General Fund's (all departments) share of insurance premiums, administration, retention funds, and consultant services related to the provision of insurance. The direct charges for property, casualty and liability insurance are budgeted in an internal service fund. Annually, all benefiting county funds are invoiced for insurance costs through a self-insurance allocation model.

**Investment Income Transfers $1,000,000**

This budgeted expense is for the transfer of investment earnings to funds not legally entitled to direct receipt of these earnings. Except where provisions are specifically made in the Ohio Revised Code, only the General Fund receives investment earnings from the County Treasury. The decision to transfer funds is based on the nature of the fund and the approval of the Board of County Commissioners. The amount transferred to each fund is based on the fund’s average daily balance and the County's average interest rate. The Public Works Enterprise Fund is the only fund receiving investment income from the General Fund.
Functional Statement Continued

Joint Office of Citizen Complaints $89,431

This is the county share of the Ombudsman Office in Montgomery County, Ohio.

Maintenance of Burial Plots $500

The Board of County Commissioners is required to provide proper care for the graves of all United States soldiers and sailors buried in lots used exclusively for the benefit of veterans. This obligation is mandated by Section 5901.35 of the Ohio Revised Code.

Memorial Day Allowance $17,000

The Board of County Commissioners, through Section 307.66 of the Ohio Revised Code, is required to aid in defraying veteran organizations’ Memorial Day expenses. Montgomery County meets this annual obligation through a subsidy to the Memorial Day Committee that oversees countywide Memorial Day celebrations.

Miscellaneous $318,500

The county pays for various court costs in cases involving the Board of County Commissioners and other county officials. These expenses cover judicial service fees, transcript fees and professional services. Also accounted for here are the transfers from the General Fund to special funds, for example, the Incentive-to-Save program.

The consultant services line item includes funding for the childcare contract, the legislative service contract and for the services of a financial advisor. The miscellaneous category includes local grant match funding and cyclical expenses.

Personal Services Cost - Fringe Benefit Account $3,640,000

All General Fund departments are budgeted for actual costs for fringe benefits (health/life insurance and administration, workers’ compensation premium costs, FICA, PERS, flexible spending accounts and the employee assistance program). This account was created to manage for the costs of unemployment compensation, tuition reimbursement and the fluctuation in the health insurance rates. This year’s allocation includes $3,000,000 for the County’s 27th payroll.

Poll Worker Pilot Program $252,625

In 2008, the Board of County Commissioners approved the Amended Precinct Election Official Leave Program according to Section 3501.28 (G)(1) of the Ohio Revised Code. This program was initiated as a two year pilot, ending December 2010, and changes the sections of compensation. The program was established as an effort to support the stability of staffing for the Board of Elections. County workers that participate in this program must commit to the program including additional training requirements and being present at the polls on the necessary election days.
Functional Statement Continued

Public Assistance Mandated Share $3,501,410

In accordance with the Ohio Revised Code, Section 5101.16, the county is responsible to share in the cost of the Public Assistance fund reimbursable income maintenance expenditures. The mandated share for non-TANF (Temporary Assistance for Needy Families) is based on actual expenditures for non-federal cash, medical and assistance, Medicaid administration and Food Stamp administration. The mandated share for TANF is based on the federal fiscal year 1994 actual county share for assistance, administration, and services provided under Titles IV-A and IV-F, adjusted to 80.0%. The mandated share is capped at 110.0% of the previous year's obligation to protect counties from extraordinary hardship caused by use of the formula. The General Fund portion of the mandated share is supplemented by Human Services Levy B.

Recorder - Equipment Fund Transfer $400,000

In July of 1993, Amended Substitute House Bill No. 152 increased the various fees charged by county recorders (Ohio Revised Code Sections 317.09 and 317.321). This bill included a provision which allows them to "set aside" certain funds to supplement or provide for the equipment needs in the Recorder’s Office.

This budget allows for a portion of the increase in the fees to be "transferred" to a special revenue fund for the recorder’s equipment needs. Plans for these funds include: acquiring and maintaining an imaging system; providing for maintenance of new computer network systems; and maintaining existing equipment.

Registration of Vital Statistics $12,000

The Public Health – Dayton Montgomery County receives a fee from Montgomery County for each certificate of birth, stillbirth, or death properly and completely filled out. The fee for each certificate is based on the population of the primary registration district at the last federal census. This charge to Montgomery County is mandated by Section 3705.13 of the Ohio Revised Code.

Reibold Building Rental Costs $774,391

This budgeted cost covers the General Fund share of rental costs in the Reibold Building. The Reibold Building is accounted for in a special revenue fund with various tenants paying rent on an annual basis. Currently, General Fund operations in the Reibold Building include the Records Center & Archives and the Public Defender’s Commission.
Functional Statement Continued

Soil & Water Conservation Subsidy $236,975

The county contribution to the Montgomery Soil and Water Conservation District is the local match required to receive funding from the State of Ohio Department of Natural Resources. The district provides technical assistance to landowners and farm operators on soil and water conservation techniques and manages ditch projects.

Cattle Disease Prevention $500

Montgomery County is authorized by Sections 941.23 and 941.53 of the Ohio Revised Code to make appropriations for the control and eradication of brucellosis and tuberculosis. These are communicable or infectious diseases to cattle.

Issues

No issues identified at this time.
Montgomery County, Ohio – Five Year Plan

Budget for Community And Economic Development - $6,054,949

Community Investments
[Special Rev. Fund] $4,500,000
- Economic Development/ Government Equity $3,000,000
- Arts $1,000,000
- Affordable Housing $500,000

Administration
$547,979
- Director & Staff $547,979

Development
$1,006,970
- Planning Commission $248,307
- Misc. Community Obligations $439,000
  - Dayton Development Coalition
  - Downtown Dayton Special Improvement District
  - Chamber of Commerce Dues
  - $319,663

Key
- Dollar amounts reflect 2009 Adopted General Fund Budget.
- Community Investments funded through 2010 only.
- Provides services for Community Investments and Development

$212,926 is paid from Public Works building appropriations
Montgomery County, Ohio – Five Year Plan

Positions for Community And Economic Development - 7 F/T

Community Investments
- Economic Development/Government Equity
- Arts
- Affordable Housing

Administration (2 F/T)
- Director & Staff (2 F/T)
- Arts & Cultural District Management (0.5 F/T Non-GF)

Development (5 F/T)
- Economic Development (2 F/T) (1 P/T)
- Misc. Community Obligations
- Planning Commission (3 F/T)

Key:
- (XX F/T) # of full time employees
- (XX P/T) # of part time employees
- Seasonal and special employees not included
- Provides services for Community Investments & Development
**Functional Statement**

The Community and Economic Development (C&ED) Department is one of nine departments under the Board of County Commissioners. Community and Economic Development’s mission is to improve and maintain Montgomery County’s quality of life and economic health. The Department’s primary responsibilities are:

**Director's Office**

- Managing Montgomery County’s Planning Commission
- Administering the Economic Development/Government Equity (ED/GE) Program
- Coordinating development regulation efforts among various county agencies and other local governments
- Creating business retention and attraction activities with the area businesses
- Coordinating the Ohio Enterprise Zone program with participating jurisdictions to encourage business development
- Coordinating activities of the Port Authority, the Transportation Improvement District and various Joint Economic Development Districts
- Coordinates new business attraction with Ohio Department of Development and Dayton Development Coalition

**Community Development**

- Managing daily operations of the Montgomery County Regional Arts and Cultural District, administering the distribution of funds to support arts and cultural programs throughout Montgomery County

**Planning Commission**

- Formulating, maintaining and implementing a comprehensive plan for future development within the unincorporated area of Montgomery County
- Reviewing and making recommendations on all township zoning amendments
- Reviewing and taking action upon all subdivision proposals
- Preparing and maintaining the Subdivision Regulations and Official Thoroughfare Plan for Montgomery County
- Providing planning and zoning recommendations to townships
- Assigning street numbers within all unincorporated areas of the county
- Assigning and reserving street names for all thoroughfares within the unincorporated area of Montgomery County
Issues Continued

• Mandated versus Discretionary Services
• How much and in what manner should the county be involved in Community and Economic Development?
• Continue to foster community development initiatives in the county
  o Business First, retention and expansion programs, new business attraction, etc.
  o Partnerships with economic development organizations (DDC, DDP, Chamber of Commerce)
• Investigate additional funding sources (i.e. sin taxes, hotel/motel tax, targeted sales tax, property transfer fee) for the ED/GE Program, Arts & Cultural District contribution and Affordable Housing -programs end in 2010.
• Role of Montgomery County Planning Commission
Functional Statement

Affordable Housing Program-Sales Tax $500,000: Non-General Fund

In order to improve housing opportunities for Montgomery County residents, dollars have been earmarked for activities, which improve the availability of housing for low and moderate income households. These funds are under the auspices of Montgomery County-Dayton Housing Commission. Beginning in 2008, the Affordable Housing Program has been discontinued in the General Fund and moved to a Special Revenue Fund, which is funded through 2010.

Arts & Culture Programs-Sales Tax $1,000,000: Non-General Fund

Dollars are appropriated each year to fund operating and capital expenses of Montgomery County's arts groups. These funds are disbursed to the Montgomery County Arts & Cultural District for distribution to eligible arts organizations. Beginning in 2008, the Arts and Culture Programs have been discontinued in the General Fund and moved to a Special Revenue Fund, which is funded through 2010.

Conservancy District Assessment $420,000

The General Fund is assessed annually by the Miami Conservancy District for maintenance costs incurred by this agency. These maintenance charges cover the Dayton Low Dam, the South Montgomery County Low Dam, the Tait Station Dam and the South Montgomery County Bikeway and are permanent annual costs. Beginning in 1991, Montgomery County also became responsible for paying the township residents' share of the conservancy tax, formerly paid directly by the landowners.

Economic Development Government Equity (Sales Tax) $3,000,000: Non-General Fund

Every year funds are set-aside for public improvements such as road widening, and water and sewer extensions that will assist in the creation and retention of jobs in the county through the Economic Development/Government Equity Program (ED/GE). Any jurisdiction participating in the tax sharing program is eligible to compete for these funds. Beginning in 2008, the Economic Development/Government Equity Program has been discontinued in the General Fund and moved to a Special Revenue Fund, which is funded through 2010.

Miami Valley Regional Planning Commission (MVRPC) Annual Dues $19,000

The budgeted amount is for the annual dues for Montgomery County's membership in the Miami Valley Regional Planning Commission. This commission provides an intergovernmental forum for discussion of regional problems; researches and analyzes community issues; and maintains a regional database.
**Functional Statement Continued**

**Telephone Tax Transfer $319,663**

In July of 1987, the Ohio State Legislature enacted the telecommunications tax (i.e. sales tax on long-distance calls). Since this was considered a business tax, the Board of County Commissioners decided to earmark these sales tax revenues for business development in a special revenue fund. This expenditure represents the transfer from the General Fund to the Special Revenue Fund. Expenditures include Chamber of Commerce dues and Downtown Dayton Coalition dues.

**Issues**

No issues identified at this time.