



**DELAWARE
COUNTY** *Ohio*



2025 ANNUAL REPORT

Delaware County
Board of Commissioners

Barb Lewis, President
Jeff Benton, Vice President
Gary Merrell

PICTURED: The newly constructed, modern roundabout at the intersection of Old Sawmill Road and Presidential Parkway in the Liberty Township-Powell area was a multi-jurisdictional effort with funding contributions from the Federal Highway Safety Administration, the Ohio Public Works Commission, the Delaware County Commissioners, Powell, and Liberty Township.

Modern roundabouts, compared to traffic-signal-controlled intersections, have been proven to reduce the number of crashes by 35%. They also result in fewer severe accidents. Studies show reductions in injury accidents by 76% and fatalities by 90%, largely due to slower traffic speeds.

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COMMISSIONER BARB LEWIS



For the past 10 years I have been privileged to represent my 243,000 Delaware County neighbors as Commissioner. The growth I've witnessed, especially in new businesses, schools and housing, has been remarkable.

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 work more closely together than ever before. Our regional planning and economic development

leaders are among the finest in the state. Our law enforcement departments, first responders and court systems are top notch. Our nonprofit and charitable organizations enjoy strong public support and do a commendable job supporting our less fortunate.

Delaware County is consistently ranked one of the fastest-growing, healthiest, safest and happiest counties in the United States. Going forward, our greatest challenge will be to continue managing our resources and balancing our county's competing interests with wisdom.

COMMISSIONER JEFF BENTON



The last year has, I believe, been validation of the long-term planning our administration has performed. We have created plans for smart growth in key areas and have set aside funds when income streams are stable, so that when less predictable times arrive, we are prepared to make them a reality.

As a result, we are able to continue with a wide variety of projects: Starting construction on our new social services campus, funding the expansion of broadband services to underserved communities, adding a second interchange at I-71 and Routes 36/37 and designing the new Central Alum

Creek wastewater treatment plant. We can support the many roads and bridges projects that our County Engineer has planned. And we are positioned to embrace economic-development opportunities in the near and long term.

We have worked hard to create a diverse and balanced economy in Delaware County and, as Commissioners, we will continue to shape the future and keep our residents and business owners on the path to success.

COMMISSIONER GARY MERRELL



Every year, I try to ask myself: "What have we done in the last year to make Delaware County a better place to live, work and play?" And then I also ask myself: "What can we do this year to keep that momentum going?"

I think we can all take pride and credit in maintaining Delaware County's continued economic vitality. Opening our new Sheriff's Administrative Building is enabling our law-enforcement professionals to operate at an even higher level of safety and efficiency. Completing road projects not only makes our citizens and visitors safer but also helps us attract investment for the

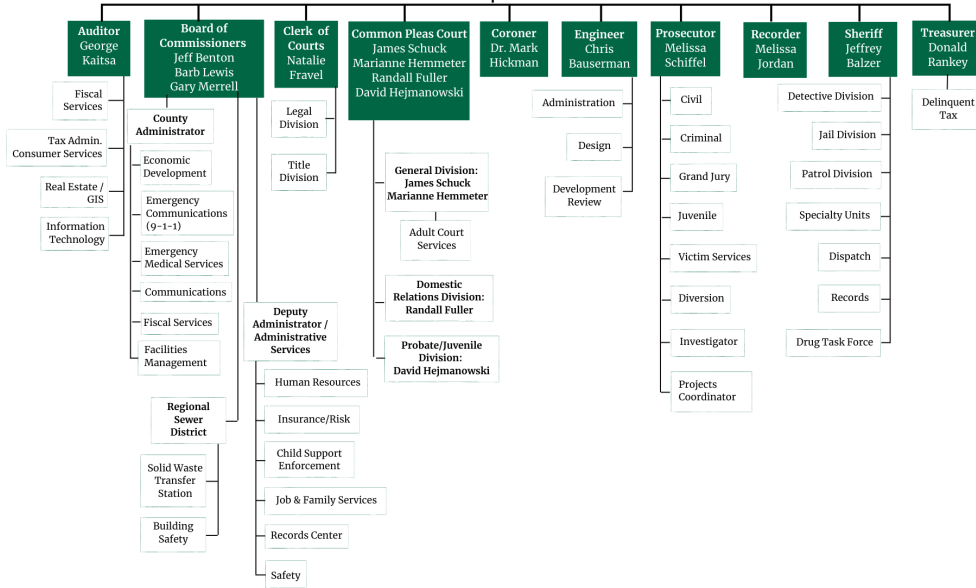
future. And helping our business community through workforce development and better transportation ensures its continued good health.

In the year ahead, I look forward to exploring how we can help our residents stay safe and healthy, our businesses grow and our visitors enjoy all that Delaware County has to offer.



DELAWARE COUNTY GOVERNMENT

Citizens of Delaware County

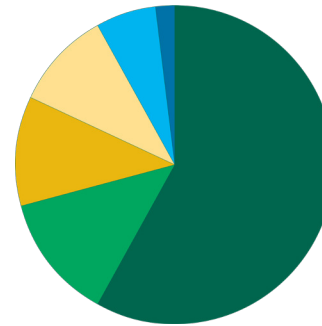


2025 Approved Budget: \$151.2 million

2024 Expenditures: \$147 million

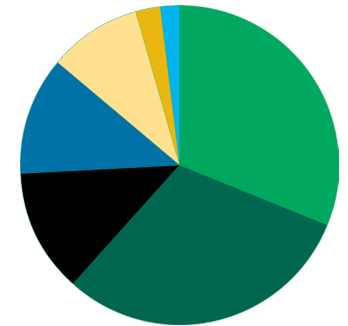
Revenues by Source (2024)

Sales Tax	\$91.4M
Miscellaneous Revenue	\$20.1M
Fees And Charges For Services	\$17.7M
Real Property Tax	\$15.4M
Intergovernmental	\$9.8M
Licenses And Permits	\$2.8M
Interfund Revenue	\$481K
Fines And Forfeitures	\$288K
Other Financing Sources	\$26K



General Fund Expenditures by Category (2024)

Salary	\$46.1M
Transfers	\$44.6M
Services And Charges	\$18.7M
Benefits	\$17.2M
Capital Outlay And Equipment	\$14M
Materials And Supplies	\$3.7M
Grants In Aid	\$2.7M



DELAWARE COUNTY BOARD OF COMMISSIONERS

Citizens of Delaware County

Board of Commissioners



FISCAL SPOTLIGHT:

In October 2024, Auditor George Kaitsa announced that Delaware County became the first county in Ohio to hold four top bond ratings at the same time after Moody's Ratings upgraded the county's rating for its Sawmill Parkway bonds from Aa1 to Aaa.

PICTURED (left to right): Commissioner Barb Lewis, Auditor George Kaitsa, Finance Director Justin Nahvi and Commissioner Gary Merrell





6,338

Permits Issued

36,789

Inspections Completed

\$3.5M

Revenue



DIGITAL TRANSITION PAVES WAY FOR RECORD-SETTING PERMITS, INSPECTIONS

Delaware County Building Safety set a new record for inspections performed and permits issued in 2024.

After rolling out a fully electronic document and scheduling system a year earlier, the department logged 36,789 inspections, a 10% increase.

The department also issued a record number of permits, bolstered by commercial building demand, a category in which the number of permits issued reached a seven-year high in 2024.

Flood rate maps for Delaware County were updated in 2024 after completion of a flood study the prior year.

The Ohio Building Code was also updated in 2024 as part of a state initiative to reform the Ohio Administrative Code by targeting duplicative provisions, outdated sections and unnecessary requirements.

\$578.6M

Budget (FY2025)

\$151.2M

Revenues and
Expenditures

\$2.7M

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. The department further supported the accounting and budgetary responsibilities of other entities, including the Delaware County Finance Authority, the Delaware County Community Improvement Corporation, the Delaware County Energy Special Improvement District and the Delaware County Land Reutilization Corporation, and received the Auditor of State Award in financial reporting for the 2023 fiscal year.

CHILD SUPPORT ENFORCEMENT



\$22.9M

Collected in 2024

4,105

Child Support Cases

83.36%

Collection Rate

50 YEARS OF EXCELLENCE

The Delaware County Child Support Enforcement Agency marked 50 years of promoting initiatives that connect parents to important services that enable the development of strong and healthy family relationships. For the 2023 fiscal year, Delaware County CSEA received three performance awards recognizing the agency's collection rate (83.36%), overall performance and cost effectiveness (\$13.61 collected for every \$1 spent).





146

Public Records Requests

23,499

Social Media Followers

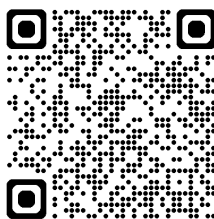
GETTING THE WORD OUT

The Communications Department helps the Commissioners' Office connect with Delaware County constituents through a variety of channels, including social media, news releases, videos, appearances at public events, and livestream broadcasts of the Commissioners' weekly sessions.

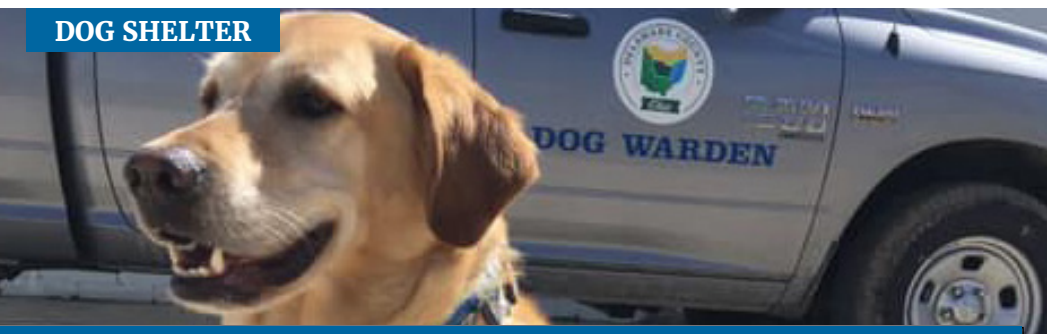
The social-media posts with the highest reach in 2024 featured the Columbus Zoo's Lantern Festival, a call for volunteers with The Wall That Heals veterans event, and news of a \$21 million grant for the East Orange Road underpass project.

View our recent videos at:
co.delaware.oh.us/current-videos

or scan this QR code



DOG SHELTER



136

Returned to Owner

205

Transferred to Rescues

10

Direct Adoptions

MORE THAN STRAYS

Of the more than 300 cases handled by the Delaware County Dog Warden in 2024, nearly 60% of calls extended beyond the typical animals-at-large incident. The Dog Warden responded to and conducted investigations into 38 reports of dogs biting people and 20 reports of dogs biting other dogs. The office strives to reunite pets with families and continues to work with area rescues to find forever homes for adoptable dogs.



\$646.3M

of investment secured in the county by incentivizing businesses with financial tools provided by the Delaware County Finance Authority

IDENTIFYING NEEDS

People are Delaware County's greatest asset, and the Economic Development Department launched a number of initiatives last year that address the needs of residents, business owners and visitors.

The Delaware County Workforce Initiative convenes meetings of local workforce stakeholders to identify needs, create solutions and improve the workforce-development ecosystem. A newly created, semi-annual Housing Report also identifies needs, pinpoints housing demand and supply trends, and provides data that decision makers can use.

IDENTIFYING OPPORTUNITIES

In 2024, the department assisted the Delaware County Finance Authority, a quasi-governmental agency appointed by the County Commissioners, in securing construction bonds and capital lease sales tax waivers for 15 capital projects in the county. And existing businesses rely on the department to assist with writing and executing expansion plans.

Delaware County Economic Development provides similar support to local townships and municipalities that are crafting their economic-development and strategic-planning initiatives. Finally, the department performed site analysis in key growth corridors, a critical step in identifying future business expansion and attraction opportunities and in positioning the county to compete on regional, national and global scales.



110,570

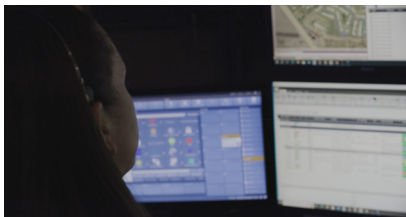
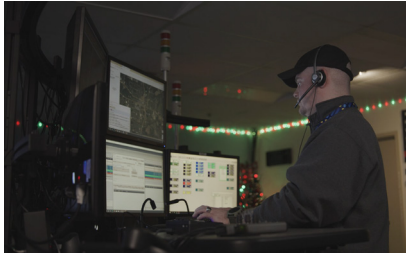
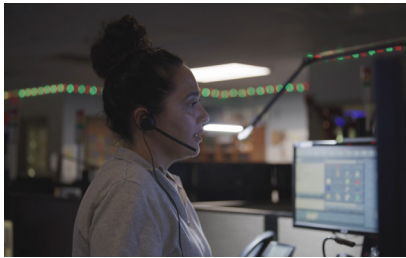
Calls Answered

4,891,102

Radio Push-to-Talks

98.9%

Customer Satisfaction



ANSWERING THE CALL, QUICKLY

In an emergency, every second counts, and in 2024, 99.6% of Delaware County 9-1-1 callers were connected with a dispatcher in fewer than 10 seconds.

Of the more than 110,000 calls, nearly 80,000 were entered into the computer-aided dispatch system, allowing 98.9% of fire and EMS dispatches to occur in fewer than 90 seconds.

With help on the way, dispatchers remained busy logging almost 4.9 million radio transmissions with first responders, and, at times, walking callers through lifesaving measures over the phone.

Nine Lifesaver Awards and three Stork Awards were presented for providing CPR and baby-delivery instructions to callers.

A new display in the communications center allows the team to glean encouragement from community feedback submitted via a software integration that sends follow-up text messages six hours after certain incidents. Since launching the platform in September, the dispatch center recorded an average Citizen Survey Positive Satisfaction score of 98.9%.



95%

Customer Satisfaction

< 6 mins

Countywide Response Time

15,000

Training Hours

AWARD-WINNING SERVICE

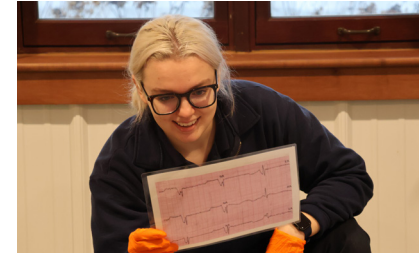
Delaware County EMS continues to add hardware to the trophy case, bringing home state and national awards in 2024.

In May, Captain Jarrod Tupps was named Ohio's EMS Provider of the Year for his outstanding leadership, professionalism, dedication and service to the community.

For the eighth year in a row, Delaware County EMS received the EMS Gold Achievement Award from the American Heart Association's Mission: Lifeline program, marking a full decade of cardiac-care recognition from the AHA.

Delaware County EMS's cardiac-arrest patients were discharged neurologically intact 23.08% of the time in 2023, beating the 10% national average and allowing the department to claim the AHA's System of Care Target Heart Attack Award in 2024.

The department continues to exceed standards in response times as well, reaching locations countywide in under six minutes despite a 9% increase in calls for service and a 10% increase in overall responses.





28

Facilities Maintained
(including leased and shared space)

11

Tower Sites

MAKING MOVES HAPPEN

In January 2025, the Delaware County Public Defender's Office relocated to 109 N. Sandusky St. in Delaware. Prior to the move, Facilities Management oversaw renovations to the building, the former home of the Delaware County Regional Planning Commission. The project preserved the brick building in downtown Delaware while updating office space, adding security features and improving accessibility in line with the Americans with Disabilities Act.

A few months earlier and a few doors down, the administrative offices of the Delaware County Board of Developmental Disabilities relocated to 149 N. Sandusky St., the former administrative headquarters of the Delaware County Sheriff's Office. Prior to the move, Facilities Management enlarged an ADA-accessible restroom in the office to accommodate an adult changing table and gave the space a fresh look with new carpet and paint.

The Board of Developmental Disabilities relocated from a facility on Columbus Pike and will operate from this space until a new social services campus is constructed near the county's Byxbe Campus on State Route 521. The Delaware County Guardianship Services Board also relocated from the Columbus Pike location, establishing a permanent location in the Byxbe Building, a move made possible by converting two conference rooms to an office suite.

Supporting the construction of the new social services campus, the Facilities team continues to work with MSA Design to complete program verification and the conceptual layout for the 70,000-square-foot facility, expected to be constructed from 2025-2027 by Gilbane Building Company at a total cost of \$29.9 million.



6,353

Applications Received

12%

Turnover Rate
(under BOC Offices)

197

Volunteer and New Hire
Orientations

EXPANDING LEARNING OPPORTUNITIES

In 2024, the Human Resources Department expanded training initiatives to enhance leadership development and job effectiveness across all levels of the organization. The Leadership Onboarding program welcomed 26 employees who participated in 16 hours of discussions with HR and leaders from various departments, covering key managerial and leadership topics. Additionally, 29 employees completed the Delaware County Employee Academy, further strengthening their professional skills.

Beyond these programs, HR facilitated a range of individualized training opportunities tailored to department needs with a focus on skill-building and career development. These included a nine-month leadership program for supervisors, a course focused on improving communication effectiveness and a specialized training on "managing up" for non-supervisory staff.

SUPPORTING HEALTH AND WELLNESS

In 2024, Delaware County reinforced its commitment to employee health and well-being through new wellness initiatives. For the first time, the annual Health Fair was hosted at the Byxbe Campus, attracting employees and family members, along with more than 50 vendors. The 2025 Health Fair took place in February and accommodated even more participation. Additionally, 72% of employees completed some portion of the Wellness Program, engaging in activities designed to promote overall well-being.

The County also utilized a wellness grant to support employees during extreme heat, providing cooling towels and hydration packets to help them stay safe and comfortable. By prioritizing health and wellness, the County continues to create a workplace that supports employees both on and off the job.



97.76%

SNAP Timeliness

88.63%

Medicaid Timeliness

EFFICIENT SUPPORT FOR FAMILIES

Job and Family Services completed several projects in 2024 that enhanced support of children, adults, the elderly, job seekers and employers while ensuring prudent use of resources.

Staff processed 542 applications for child-care assistance while working with families on a new statewide program that expanded income eligibility requirements.

JFS also completed the Medicaid unwinding project, which resumed routine Medicaid eligibility operations following the COVID-19 public health emergency.

In October, the department implemented state-directed changes to the Supplemental Nutrition Assistance Program employment and training program, which provides access to education, training and job support to promote the self-sufficiency of recipients.

The Protective Services section completed a multi-year effort to digitize case files and multimedia assets, enhancing the preservation and accessibility of the records.

Additionally, the department capitalized on state incentives by closing more than 95% of visits and assessment cases and receiving the maximum incentive permitted.



108,619

Images Scanned / Month

3,020

Cubic Feet Shredded

5

Employees

WEBSITE REDESIGN

The Records Center launched a redesigned website in December 2024, expanding online access to records dating back to the county's establishment. The website includes Commissioners' journals dating to 1808, map collections, Common Pleas indexes from the 1820s through the 1950s, Engineer's road records from 1808-1940, Recorder's records and cemetery guides. These records can now easily be accessed for those seeking to learn more about the early years of Delaware County.

The Records Center routinely posts snapshots from the past on their Facebook page, which continues to grow in followers each year.

SEMIQUINCENTENNIAL CELEBRATION SUPPORT

The Records Center continues to partner with groups like the Delaware County Historical Society to promote better understanding of important milestones that shaped Delaware County and the United States. The two groups have partnered with the America250 committee responsible for celebrating the 250th anniversary of the signing of the Declaration of Independence.

Several local events are already planned to honor the contributions of the more than 100 Revolutionary War soldiers buried in Delaware County, including the placement of 13-star flags at their gravesites. As part of the committee's Heritage Tree Project, the group planted an oak tree at the Byxbe Campus on Earth Day 2025. Additional local events will be planned, including holding historical reenactments at The Barn at Stratford and creating exhibits about Indigenous populations.



19

Plans Approved

29

Subdivider Agreements

25

Sewer Projects Accepted

RECORD TAPS

The Delaware County Regional Sewer District continues to support smart growth throughout the county, breaking a record in 2024 with the number of homes and businesses connecting to the system.

The system saw 2,120 new taps in 2024, more than any other year in the past 20 years. Of those, 997 taps were multi-family homes, 950 were single-family homes and 173 were commercial.

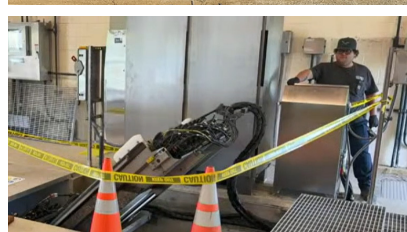


ADDING CAPACITY, INCREASING EFFICIENCY

Work continues to expand and update facilities, including the Olentangy Environmental Control Center, where renovations are expected to be complete in 2025.

The \$46.4 million project received a low-interest loan from the Ohio Water Development Authority and a \$5 million Water and Wastewater Infrastructure Grant from the Ohio Department of Development.

Three new, more energy-efficient blowers at OECC replaced five older models. Two of the units replaced were reused at the Alum Creek Water Reclamation Facility, where UV units were upgraded last year to improve efficiency and reduce maintenance costs.



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

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

Berkshire Landing New Community Authority

Patrick Blayney
Seiji Kille

Justin Nahvi
Rob Riley

Berlin Meadows New Community Authority

Tracie Davies
Dawn Huston

Tiffany Maag
Rob Riley

Bridges Community Action Partnership

Jeffrey Sell

Concord-Scioto Community Authority

David Fahrenholz
Robert Grant

Tiffany Maag
Erik McPeck

Delaware City Airport Commission

Christopher Acker

Delaware County Board of Building Appeals

Matthew Akers
James Barnett
Ray Blinn

James Price
Rajat Shah

Delaware County Board of Developmental Disabilities

Erica Fouss
Michael Fulton
Howard Heffelfinger

Theodore Klecker
Kim Pirie

Delaware County Board of Zoning Appeals

Ryan Bard
Collin Howard
Kent Manley

Teresa Watkins
Lauren Wheeler
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

Reginald Ike
Holly Quaine

Connie Skinner
Bradley Allen
(in memoriam)

Delaware County Finance Authority Board

Bill Bishop
John Comerford
Michael Frommer
Franz Geiger

Angel Mumma
Frank Reinhard
Kent Shafer

Service
Spotlight

PICTURED: Erica Fouss was sworn in as a member of the Delaware County Board of Developmental Disabilities on July 16, 2024. Fouss succeeded David Moser, who stepped down after serving on the Board since 2018.

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	Todd Miller
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
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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-Morrow Mental Health
& Recovery Services Board

Laura Blumenstiel	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. To this day, it continues to ensure high-quality, evidence-based behavioral health services are available locally to all residents in the community.

Liberty Grand
New Community Authority

Dawn Huston	Rob Riley
Tiffany Maag	Kevin Vaughn

Mid-Ohio Regional
Planning Commission

Jeff Benton	Barb Lewis
Ron Bullard	Glenn Marzluf
Tracie Davies	Gary Merrell
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

Jeffrey Sell	Katie Stenman
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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 November 2024, the Board of Commissioners announced the recipients of their annual Community Enhancement Grants, which totaled \$234,066.44.

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 2024 recipients, grant amounts and project summaries are:

Boardman Arts Park, Inc. (\$25,000) for the construction of an entrance gate on West William Street



Rendering for an entrance gate at Boardman Arts Park

Central Ohio Symphony (\$7,500) in support of the Link Up education program for county fourth graders

Delaware County Cultural Arts Center (\$11,160) for the replacement of The Arts Castle front porch

Delaware County Historical Society (\$9,947.50) to make accessibility upgrades to restrooms at the Cryder Research Library

Del-Mor Dwellings (\$30,000) for the purchase of a new maintenance vehicle

HelpLine of Delaware and Morrow Counties (\$5,000) for the installation of acoustic panels in their workspace and an outside pick-up box

Main Street Delaware, Inc. (\$20,000) for the production of videos promoting downtown Delaware businesses

Recreation Unlimited Farm and Fun, Inc. (\$14,114.94) to make upgrades to their pool



Rendering of the new Strand Theatre marquee

Strand Theatre and Cultural Arts Association (\$25,000) for the replacement of their building marquee

Stratford Ecological Center (\$25,161) to make accessibility upgrades to entryway and restrooms

Turning Point (\$26,183) for the installation of a natural-gas generator at their Delaware domestic violence shelter

Westerville Area Resource Ministry (\$10,000) for the replacement of their main parking lot

Women's City Club Foundation (\$25,000) for the installation of HVAC duct work



The Women's City Club building

DELAWARE COUNTY, OHIO BOARD OF COMMISSIONERS

The Historic Courthouse
91 N. Sandusky Street
Delaware, OH 43015

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co.delaware.oh.us

