



DELAWARE
COUNTY *Ohio*



2024 ANNUAL REPORT

Delaware County
Board of Commissioners

Gary Merrell, President
Barb Lewis, Vice President
Jeff Benton

PICTURED: The Byxbe Campus includes the recently renovated Byxbe Building and the newly constructed Sheriff's Administrative Building.

The Byxbe Building is located at 1610 State Route 521 and was formerly home to the Delaware Area Career Center's North Campus. The 144,000-square-foot building opened in October 2023 and houses offices for the County Engineer, the Regional Sewer District, the Delaware County Regional Planning Commission, the County's Building Safety and Facilities Management departments, the Delaware Soil & Water Conservation District, and OSU Extension.

The Sheriff's Administrative Building opened in February 2024.

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from the desk of...

COMMISSIONER GARY MERRELL

Talent, vision, dedication and teamwork are just a few of the words that could be used to define and describe Delaware County.

There is a general understanding among the elected officials, management and staff that we are responsible to the taxpayers in Delaware County. We take that responsibility seriously. We understand that.

The acid test is asking ourselves: “Ten years from now, will today’s decisions be viewed as having been the right ones?” Or will people be saying, “What were they thinking?” I believe that as long as we make our decisions based simply on what is best for the 19 townships, six cities and four villages in our county, our future is bright. We all must avoid the temptation to think short-term.

For example, we should be open to comments regarding economic development in our county. By listening to the potential job creators and supporting their logistical needs, we can create quality jobs for the benefit of all. If we can be reasonable in this area —and in all areas — I believe we have a tremendous future.

In economic development and all areas, our success as a county lies in supporting each other today and in the future. That will define the long-term success of Delaware County.



COMMISSIONER JEFF BENTON



We share a vision in this county: To make Delaware County one of the best places anyone could choose to live, work, play and grow a business. Through collaboration, long-term planning and shared goals, I believe we make this happen every day.

I cannot overstate the importance of the partnerships we have forged with our fellow local officials, business leaders, nonprofit organizations and with our elected representatives at the state and national levels.

Together, we have achieved so much. It would be impossible to list all our successes but today, in 2024, I think I am most thankful for the hard work and shared vision that have made projects like the Byxbe Campus, Creekside Business Park and the revitalized Delaware County Fairgrounds happen. And, as we look to the future, we are excited for the Berlin Business Park, the transformation of the 36/37 interchanges at I-71, Mill on Flax, the Homeport affordable housing project at the site of our former Engineer’s Office, and the changes happening in our Delaware County Transit system.

All of this occurs because we dream, plan and work together, and I’m proud to say thank you to everyone who plays a role in Delaware County’s continued success.

COMMISSIONER BARB LEWIS



For the past nine years, I have been privileged to represent my nearly 250,000 Delaware County neighbors as one of their Commissioners. My responsibilities keep me in close touch with what’s happening throughout the county. The growth I’ve witnessed—especially in new businesses, schools and housing—has been phenomenal. Our agribusiness sector (over 800 farms) has never been stronger.

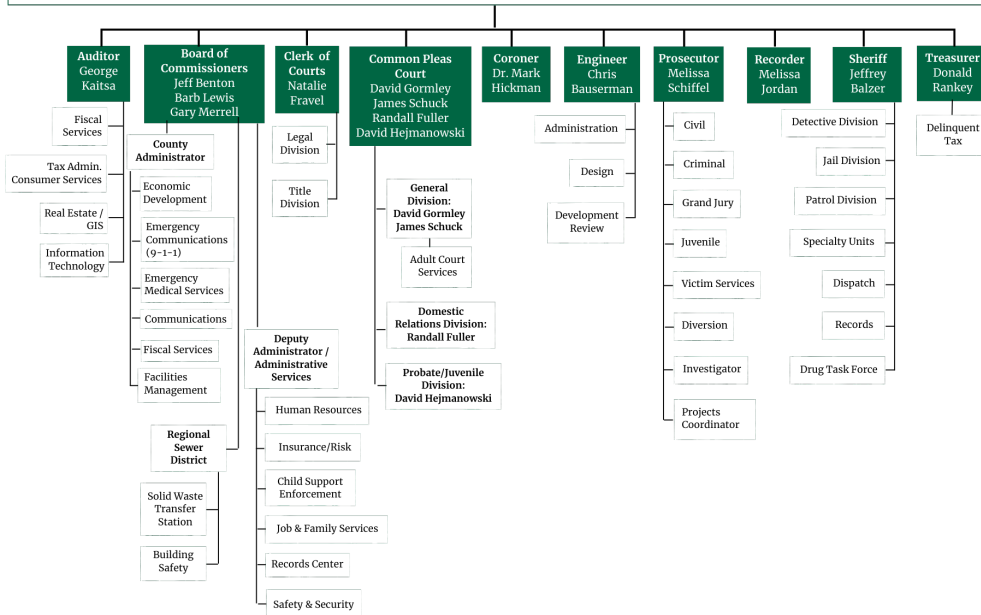
Today, our county’s governmental officials—in six cities, four villages and 19 townships—and community leaders from all sectors are working more closely together than ever before: Our response to the March 2024 tornado is proof of that. Our regional planning and economic development leaders are among the finest in the state. Our law enforcement officers, first responders and court systems are top notch. Our non-profit and charitable organizations enjoy strong public support and do a remarkable job supporting our less fortunate. One of my most rewarding responsibilities is awarding community enhancement grants to so many deserving non-profits.

As a result, Delaware County is consistently ranked one of the fastest growing, healthiest, safest and happiest counties in the United States. Going forward, our greatest challenge is to wisely balance our county’s competing interests. This Board of Commissioners is committed to doing so.



DELAWARE COUNTY GOVERNMENT

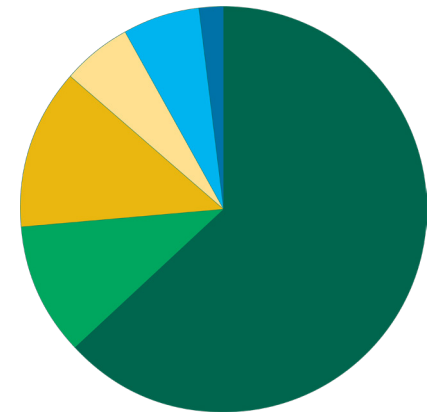
Citizens of Delaware County



2024 Approved Budget: \$143.8 million
2023 Approved Budget: \$130.6 million
2023 Expenditures: \$127.6 million

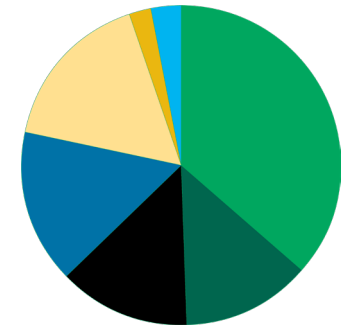
Revenues by Source

Sales Tax	\$91.5M
Real Property Tax	\$15.4M
Fees And Charges For Services	\$18.5M
Intergovernmental	\$8.1M
Miscellaneous Revenue	\$9M
Licenses And Permits	\$2.7M
Other Financing Sources	\$100K
Interfund Revenue	\$166K
Fines And Forfeitures	\$289K



General Fund Expenditures by Category

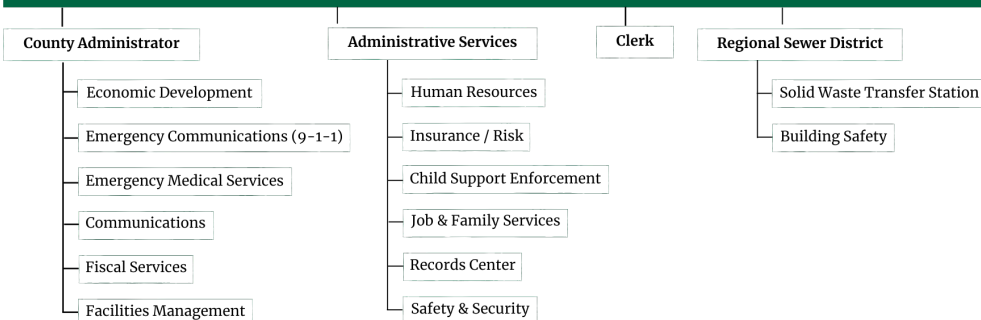
Salary	\$52.6M
Transfers	\$18.8M
Capital Outlay & Equipment	\$19M
Benefits	\$22.3M
Services And Charges	\$23.9M
Grants In Aid	\$2.8M
Materials And Supplies	\$4.4M



DELAWARE COUNTY BOARD OF COMMISSIONERS

Citizens of Delaware County

Board of Commissioners



FISCAL SPOTLIGHT:

In February 2024, the Delaware County Sheriff's Honor Guard raised the flag over the office's new headquarters on State Route 521. The County continues to maintain the highest bond ratings and was able to fund the new construction project as part of the Byxbe Campus project, which was completed without the issuance of any debt.





SUPPORTING SMART GROWTH

In 2023, the Delaware County Regional Sewer District completed the Berlin Business Park Pump Station, bringing sewers to the western portion of the Berlin Business Park.

This \$6.4 million project used American Rescue Plan Act funds to extend sewer to a previously unserved area to allow for growth and development of the new business park.



TRC EXPANDS CAPACITY, INCREASES EFFICIENCY

In October 2023, the Delaware County Transfer & Recycling Center first opened its doors. The \$5.8-million, 14,000-square-foot facility was constructed as part of a public-private partnership with Rumpke Waste & Recycling.

Located north of the city of Delaware at 892 US-42 N, the new facility increased capacity and improved efficiency through an improved traffic pattern. The forward-thinking design addresses future projections for daily waste volumes as the region’s residential and commercial population continues to grow.

\$15.4M Operations & Maintenance (O&M)	\$25.7M O&M Capital Projects	\$1.6M Development Capital Projects		
63 Employees	26 Plans Approved	24 Subdivider Agreements	32 Sewer Projects Accepted	2 Capital Improvement Projects Accepted
1,172 Sewer Tap-Ins	714 Single Family	357 Multifamily	101 Commercial	





7,800+ Incident Responses	130 Employees	1,000+ CPR Lessons Taught
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100,000+ Calls Answered	99% Calls Answered <10 Secs.	25 Employees
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COMMITTED TO COMMUNITY

In 2023, the American Heart Association recognized Delaware County EMS with the Mission Lifeline Gold Cardiac Honor Roll Award. This recognition is bestowed upon agencies that excel in performance metrics related to their responses to and treatment of cardiac-related patient complaints, including interpretation of electrocardiograms.

Demonstrating their commitment to delivering high-quality emergency medical care, Delaware County EMS proudly surpassed the national average in resuscitation rates for cardiac arrest incidents.

Additionally, the department prioritized investment in leadership development, continuous education, and community engagement, emphasizing a dedication to excellence and ongoing improvement.

Thanks to their ongoing presence at community events, the department was able to teach CPR to more than 1,000 individuals in the Delaware County area, underscoring their focus on community education.



CALEA REACCREDITATION

On Nov. 11, 2023, Delaware County 9-1-1 Director Lauren Yankanin, Accreditation Manager Matt Fletcher and 9-1-1 Board Chairman Tom Homan went before a review panel for the Commission on Accreditation for Law Enforcement Agencies (CALEA), which recommended that our Emergency Communications Department be re-accredited for another four years. CALEA requires demonstration of compliance with their standards and assesses agencies' adherence to policy during an on-site review, which took place in June 2023.

THERE WHEN IT COUNTS

In an emergency, every second counts. In Delaware County, 99% of 9-1-1 calls last year were answered within 10 seconds. That's more than 100,000 calls resulting in 81,000 calls for service logged into the computer-aided dispatch system.

IN THE COMMUNITY

Coco, our K9 companion, made rounds at many community events. She and her handler, 9-1-1 Dispatch Supervisor Karla Jacobs, logged more than 180 hours of service time attending community events and supporting first responders.





168,441

Images Scanned / Month

2,765

Cubic Feet Shredded

5

Employees

PRESERVING COUNTY HISTORY

In 2023, the Records Center continued its work to preserve, maintain, retrieve and store County records in its archival facility. They collaborated with the Delaware County Historical Society and the Delaware County Genealogical Society. They also assisted departments relocating to the new Byxbe Campus and worked with FamilySearch to add Delaware County material to the nonprofit's website.



The Records Center's Facebook page saw a marked increase in followers, fostering online conversations and memories among the public. Their outreach extended to townships and agencies like the Soil and Water Conservation District and Preservation Parks, who benefited from records-management consultations.

CHILD SUPPORT ENFORCEMENT AGENCY



\$22.4M

2023 Collections

4,174

Child Support Cases

18

Employees

COST-EFFECTIVE COLLECTION



In Fiscal Year 2023, the Delaware County Child Support Enforcement Agency received three performance awards for cost-effective collections. By the numbers, they collected more than \$22 million last year. That amounts to \$18.01 in child support for every dollar spent. The agency works with parents to establish and enforce child support orders and collect funds that help children receive the financial and medical support they need to thrive.



5,920

Permits Issued

\$3.3M

Revenue

\$3M

Expenditure

23

Employees

951

Single Family Approvals

177

Multifamily Approvals

33,296

Inspections

DIGITAL TRANSITION

In 2023, Building Safety adopted a fully electronic document system. Application submittals, plan review, document storage, and inspection scheduling are now accomplished digitally.



CODE UPDATES

The department also completed comprehensive reviews and updates to zoning, floodplain and building codes to ensure continued compliance with statutory requirements imposed by the state and federal governments.





CHARTING A PATH FORWARD

Delaware County continues to grow faster than any other county in Ohio. To ensure the County is able to capitalize on the immense opportunity ahead, the Economic Development Department commissioned a study to help form a five-year strategic plan, which was released in late 2023.

Working with AECOM, a consulting group that has conducted similar studies in high-growth, high-opportunity parts of North America, the team identified five pillar strategies and associated action items. Among them were increased investment in agricultural technology and innovation; site preparedness and the alignment of future infrastructure projects with “growth corridors” that have been identified throughout the County; integration of efforts to promote tourism and grow the County’s recreational assets; and the development of policies that will widen the County’s range of housing options.

SUPPORTING THE FINANCE AUTHORITY

The Delaware County Economic Development Department works closely with the DCFA, a public agency established by the Delaware County Commissioners that partners with economic developers, local governments and banks to facilitate funding for private, nonprofit and public projects and to spur job creation in Delaware County. In 2023, the DCFA issued \$11.4 million in infrastructure bonds for the Mill on Flax and Addison Farms projects.



Protective Services	Workforce	Family & Children First Council
5 Adoptions	33 Active in Young Adult Employment Program	91% Youth remaining at home during FCFC contact
18 Kinship Placements	882 Children Served by School Readiness Program	137 Referrals Received
19 Reunifications	900 Job Seekers Assisted	107 Referrals Accepted

ASSISTING NEIGHBORS IN NEED

In 2023, the Delaware County Department of Job and Family Services continued to transition from the immediate impacts of COVID-19 by working to address backlogs created by pandemic restrictions. The department exceeded state standards in renewing and redetermining Medicaid case benefits, clearing the 90% target and reaching a monthly average of 100% completion. The agency also exceeded internal goals for application processing for Medicaid and SNAP/TANF assistance programs.

The Family and Children’s First Council made great strides in ensuring that Delaware County families receive the support they need to grow and thrive together. The department received more than \$951,000 in state funding to provide specialized treatment and counseling services to children and youth, preventing parental custody relinquishment. Additionally, more than \$53,600 was invested in community wrap-around programs to help families overcome immediate barriers to achieving or maintaining self-sufficiency.





123

Public Records Requests

27

News Releases

21,319

Social Media Followers

GETTING THE WORD OUT

The Communications Department connects with Delaware County constituents through a variety of channels, from social media accounts to livestreamed video of Commissioner sessions. Efforts to be responsive, engaging and informative were demonstrated by the department’s fulfillment of 123 public records requests and the issuance of 27 news releases throughout the year. Social media posts highlighting significant County milestones, job opportunities and staff accomplishments generated increased engagement among followers on Facebook, Instagram, X, Threads and LinkedIn.

BUSINESS OPERATIONS AND FINANCIAL MANAGEMENT



\$548.6M

Budget (FY2024)

\$143.8M

Revenue and Expenditures

\$2.5M

Collected by Lodging Tax Program

SUPPORTING FISCAL PRUDENCE

Business Operations continues to assist in the development and adoption of a balanced budget through implementation of long-term financial forecasting on all funds – specifically, the General Fund and the Regional Sewer District. The department also served as grant administrator for funds disbursed through the American Rescue Plan Act, Emergency Rental Assistance Grant Program, Healthy Aging Grant, Ohio Ambulance Transportation Grant, and others. Further supporting other agencies that serve Delaware County’s residents, Business Operations successfully negotiated lease agreements for office space with the Ohio Department of Public Safety, the local BMV, the Regional Planning Commission and the Soil and Water Conservation District.

700,000+

Square Feet of Buildings Maintained

34

Employees

BYXBE CAMPUS COMPLETION

Delaware County’s Facilities Management team maintains more than 40 buildings throughout the county. Renovation of the newly acquired Byxbe Building wrapped up in October 2023, and construction of the new Sheriff’s Administrative Building was completed in February 2024. With the addition of these facilities, the department is now responsible for maintaining more than 700,000 square feet of county buildings.



The \$42 million Byxbe Campus is located on State Route 521 at the former home of the Delaware Area Career Center’s North Campus. The 144,000-square-foot Byxbe Building houses offices for the County Engineer, the Regional Sewer District, the Delaware County Regional Planning Commission, the County’s Building Safety and Facilities Management departments, the Delaware Soil & Water Conservation District, and OSU Extension.





4,974

Applications Received

66

Avg. Days to Hire

15%

Turnover Rate

223

New Hires

30

Volunteers Onboarded

136

New Hires for Orientation

RECRUITING TOP TALENT

Delaware County recognizes the value of a qualified workforce in order to provide the highest level of service to the public. To meet this goal, the Human Resources Department continues to employ new methods to recruit new members to our top-notch workforce. Last year, the department created recruiting landing pages and content designed to market opportunities in all departments under the Board of Commissioners. Videos and flyers were created specifically for the Regional Sewer District, Emergency Medical Services, and Emergency Communications to encourage applications for these mission-critical positions.

In response, the department saw a 24% increase in applications over the prior year. Despite the increase in applications, the department completed the hiring process for open positions in an average of 66 days – beating the industry average by 42 days.

FOSTERING CAREER GROWTH; DEVELOPING LEADERS

With a focus on retention and advancement, Human Resources facilitated several programs to ensure employees have the tools needed to establish and advance their careers. The department continued to offer an academy for up-and-coming leaders and conducted training programs for supervisors already in leadership roles. They also created a means for those in leadership roles to review and schedule courses available to their teams.

In addition to implementing a new merit-based evaluation process, the department also introduced the STAY program to collect feedback and encourage engagement between new employees and leadership at Job & Family Services. This pilot program will soon be implemented in other departments reporting to the Board of Commissioners.



393

Intakes

137

Returned to Owner

14

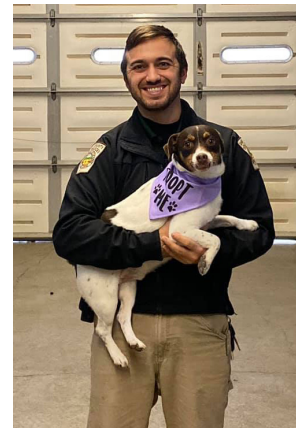
Adoptions

171

Transferred to DCHS & Rescue Groups

FINDING FOREVER HOMES

The Delaware County Dog Shelter is a County-operated dog shelter and kennel, committed to finding forever homes for adoptable strays and surrenders. Follow them on Facebook at “Delaware County Dog Shelter” where they are one of the County’s most popular social-media accounts.



BOARDS AND COMMISSIONS

The Delaware County Board of Commissioners appoints members to a number of boards, commissions, committees and new community authorities. These individuals volunteer their time to make Delaware County a great place to live, work and play. Their service plays an important role in ensuring that our citizens' needs are served well.

The following individuals are appointees of the Delaware County Board of Commissioners:

Berkshire Landing New Community Authority

Patrick Blayney Justin Nahvi
Seiji Kille Rob Riley

Berlin Meadows New Community Authority

Tracie Davies Tiffany Maag
Dawn Huston Rob Riley

Bridges Community Action Partnership

Jeffrey Sell

Concord-Scioto Community Authority

David Fahrenholz Tiffany Maag
Robert Grant Erik McPeek

Delaware City Airport Commission

Christopher Acker

Delaware County Board of Building Appeals

Matthew Akers James Price
James Barnett Rajat Shah
Ray Blinn

Delaware County Board of Developmental Disabilities

Michael Fulton David Moser
Howard Heffelfinger Kim Pirie
Theodore Klecker

Delaware County Board of Zoning Appeals

Ryan Bard Teresa Watkins
Collin Howard Lauren Wheeler
Kent Manley Dan Huffman (alt.)

Delaware County Community Corrections Planning Board

Seiji Kille Neil Patel

Delaware County Convention and Visitors Bureau Board

Rob Leeds

Delaware County District Library Board

Bradley Allen Holly Quaine
Reginald Ike Connie Skinner

Delaware County Finance Authority Board

Bill Bishop Angel Mumma
John Comerford Frank Reinhard
Michael Frommer Kent Shafer
Franz Geiger

Service Spotlight



PICTURED: After concluding his service in December 2023, Dennis Mowrey [right] was presented with a proclamation of recognition by the Delaware County Board of Developmental Disabilities.

Delaware County Rural Zoning Commission

Brad Jolliff Donna Meyer
Kent King Ed Reely
Brenda Manley

Delaware County Transit Board

Ferzan Ahmed Bruce Luecke
Beth Easterday-Futryk Jason Sanson
Sarah Huffman Benjamin Turner
Jill Love

Delaware County Transportation Improvement District

Chris Bauserman Seiji Kille
Pat Blayney Tom Price
Tracie Davies

Delaware County Volunteer Peace Officers' Dependents Fund Board

Jeffrey Balzer Brad Euans

Delaware-Knox-Marion-Morrow Solid Waste District Policy Committee

Jane Hawes Tom Price
Barb Lewis Paul Wise

Delaware Metropolitan Housing Authority

Amanda Marie Fava

Delaware County JFS Community Planning Committee

Chris Baker Rhianna Mattix
Gina Grote Gary Merrell
Anna Fender Tina Overturf
Jeremy Froehlich Robert Penrod
Stephen Hrytzik Robert Rice
Heidi Kegley Andy Volenik
Barb Lewis Kristan Warren

Delaware County Law Library Resource Board

Dorci Gass-Lower Andrew Wecker

Delaware County Public Defender Commission

Lisa Kraft David Riepenhoff
Nancy Krueger

Delaware-Morrow Mental Health & Recovery Services Board

David Black Gordon McDonald
Lynnette Cook Zachary Miller
John Cruise Mallory Sribanditmongkol
Robert Horrocks Benjamin Winkler

Evans Farm New Community Authority

Pat Blayney John Kirksey
Seiji Kille Rob Riley



Service Spotlight

PICTURED: Board Member Benjamin Winkler [right] swore in John Cruise [left] as the newest member of the Delaware-Morrow Mental Health & Recovery Services Board of Directors on March 21, 2024. The Board dates from 1969 when it was created by an act of the County Commissioners and, to this day, it continues to ensure high-quality, evidence-based behavioral health services are available locally to all residents in our communities.

Liberty Grand New Community Authority

Tracie Davies Rob Riley
Tiffany Maag Kevin Vaughn

Mid-Ohio Regional Planning Commission

Jeff Benton Barb Lewis
Ron Bullard Glenn Marzluf
Monica Conners Ryan Rivers
Brad Ebersole Andy Volenik

Northstar New Community Authority

Glenn Evans Erik McPeck
Howard Heffelfinger Michael Ringle

Ohio Children's Trust Fund: Central Ohio Child Abuse and Child Neglect Regional Prevention Council

Rachel Layne-Schaffer Katie Stenman

West Central Community Correctional Facility Governing Board

Kathy Nicolosi

For more information on the board appointment process or to sign up for email notifications when future board appointment opportunities are posted, please visit:

<https://co.delaware.oh.us/commissioners/boardappointments/>

OR SCAN THIS QR CODE



In October 2023, the Board of Commissioners announced the recipients of their annual Community Enhancement Grants, which totaled \$184,698.60 in 2023.

Since 2014, this program has focused on enhancing the quality of life in Delaware County by distributing money from the general fund to nonprofit organizations in the County for the implementation of specific projects that will improve the delivery, quality and efficiency of programs and services to residents.

The 2023 recipients, project summaries and grant amounts are:

Boardman Arts Park, Inc. (\$10,000) for the design phase of a performance-stage project



Rendering of the performance stage at Boardman Arts Park

Central Ohio Symphony (\$7,100) in support of the Link Up education program for county fourth-graders

Common Ground Free Store Ministries (\$8,000) for development of a mobile app for their clients



The Arts Castle in Delaware

Delaware County Community Chorus (\$3,400) to purchase sheet music for the 2023-24 concert season

Delaware County Cultural Arts Center (\$23,500) for repairs to The Arts Castle's exterior masonry

Delaware County Historical Society (\$10,800) for installation of an accessible restroom in the Historic Jail

Family Promise (\$14,700) in support of the Picnics on the Porch program

Ohio Fallen Heroes Memorial (\$5,222.60) for installation of a new monument



Delaware County Commissioners Gary Merrell, Barb Lewis and Jeff Benton attend a Family Promise picnic

People In Need, Inc. (\$43,400) toward expansion of the organization's parking lot and driveway

Recreation Unlimited Farm and Fun, Inc. (\$18,073) for improvements to Lake Crum

Strand Theatre and Cultural Arts Association (\$7,400) to purchase audio equipment

Stratford Ecological Center (\$18,999) for the purchase of a utility vehicle

Unity Community Center (\$13,000) to purchase equipment for an after-school STEAM education program

Westerville Area Resource Ministry (\$1,104) to install an electrical outlet for a cooler

DELAWARE COUNTY, OHIO BOARD OF COMMISSIONERS

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