



FRANKLIN COUNTY

PEOPLE’S GUIDE TO THE 2018 APPROVED BUDGET

BOARD OF COMMISSIONERS

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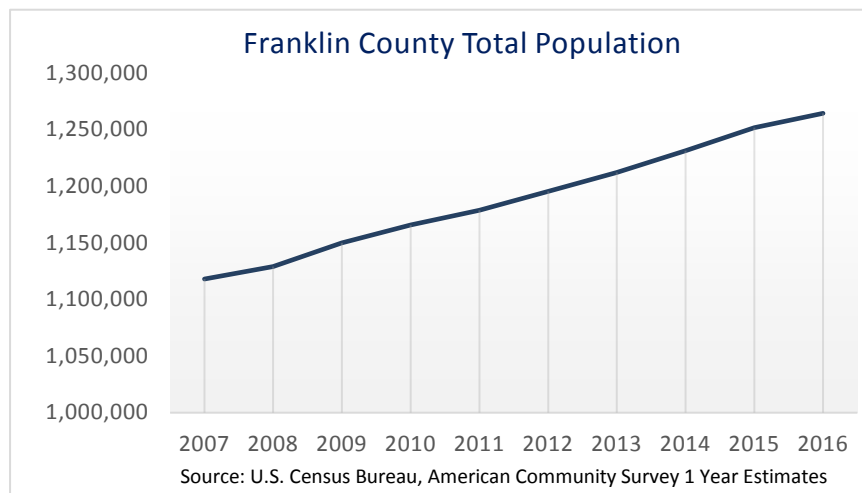
ABOUT FRANKLIN COUNTY

Franklin County is governed by a complex organization of elected officials. Executive and fiduciary powers rest with a three-member Board of Commissioners. Eight other elected officials perform various Ohio Revised Code mandated administrative functions as the independent heads of their respective offices. In addition, there are a number of elected members of the judiciary and various independently appointed boards and commissions. An appointed County Administrator is responsible for running the daily operations of the County while administering board policies and directives and preparing the County's operating and capital improvements budgets with the assistance of the Office of Management & Budget. County Administration is also responsible for the supervision and management of agency directors, administrative coordination between county entities, and ensuring that all agreements, leases and, other contractual obligations of the Board are properly performed.

The Board of Commissioners is Franklin County's taxing, budgeting, and purchasing authority, and every County agency relies on the Commissioners for funding. While the Commissioners establish the County budget, the independent agencies largely determine how they will spend it. The Board of Commissioners has direct oversight of departments that provide building and zoning, human services, employment services, economic development and planning, water and sewer services, and environmental services.

Franklin County is the most populous county in the state and one of the region's most diverse in terms of socioeconomic status, race/ethnicity, and educational attainment. Franklin County is centered around the City of Columbus, which serves as the County seat. Franklin County benefits from a broad base of industries found in the area, including trade & logistics, finance, education, healthcare, and government. Unlike other parts of Ohio, the Franklin County Board of Commissioners govern in an environment of continual growth and must consider this impact while developing the annual budget.

Over the past 10 years, Franklin County's population has grown 13.1%. In 2016, the County added more than 13,000 individuals. The Mid-Ohio Regional Planning Commission projects in the Insight 2050 Report that the population in Central Ohio will grow 25% between 2010 and 2040. In contrast, the rest of Ohio will see a 3% decrease during the same time period.



In order to continue attracting new people, Franklin County must focus on addressing job creation in multiple sectors and at all wage levels through economic development efforts; ensuring the physical safety of the County's residents; and planning for future needs.

FRANKLIN COUNTY BUDGET PROCESS

January – December

Office of Management & Budget (OMB) analysts monitor adherence to budget & performance targets throughout the year.

May – June

Budget instructions are released. Agencies identify strategic initiatives and operational performance measures, which are linked to the Board of Commissioners' Core Principles, for each program in their Strategic Business Plan. Strategic business plans and baseline payroll information are reviewed by OMB staff.

July – September

Budget requests are submitted. OMB staff meets with agencies to review the prior and current year expenditures, and what resources will be needed to accomplish their performance targets in the upcoming year. Briefs are prepared and presented to County Administration.

October – November

County Administration and OMB develop budget recommendations for each program, ensuring the most cost-effective use of available resources. The Recommended Budget is presented to the Board of Commissioners, and followed by a series of public meetings in which agencies present their budgets and performance measures.

December

After any revisions are made, the Approved Budget is voted on and adopted by the Board of Commissioners.

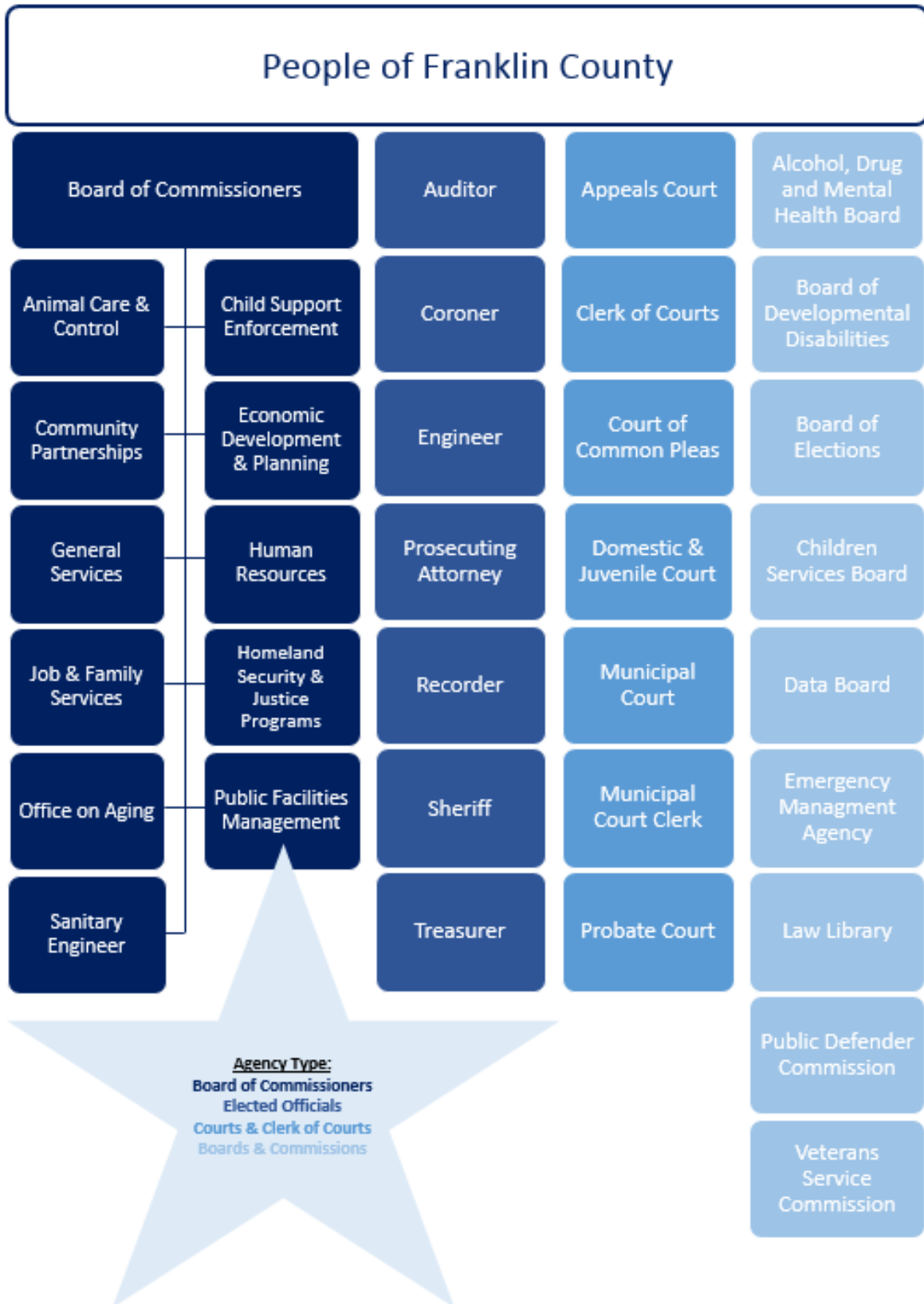
HOW IS THE COUNTY'S BUDGET STRUCTURED?

Budgets are organized by funds. Funds can incorporate one or many programs across one or more agencies. There are 102 funds with appropriations in the 2018 Approved Budget. The General Fund is the chief operating fund for the County and includes all revenues unless they are required to be accounted for in another fund. Special Revenue Funds receive revenues from tax levies, grants, and federal and state social service programs – the largest of which are the Board of Developmental Disabilities Fund, the Children Services Levy Fund, the Public Assistance Fund (Job and Family Services), and the Alcohol, Drug and Mental Health Levy Fund. Other Funds include Capital Project Funds (which pay for the acquisition or construction of major capital items), Debt Service Funds (which pay the principle and interest on County-issued bonds), and Internal Service & Enterprise Funds (which support business-like activities for internal and external customers).

Budgets are further separated by 35 agencies (see page 3) and broken down into programs, which group together the revenues and expenses to provide a particular service or type of service. Line items (object codes) are grouped together in roll-up categories with other similar types of expenses, such as Personal Services, Fringe Benefits, and Materials & Services. Appropriations, or the authority to make expenditures for specified purposes, are made at the fund/agency/roll-up level, which means that an agency has some flexibility in spending across programs to meet changing needs during the year, as well as between the line items within the category. Additions to or transfers between the categories require the approval of the Board of Commissioners.

Additional information regarding the Franklin County 2018 Approved Budget and budget process, including recordings of the public budget hearings, details of all agency budgets and performance measures, and links to agency websites, can be found online at <http://budget.franklincountyohio.gov/>

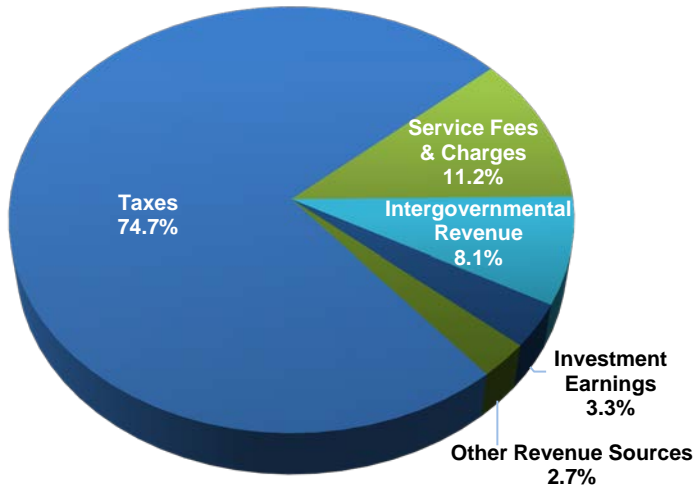
FRANKLIN COUNTY AGENCIES



FRANKLIN COUNTY GENERAL FUND

2018 General Fund Approved Budget

Total Revenue by Source
\$445.9 million



Note: Other Revenue Sources includes Licenses & Permits, Fines & Forfeitures, Miscellaneous Revenue, Interfund Revenue, and Other Financing Sources.

General Fund revenue in the 2018 Approved Budget is expected to be \$445.9 million, which is approximately \$8.4 million less than the 2017 projected actuals. The decrease is mostly related to the loss of revenue from the change to the sales tax on Medicaid Managed Care Organizations (MCOs). The Centers for Medicare and Medicaid Services advised states that taxing a subset of health care providers at the same rate as the statewide sales tax is not permissible. The 2018-2019 State Budget fully replaced lost revenue to the state through a new proposed franchise fee on MCOs; however, it only provided counties and transit authorities a one-time allocation that was paid half in October 2017, with

the remaining to be paid in January 2018. Franklin County would have received almost \$21.0 million in annual sales tax revenue from MCOs but will receive one-time funds from the state in the amount of \$14.0 million. After consideration of the final \$7.0 million payment to be received in January, the change to the MCO sales tax equals a \$14.0 million loss in 2018. This decrease was partially offset by an anticipated 2.0% growth in the remaining County sales tax collections in 2018 when compared to the 2017 projections. Investment Earnings are estimated at \$14.2 million, or \$2.2 million (17.4%) more than the projected actuals for 2017. In addition, the 2018 Approved Budget includes a projected \$2.0 million increase for Real Estate Taxes in the General Fund.

HOW IS MY DOLLAR USED?

The 2018 Approved Budget contains \$451.8 million in General Fund appropriations. General Fund supported services include:

- Sheriff's Office for Investigations, Patrol, Corrections, Security, and 911 Call Center;
- Prosecutor, Public Defender and Courts - Common Pleas General Division/Juvenile and Domestic Division, Municipal Court, Court of Appeals, and Probate Court;
- Assisting with public records searches;
- Immediate financial assistance to veterans;
- Emergency shelter and affordable housing;
- Maintaining records of deeds, mortgages and plats on Franklin County properties;
- Land use planning and issuance of building permits;
- Guaranteeing the accuracy of businesses' scales and gas pumps; and
- Providing grants and loans to small businesses and new or expanding businesses.

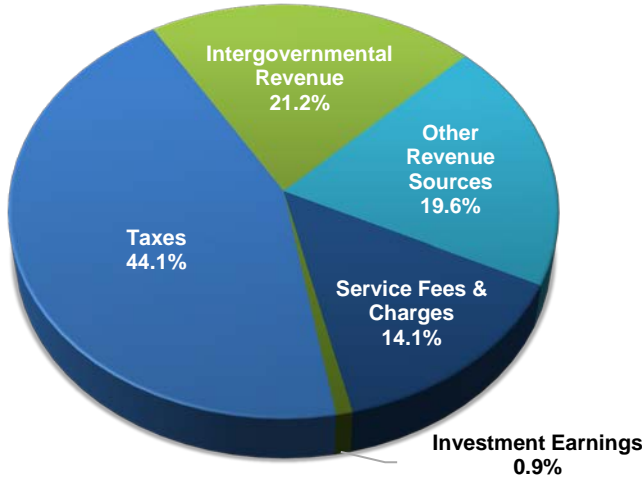
2018 General Fund Expenditures (\$451.8 million)



FRANKLIN COUNTY ALL FUNDS

2018 All Funds Approved Budget

Total Revenue by Source
\$1.68 billion



Note: Other Revenue Sources includes Licenses & Permits, Fines & Forfeitures, Miscellaneous Revenue, Interfund Revenue, and Other Financing Sources.

The two major sources of the 2018 All Funds Approved Budget are taxes and intergovernmental revenue. Taxes include the County sales tax and real estate tax levies. All levies in Franklin County are assessed on residential and agricultural as well as commercial and industrial properties. Current levies for agencies on property in Franklin County support services such as mental health and addiction treatment, senior services, children services, and the Columbus Zoo and Aquarium. Intergovernmental revenue includes funds from federal, state, and other local governments. Other sources include license and gas taxes as well as revenue from the operations of casinos in Ohio.

HOW IS MY DOLLAR USED?

While a majority of the General Fund addresses Justice and Public Safety, the primary driver of the all funds budget are Social and Human Services. The total amount of budget appropriations approved for all County funds in 2018 is \$1.58 billion, which represents a \$108.6 million, or 7.4%, increase from 2017 projected actuals. Of this increase, \$35.9 million is related to the construction of the new Franklin County Corrections Center and Forensic Science Facility. Some of the services provided in the All Funds Budget include:

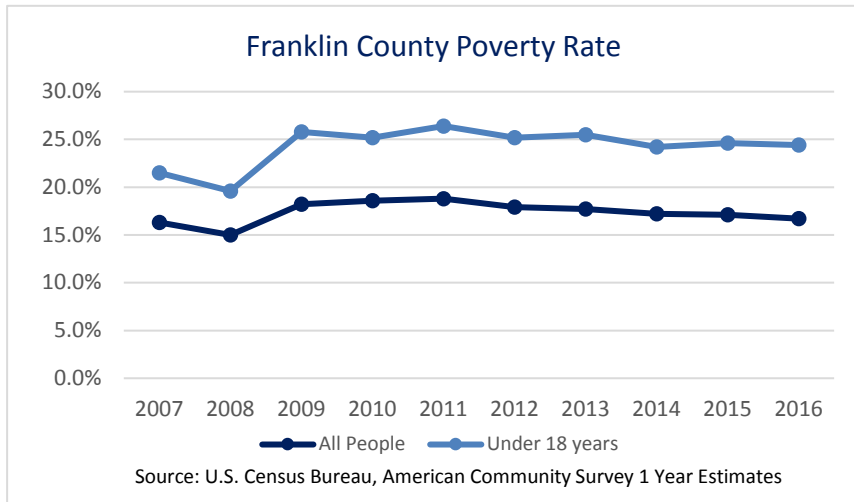
- Community employment and supported living for adults and specialized education services for children with developmental disabilities;
- Treatment and support services for individuals with mental illness and substance use disorders;
- Child welfare and foster care system;
- Home delivered meals and transportation for seniors;
- Creation and enforcement of child support orders;
- Maintenance and construction of County roads and bridges as well as multi-use recreational paths;
- Issuance and management of titles for vehicles and watercraft; and
- Franklin County Dog Shelter, Adoption Services, and the enforcement of canine laws.

2018 All Funds Expenditures (\$1.58 billion)



ADDRESSING POVERTY

While attracting new residents, Franklin County has a large number of individuals and families living in poverty. The poverty rate for all people is 16.7%, which remains 1.7 percentage points higher than 2008. Young people are impacted the most, with almost one in four children in the County continuing to live in poverty. The 2016 rate for those under the age of 18 remains



at almost 5 percentage points higher than the pre-recession rates. The County provides the critical safety net services needed to assist those struggling with unemployment and homelessness. Through the 2018 Approved Budget, the Commissioners have increased their commitment to addressing the poverty rate that has remained above the County's expectations.

INCREASED LINKAGES TO JOB OPPORTUNITIES

Franklin County is addressing poverty through increased linkages to job opportunities that earn beyond the living wage and programs that impact the social determinants of health and wellbeing. In order to increase the number of underrepresented residents in the skilled trades, the Franklin County Department of Job & Family Services and Economic Development & Planning Department, through the PeopleWorks program, are piloting a pre-apprenticeship program.



The 2018 Approved Budget includes \$330,000 for the Building Futures program to inform individuals on how they can obtain a career in the construction trades and "earn while you learn." The Board of Commissioners is committed to ensure that the values of diversity and inclusion are considered as part of the construction of the Franklin County Corrections Center and Forensic Science Facility. As outlined in the Construction Inclusion Plan, these projects will include local, underrepresented, and disadvantaged residents in the construction workforce.



Job & Family Services has introduced the Achieve More & Prosper (A.M.P.) program to connect 14- to 24-year-olds with a personal advocate who will link them with a range of services to meet current challenges and assistance to help individuals gain skills, employment, or knowledge they need to move ahead.

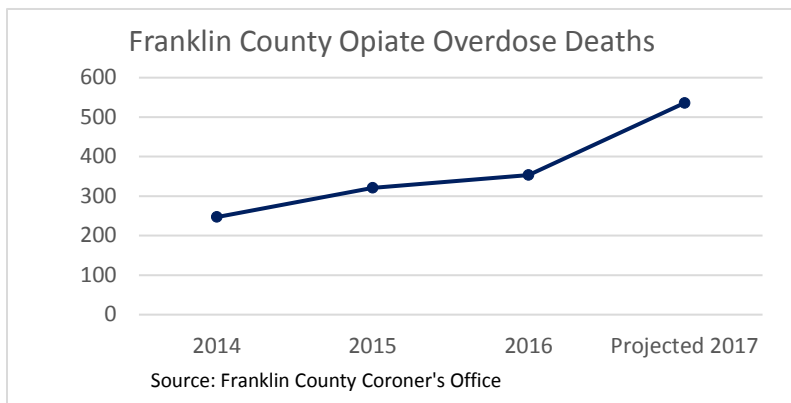
AFFORDABLE HOUSING

Affordable housing has become an issue in Franklin County as the housing market tightens with population growth, rents rise to take advantage of demand, and incomes are not keeping pace with housing costs. The 2018 Approved Budget includes funding from the Board of Commissioners' Community Partnerships program for the following:

- \$5.0 million for the Community Shelter Board to serve 2,000 individuals through the Navigator Program which helps homeless families through rapid re-housing and 2,200 individuals through permanent supportive housing for a total of 4,200 families accessing affordable housing.
- \$3.1 million for the Affordable Housing Trust to produce 150 affordable rental housing units for individuals at or below 30% the Average Median Income, 15 affordable home ownership units, and 2,000 affordable rental units for individuals at 30-80% Average Median Income.
- \$150,000 for Star House, the one-stop safe haven where homeless youth can have a hot meal, receive mail, use computers, receive health care and counseling services, apply for jobs, and work to become re-integrated into society. Star House anticipates the following outcomes for 2018: 1,000 youth ages 14-24 experiencing homelessness will utilize the drop-in center; 500 youth will obtain employment; 300 clients will enter educational programs; and 250 clients will obtain housing.



OPIATE EPIDEMIC RESPONSE



Unfortunately, Franklin County continues to face an unprecedented opiate epidemic. According to the Franklin County Coroner's Office, drug overdose deaths are up 88% from 2016. In all of 2016, there were 353 overdose deaths. Franklin County is on pace to have 536 overdose deaths in 2017, with 80% of them caused by opioids.

The 2018 Approved Budget includes the addition of a full-time Forensic Pathologist, Morgue Technician, and Investigator for the Franklin County Coroner's Office in order for the agency to meet the increasing caseloads associated with opiate related deaths amongst other increases.

In addition to the increasing number of opiate related deaths, the Columbus Division of Fire reported a 20% increase in the number of dispatches for an emergency drug overdose over the last four years. According to the Public Children Services Association of Ohio, 70% of children under the age of one in custody of Children Services have opiate involved parents.



The Franklin County Opiate Action Plan was developed in 2017 by the Alcohol, Drug and Mental Health Board of Franklin County at the direction of the Franklin County Board of Commissioners and Columbus Mayor Andrew Ginther. The Opiate Action Plan focuses on four overarching goals: preventing opiate abuse and addiction; reducing the number of opiate-related deaths; expanding access for treatment; and improving the safety of our community. For 2018, the Alcohol, Drug and Mental Health Board of Franklin County has budgeted \$20.0 million for addiction services and an additional \$6.0 million to address action items from the Franklin County Opiate Action plan.

SMART JUSTICE



A number of smart justice initiatives have been implemented to provide new ways to address the addiction crisis in Franklin County. The Franklin County Office of Justice Policy and Programs received approximately \$400,000 in funding from the U.S. Bureau of Justice Assistance to develop a Mayor's Drug Court in the City of Whitehall.

A case manager from the Franklin County Department of Job & Family Services is now onsite at the Franklin County Municipal Court to assist those in the Drug Court programs enroll in services for which they qualify, such as Medicaid and Food Assistance, in order to assist in their recovery.

Through a partnership with the Franklin County Sheriff's Office, Columbus Division of Police and Fire, ADAMH, Southeast Inc., Franklin University, and Mighty Crow Media, The Pathways to Women's Healthy Living program was launched in March 2016. Since that time, seven cohorts have been offered in the Franklin County Corrections Center, with 80 of 129 individuals, or 62%, successfully graduating from the eight week pre-release psycho-educational program which offers assessment, cognitive behavioral treatment, case management, and pro-social opportunities like art expression and yoga.

To date, 20 graduates of the Pathways to Women's Healthy Living Program have received intensive post release services through the Justice and Mental Health Collaboration initiative. While still early in program implementation, recidivism rates for graduating participants with a minimum of 12 months post program completion hovers at 14% with an anticipated 73% reduction in jail bed nights when comparing pre-program jail bookings versus post-program.

NEW FRANKLIN COUNTY CORRECTIONS CENTER



In November 2017, the Franklin County Board of Commissioners and Sheriff broke ground on a new county corrections center at a ceremony on the city's west side. Initial construction will include over 870 beds for inmates and cost approximately \$175 million. This will allow the County to close the current downtown jail facility, which first opened in 1969.

Additional future construction to be supported by the issuance of sales tax backed bonds will eventually lead to the closure of the other Franklin County jail facility on Jackson Pike.

The new corrections center is designed to focus on helping offenders change rather than just locking them up. Providing rehabilitation services to inmates, such as mental health and drug addiction treatment as well as job readiness programming, may break the cycle of reoffending once they return to the community.

INNOVATIONS IN ADMINISTRATION

One-third of the County's 2018 Approved Budget is related to personnel expenses. Over the past year, Franklin County has implemented a number of initiatives in order to attract and retain employees while limiting the impact to the budget. While the population of Franklin County continues to increase, the number of full-time equivalent employees remains flat in 2018. As a result of Franklin County Human Resources streamlining the hiring process and the new web-based background check procedure, the average time to hire new employees after selection decreased from 37.3 days to 19.0 days in 2017.

The Franklin County Cooperative Health Improvement Program has seen a number of achievements over the past year:

- Due to the greater emphasis on employees taking an active role in managing their health, the 2018 Approved Budget includes only a 4.4% healthcare rate increase. This is 3.7 percentage points lower than the 8.1% national trend in increased healthcare costs estimated for 2018.
- 71% of Cooperative members participated in the 3 for \$300 ThriveOn Program, which included a health assessment, health screening, and a tobacco survey.
- The number of age-appropriate preventive exams has increased.
- As smarter consumers, members of the Cooperative are using proper channels to access healthcare services as evidenced by the decrease in emergency room visits and increase in urgent care and virtual care utilization.
- By participating in the group purchasing program with the Employers Health Purchasing Corporation for prescription drug coverage, the County is estimated to save at least \$2 million during 2018.

