

LUCAS COUNTY
2016 BUDGET REVIEW
2017 BUDGET PRESENTATION



DECEMBER 13, 2016

COMMISSIONERS
TINA SKELDON WOZNIAK
CAROL CONTRADA
PETE GERKEN

COUNTY ADMINISTRATOR
LAURA LLOYD-JENKINS

DIRECTOR, OFFICE OF MANAGEMENT & BUDGET
KELLEIGH DECKER

2016 Budget Review



| | | |
|---------------------|----------------------|-------------|
| Total Budget | \$574,909,394 | 100% |
| General Fund | \$148,451,319 | 25.82% |
| Non-General Fund | \$426,458,075 | 74.18% |

2016 Budget Review



| Original Budget | |
|----------------------------------|-----------------|
| Revenue | \$148,822,170 |
| Total Expenses | (\$148,451,319) |
| Fund Balance | \$370,851 |
| One-Time Transfer to GF Reserves | (\$370,851) |
| EOY Balance | \$0.00 |

| Revised Budget | |
|----------------------------------|-----------------|
| Revenue | \$152,095,419 |
| Total Expenses | (\$152,036,550) |
| Fund Balance | \$58,869 |
| One-Time Transfer to GF Reserves | (\$58,869) |
| EOY Balance | \$0.00 |

Priority Policy Areas



Safety & Justice Reform
Water Quality & Sustainability
Economic & Workforce Development
Immigration & Inclusion
Operational Efficiencies

Safety and Justice Reform



- **Implemented a first of its kind risk-based administrative release policy:**
 - ✦ Reduced locally sentenced population by 23%
 - ✦ Reduced system-wide cost by \$3.36M annually
- **Evidenced-Based Pre-Trial Risk Assessment & Services**
 - ✦ No-Show pre-trial defendants decreased from 41% to 29% - 13% Reduction
 - ✦ Pre-trial defendants arrested while on release: 50% reduction
 - ✦ Violent crimes committed while on pre-trial release: reduced from 5% to 3%
- **Expanded use of Electronic Monitoring**
- **Investment in Lucas County Drug Court**

Water Quality & Sustainability



- **Clear Water 2 partnership with National Wild Life Federation for public outreach and education on harmful algal blooms**
- **Western Lake Erie Nutrient Source Inventory**
- **Neighborhood Sustainability toolkit/Sustainable Neighborhood Challenge**
- **Sustainable Business Recognition Program**

Economic & Workforce Development



- **Lucas County Builds Fund: an innovative investment tool to provide strategic funding for job creating development projects**
- **Assisted Dana Incorporated with \$750,000 in gap funding for their new manufacturing facility**
- **Invested in Convention and Visitors Bureau: Travel and Tourism has a \$2 billion economic annual impact to Lucas County**
- **Seagate Centre Study: study identified economic multiplier benefits a renovated Seagate Convention Centre would provide through additional convention traffic**
- **22nd Century Committee: collaborated on Downtown Master Plan to build on previous development successes**
- **Hensville Grand Opening: \$21 million project to renovated historic downtown buildings for a mixed-use development**

Economic & Workforce Development



- **WorkReady Manufacturing:** ensure that the local workforce is prepared for the 1,000 new, high-paying manufacturing jobs coming to Lucas County
- **WorkReady Express:** a new short term transportation assistance program for low-income job-seekers in need of reliable transportation to and from work
- **Northwest Ohio Pathway to Healthcare Careers :** five year, \$15M federal grant to empower low-income individuals to obtain training needed in the healthcare field
- **Lucas County Workforce Development Board:** majority private sector body to align workforce development resources with the needs of area businesses

Immigration & Inclusion



- **Released Data Report - New Americans in Toledo: A snapshot of the demographic and economic contributions of immigrants**
 - Foreign-born migration is increasing and partially offsetting local population loss
 - New Americans in Toledo are 2x as likely to start a new business
 - Immigrants in Toledo wield considerable economic impact
 - ✦ **\$242M in spending power**
 - ✦ **\$31M in state and local taxes** (*2010-2012 U.S. census' American Community Survey*)

Operational Efficiencies



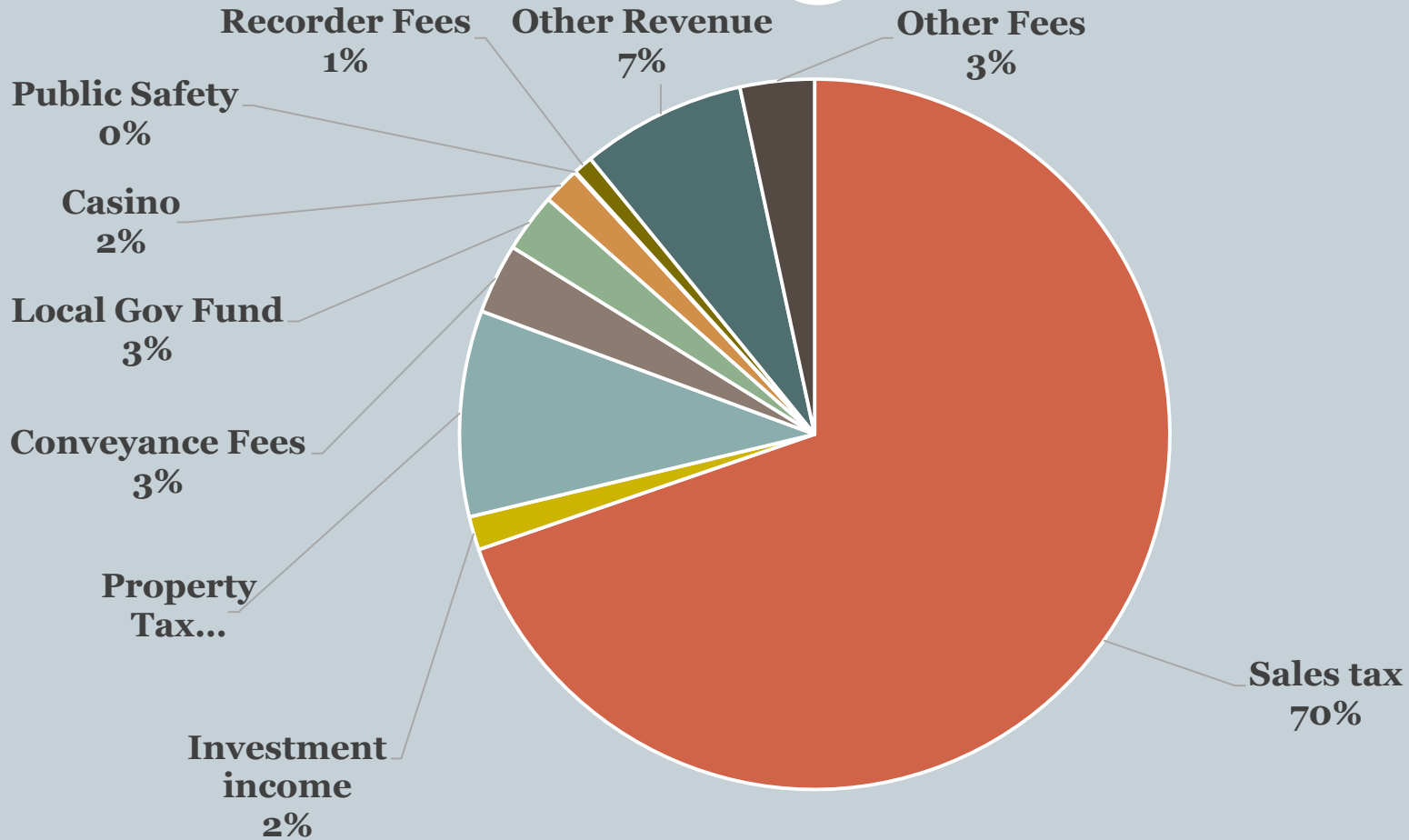
■ Technology Investments

- Online Benefits Enrollment System (eff. Jan. 2017)
- Court Case Management System
- Planet Bids: Online Bid Management System
- Human Resource Management System (eff Spring 2017)

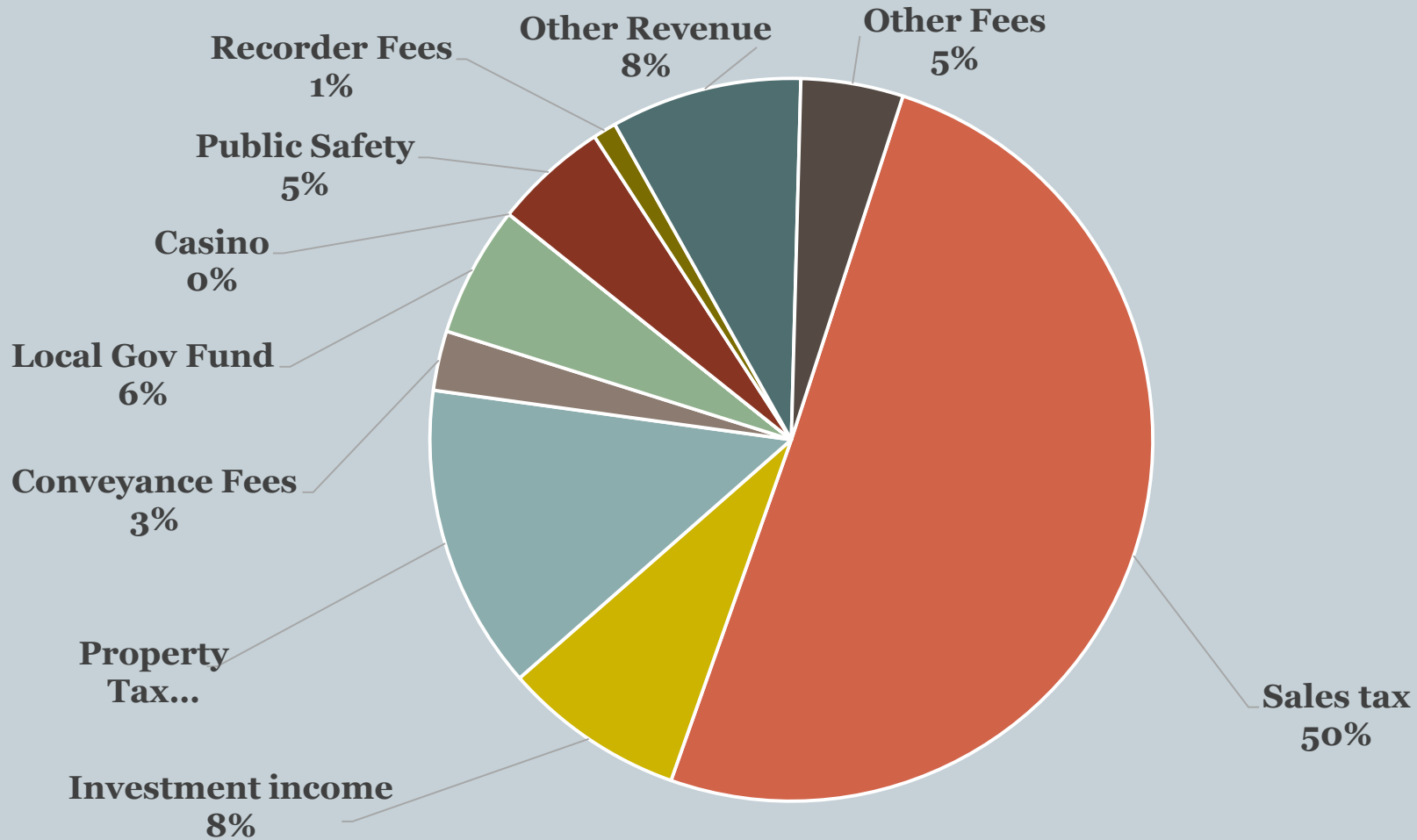
■ Capital Investments

- Owner of **37 properties** of totaling **2.6M SF**
- 27 primary properties – owned and funded by the General Fund
- Capital investments from 2007-2013, on average \$795K annually
- Capital investments from 2014 – 2016, on average **\$3.3M annually**

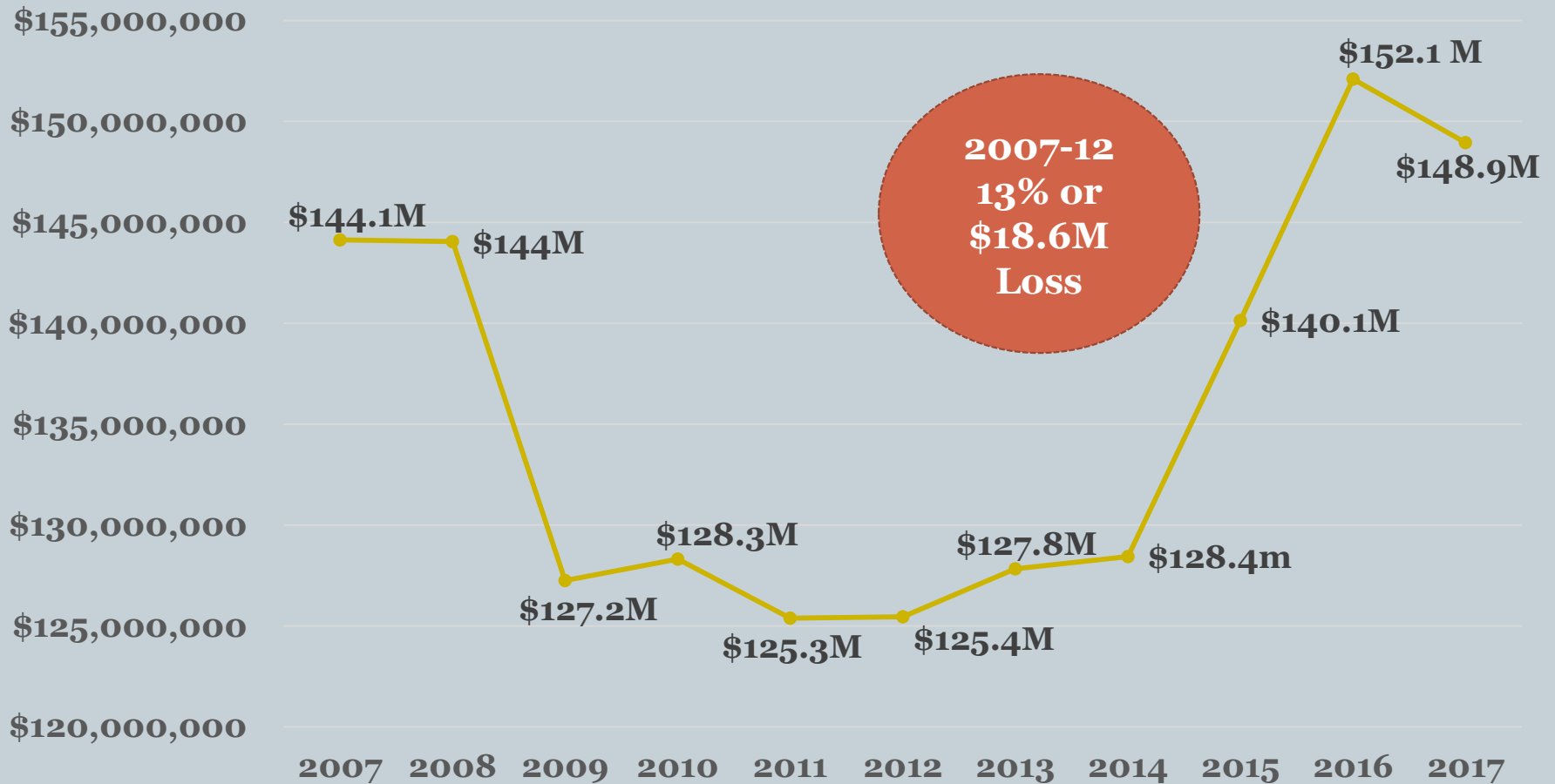
2016 General Fund Revenue



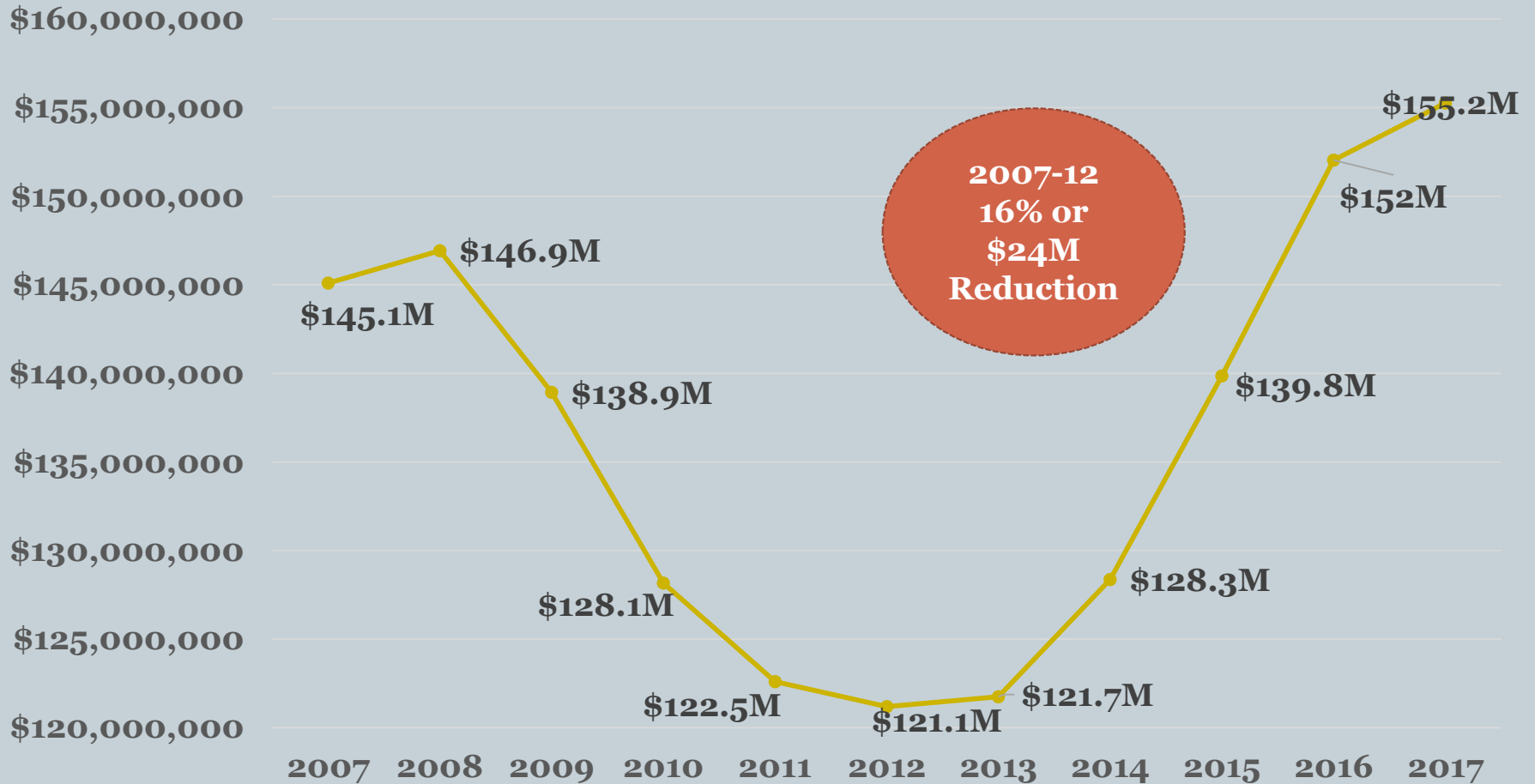
2007 Comparison General Fund Revenue



2016 GENERAL FUND REVENUE



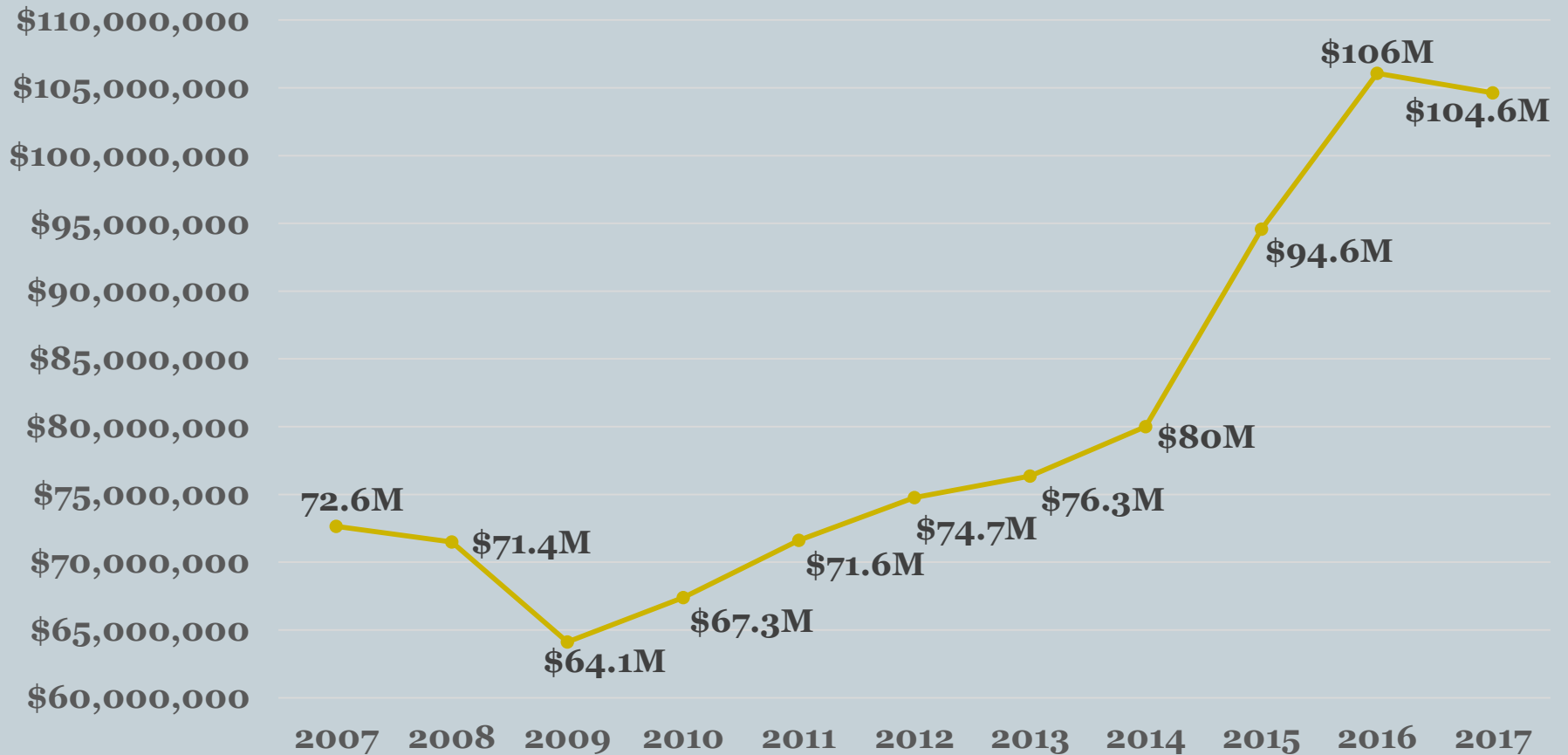
General Fund Expenses



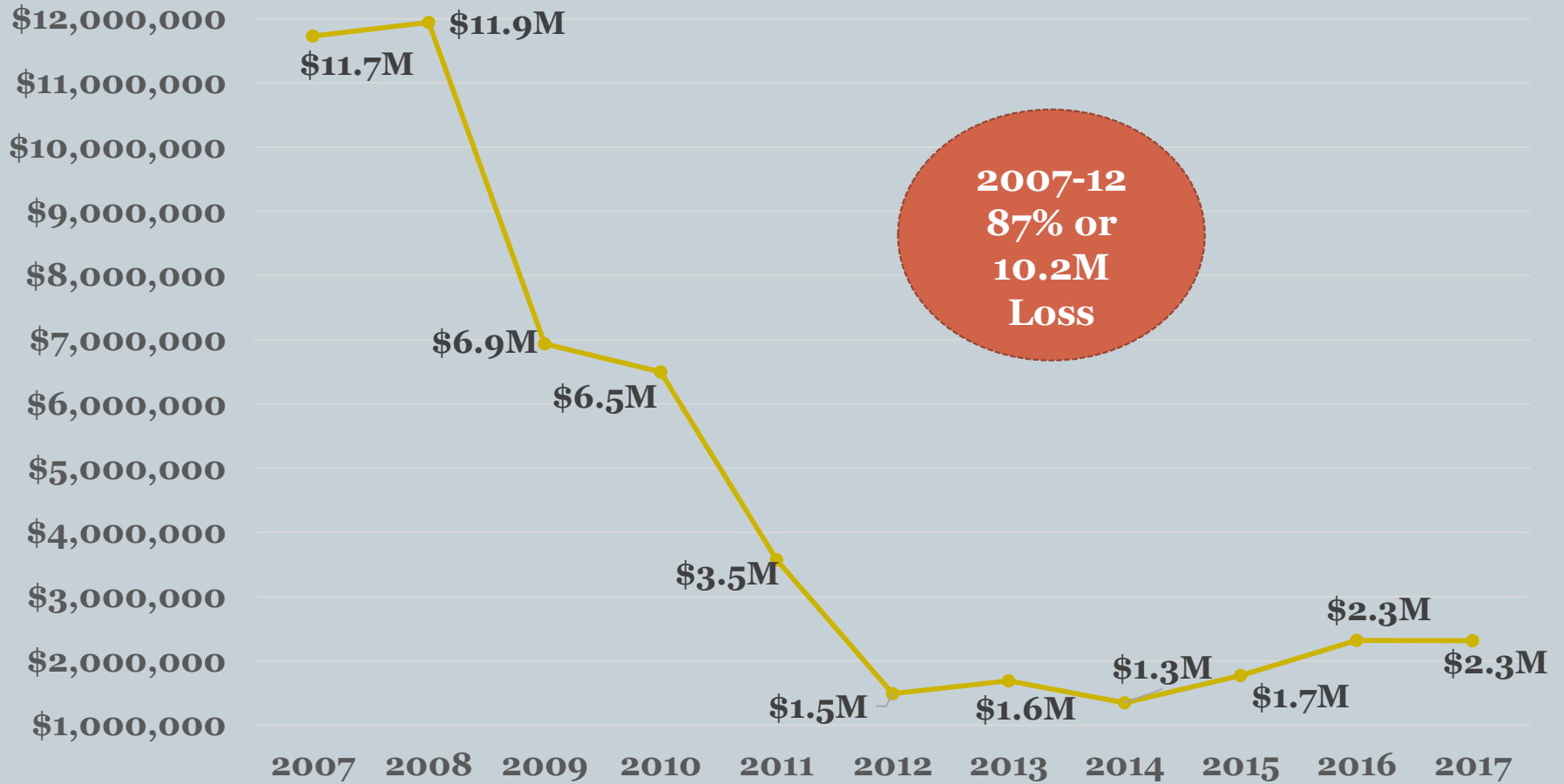
SALES TAX



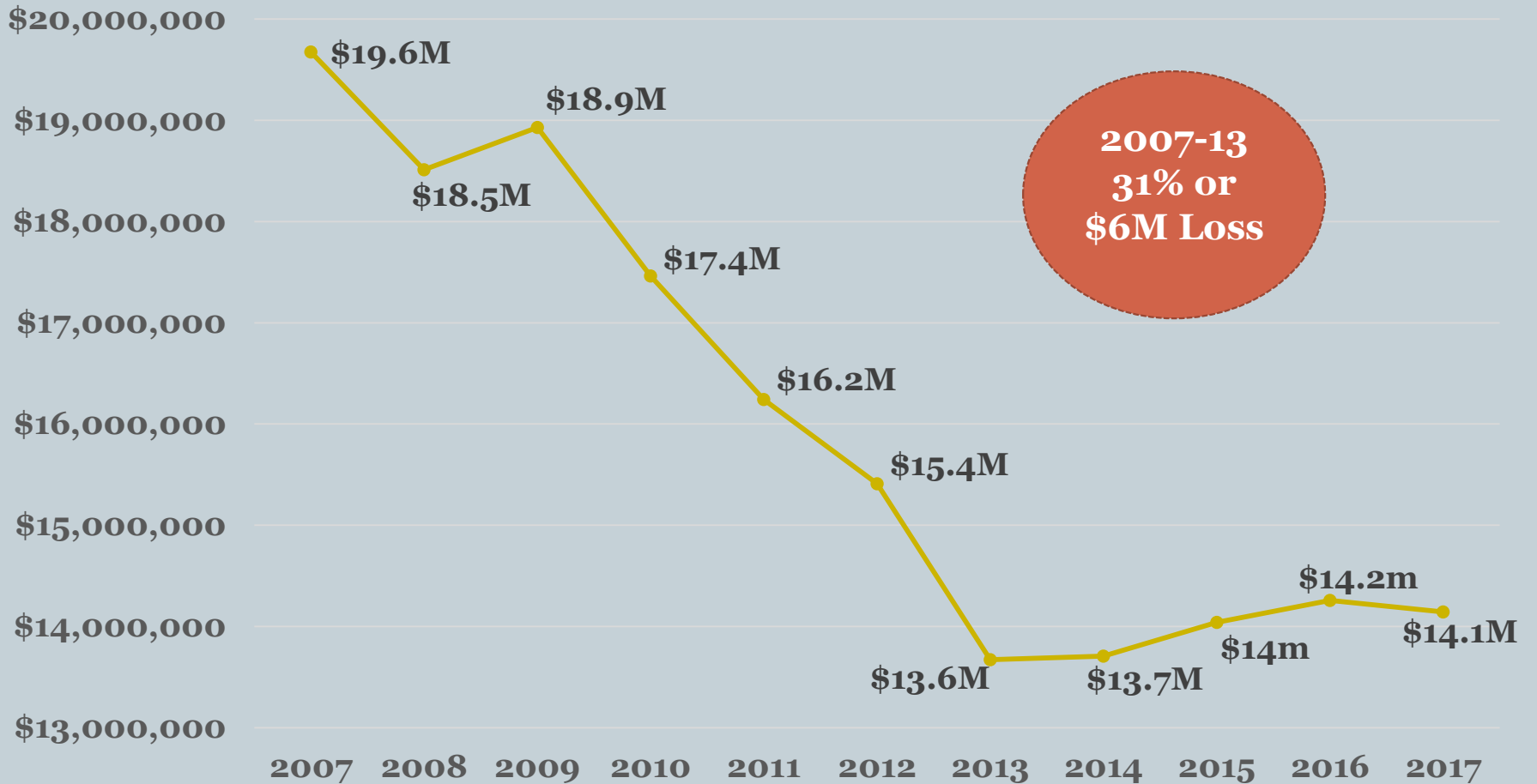
Sales Tax



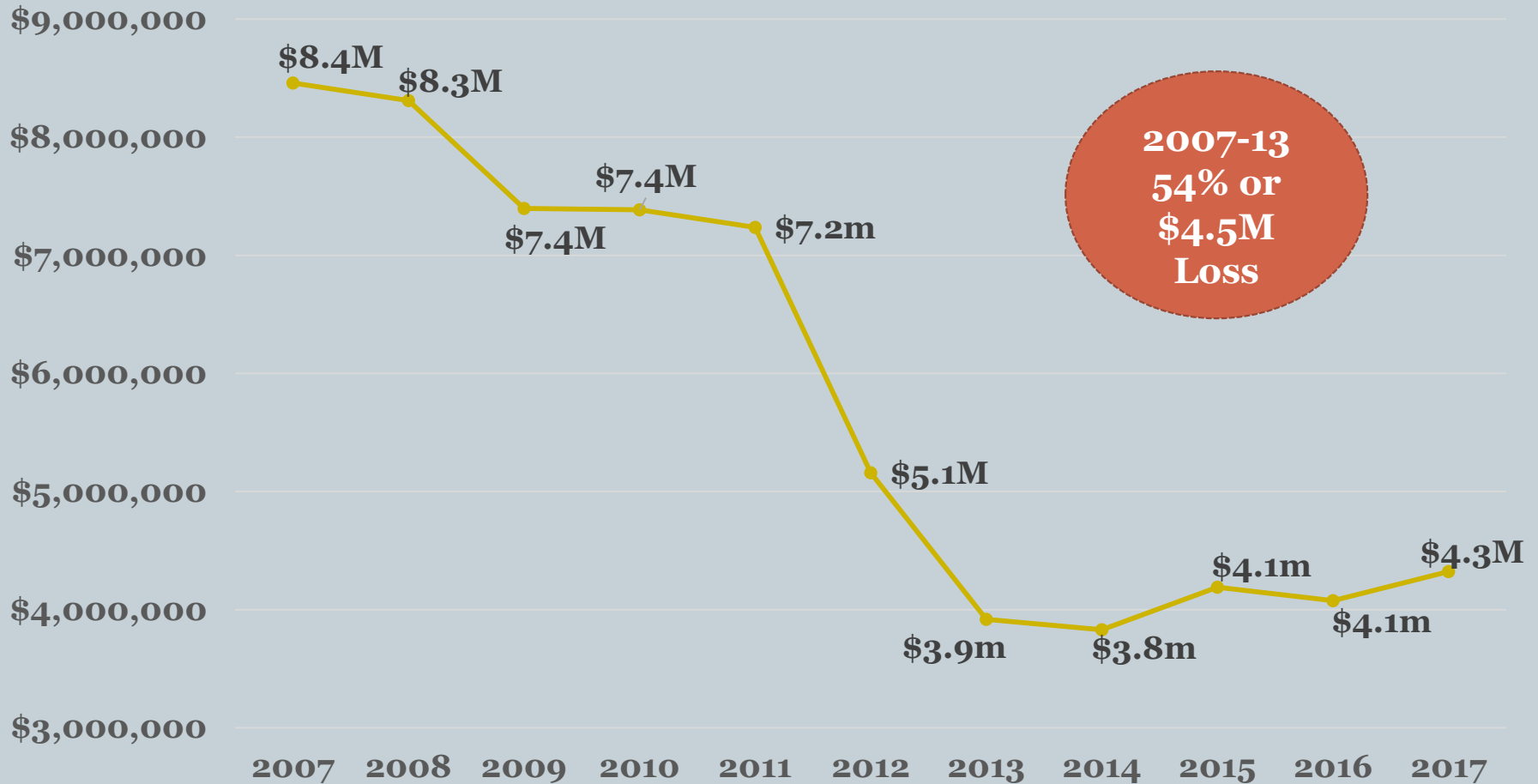
INVESTMENT INCOME



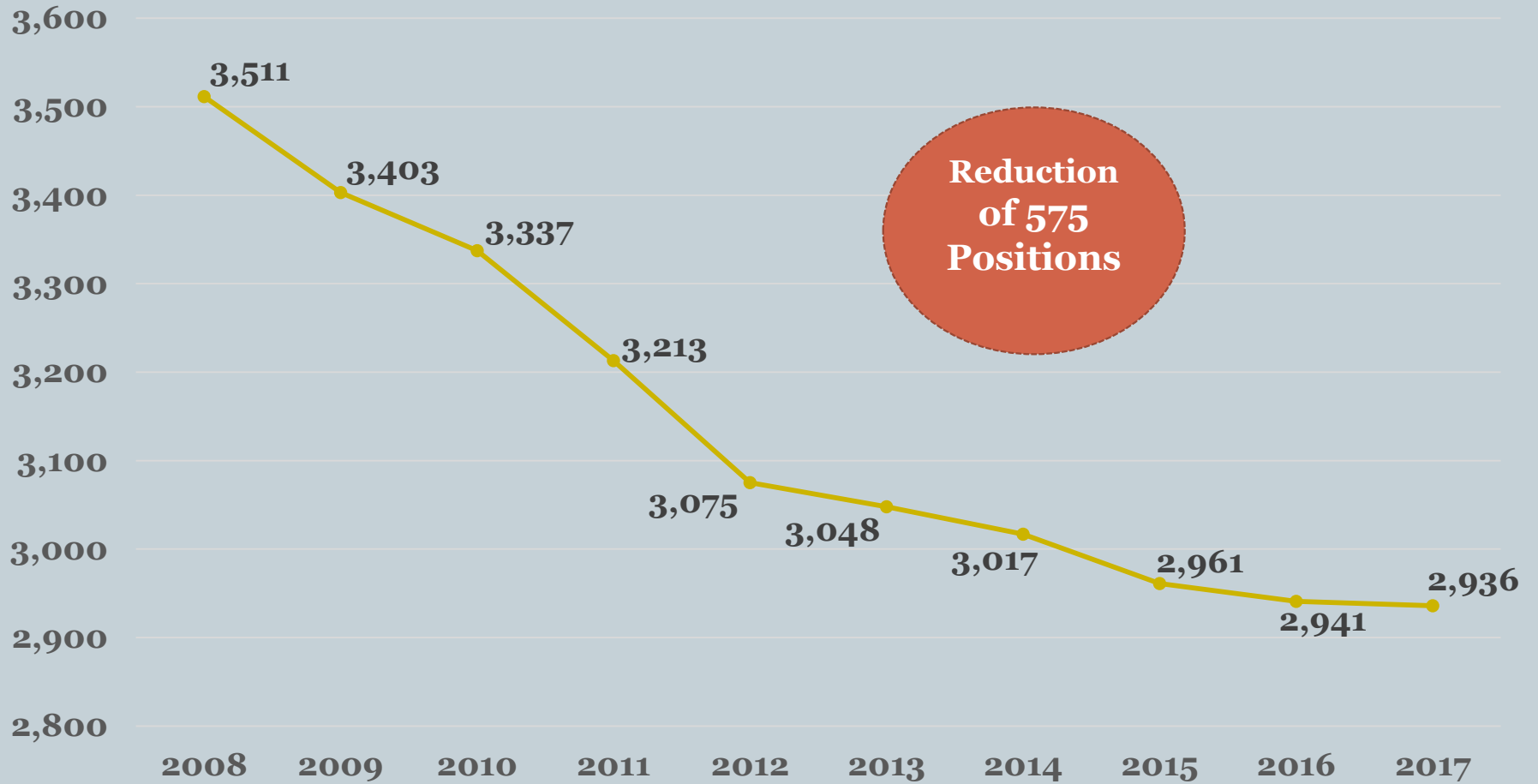
PROPERTY TAX/ROLLBACK & HOMESTEAD



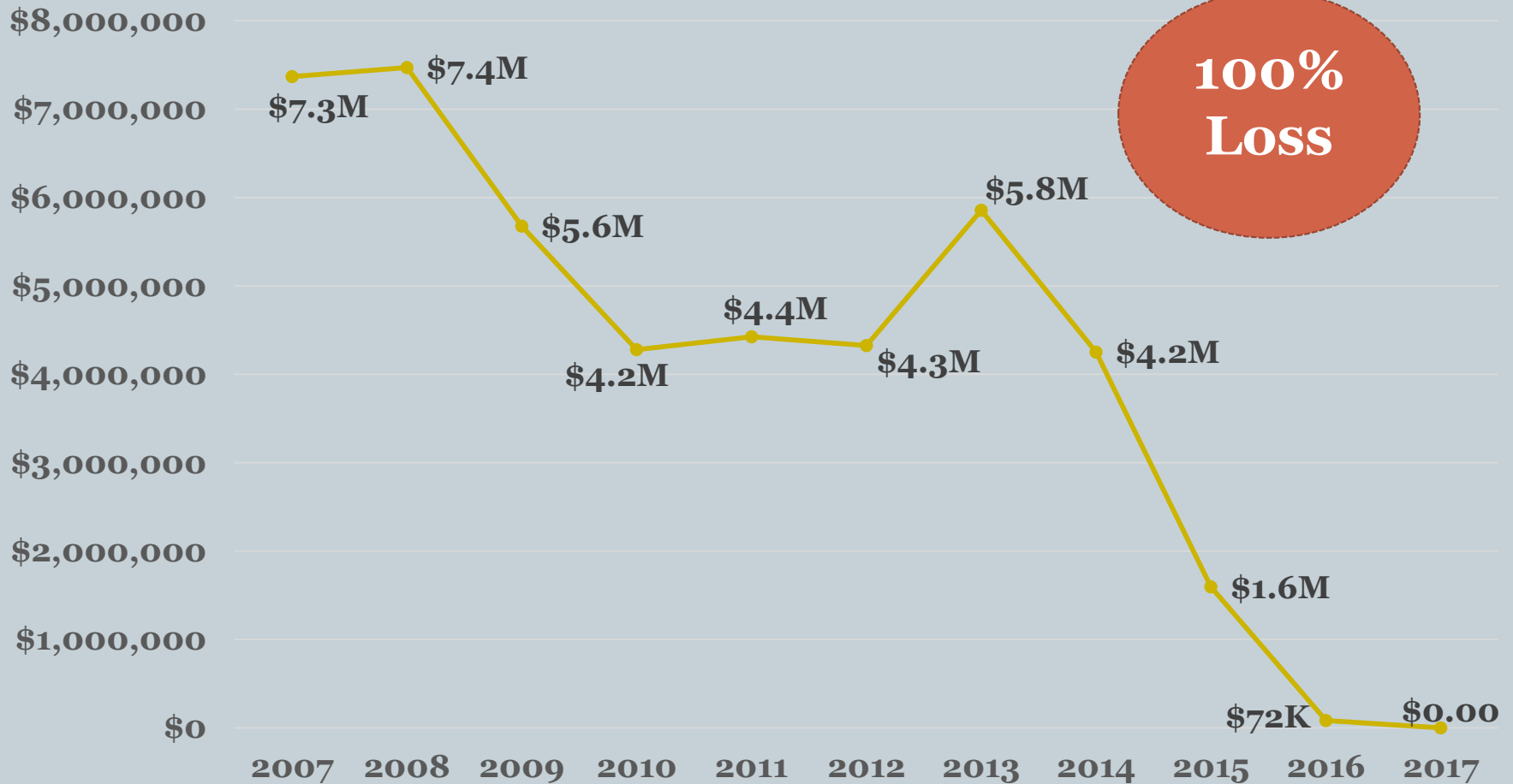
LOCAL GOVERNMENT FUND



STAFFING LEVELS



CITY OF TOLEDO PUBLIC SAFETY CONTRACTS



City of Toledo Criminal Justice Costs shifted to Lucas County



| | 2014 | 2015 | 2016 | 2017 |
|---------------------------|---------------------|--------------------|--------------------|----------------------|
| Lucas County Jail Costs | \$995,449.75 | \$3,983,119 | \$3,983,119 | \$3,983,119 |
| Work Release | | | \$550,000 | \$550,000 |
| Pre Trial/Pre Sentence | | | \$865,071 | \$865,071 |
| CCNO | | | \$1,486,215 | \$5,996,001 |
| | \$995,449.75 | \$3,983,119 | \$6,884,405 | \$11,394,191 |
| Reduced System-wide Costs | | | | (\$3,366,176) |
| | | | | \$8,028,015 |

2017 Proposed Budget



| | | |
|---------------------|----------------------|-------------|
| Total Budget | \$600,223,450 | 100% |
| General Fund | \$155,252,781 | 25.9% |
| Non-General Fund | \$ 444,970,669 | 74.1% |

2017 Revenue Projections



| | 2016 | 2017 | | |
|-------------------|-----------------------|-----------------------|-----------------------|--------------|
| Sales Tax | \$ 106,062,835 | \$ 104,625,000 | \$ (1,437,835) | -1.4% |
| Investment Income | \$ 2,321,000 | \$ 2,314,500 | \$ (6,500) | -0.3% |
| Property Tax | \$ 14,257,628 | \$ 14,144,000 | \$ (113,628) | -0.8% |
| Conveyance Fees | \$ 4,849,663 | \$ 4,911,000 | \$ 61,337 | 1.3% |
| Local Gov Fund | \$ 4,075,653 | \$ 4,321,413 | \$ 245,760 | 6.0% |
| Casino | \$ 2,567,272 | \$ 2,500,000 | \$ (67,272) | -2.6% |
| COT Public Safety | \$ 82,346 | \$ - | \$ (82,346) | -100.0% |
| Recorder Fees | \$ 1,338,982 | \$ 1,100,000 | \$ (238,982) | -17.8% |
| Other Fees | \$ 5,141,083 | \$ 4,733,250 | \$ (407,833) | -7.9% |
| Other Revenue | \$ 11,398,959 | \$ 10,297,602 | \$ (1,101,357) | -9.7% |
| | | | | |
| Total | \$ 152,095,420 | \$ 148,946,765 | \$ (3,148,656) | -2.1% |

2017 Proposed Budget



| | 2016 Final Budget | 2017 Proposed Budget | \$ Diff | % Diff |
|------------------------------------|-------------------|----------------------|---------------|---------|
| Revenue | \$152,095,419 | 148,946,765 | (\$3,148,654) | (2.07%) |
| Expenses | (\$152,036,550) | (\$155,252,781) | \$3,216,230 | 2.12% |
| Fund Balance | \$58,869 | (\$6,306,016) | | |
| One-Time Transfer to GF Reserves | (\$58,869) | | | |
| One-Time Transfer from GF Reserves | | \$6,309,016 | | |
| EOY Balance | \$0.00 | \$0.00 | | |

LOOKING AHEAD



Continue Investment in priority areas:

- **Safety & Justice Reform**
- **Economic & Workforce Development**
- **Water quality and sustainability**
- **Immigration & Inclusion**
- **Operational efficiencies**

Capital Needs:

- **New Corrections Center**
- **New Canine Care & Control Facility**
- **Courthouse Renovations**
- **Multi-year capital planning and funding for all county-owned buildings**