



## Hamilton County Administrator's Office

### Interdepartmental Memorandum

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**To:** Board of County Commissioners

**From:** Patrick Thompson, County Administrator *P. Thompson*

**Copy:** J. Aluotto, C. Sigman, M. Weir

**Date:** January 8, 2009

**Re:** 2008 Management Work Plan Results

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I am pleased to submit for the Commission's review the 2008 Management Work Plan year-end report, and Summary Executive Dashboard. Though the County faced extremely difficult fiscal challenges during 2008, great success was achieved towards the Board's initiatives. These accomplishments are a testament to the clear guidance and active support of the Board and the efforts of the Management Team and all county departments.

As you recall, the Board approved the 2008 Management Work Plan in January 2008. During the year additional items were added to the work plan (i.e., the Government Accountability in Spending Program). In total, the work plan included 77 items that were categorized along the Board's 2008 policy goals of:

- Fiscal Stewardship;
- Criminal Justice Reform & Public Safety; and
- Quality of Life.

During 2008, the work plan was updated periodically and entered into the record for the Board. The attached report represents the status of each item as of December 31, 2008. Please note that items designated as "in progress" will roll over into the 2009 management work plan.

The 2008 management work plan is included on the January 12, 2009 Board staff meeting agenda.

**Hamilton County, Ohio**  
**Office of the County Administrator**  
**2008 Monthly Management Work Plan Report**

√ = Completed  
 >>> = In Progress

Priority	Actions taken / planned	Status
1	<i>Fiscal Stewardship</i>	
2	Sell County Properties Assessed space needs in the County Administration Building in consideration of RCC relocation from the 9th floor and potential 2009 budget reductions. County staff is working with the CIC to assist in various potential property sales including Fairgrounds, Camp Washington "Kahn's" site and Memorial Hall. The CIC has developed a proposal to market the Kahn's site. The County has submitted a grant application to the Clean Ohio Fund for a full phase two environmental assessment at the Kahn's site. The Mathematics and Science Academy has contacted the County about extending its option to purchase the Breyer School.	>>>
3	Explore Advertising/Bill Boards on County Property County properties were analyzed for zoning applicability. First round of subject properties were incompatible for billboard use in terms of zoning.	>>>
4	Assist & Monitor Tax Lien Sales The tax lien sale occurred on October 17, 2008. The portfolio of delinquent tax liens sold totaled approximately \$4 million. The proceeds will be distributed to the appropriate taxing authorities as part of the 2009 1st half real estate settlement.	√
5	Revise and Monitor Courts Budgets The BOCC adopted several resolutions on 2/13/08 to re-align the Court's 2008 budget to match their preferred budget alternative. A hiring freeze within the courts was in force for most of the fiscal year. Based on unaudited 2008 budget results, the various courts 2008 budgets remained within the Commission revised funding levels.	√
6	Complete UAI Rate Differential Adjustment The BOCC approved the change on 1/30/08 and the City Council on 2/27/08.	√
7	Develop revised monthly management reporting tool On 2/13/08 the BOCC approved the 2008 Management Work Plan. Monthly reports were prepared and posted on the County website. The dashboard was updated quarterly.	√
8	Review Board of Elections 2008 Election Cost Estimates A meeting with the BOE Executive Director was held in early February and it was agreed that the results of the March primary would provide insight into estimated costs for the fall presidential election. 2007 elections revenue (realized in 2008) exceeded estimates by \$747,000. The Commission approved a \$382,000 supplemental budget appropriation on December 22, 2008.	√
9	Complete Public Works Reorganization Reorganization completed to the extent deemed practical at this point in time. The 2009 approved budget includes the consolidation of several departments, including Public Works, into the Building and Development Department.	√
10	Prepare for Moody's Presentation The rating presentation was held May 6. The county retained its Aa2 rating and was removed from the watch list for possible rating downgrade. The county outlook was changed from stable to negative. On August 11, 2008, the county's general obligation bond rating was decreased from Aa2 to Aa3 as part of the issuance of Coroner judgment bonds.	√
11	Assess the possibility of selling the Parkhaus The Commission was provided a report in early August concerning the potential sale of the Parkhaus garage. Current market dynamics for parking facilities do not support the sale of the Parkhaus garage.	√
12	Complete 2008 Mandate Report Completed. Provided the Commission on June 20.	√
13	Complete transition of TB Control to Health District The agreement was approved by the BOCC and Health District board in March.	√
14	Continued efforts of the Shared Services team to reduce costs and improve service by leveraging resources and expertise. County received notice that it was funded via a state grant to study service consolidation in the areas of code enforcement and heavy equipment usage. Hamilton County received the highest dollar value award of any community in Ohio.	>>>
15	Complete implementation of revised third party credit card transactions The RFP process has been completed. A policy discussion with BOCC was held in the fall and the BOCC approved the contract award on January 7, 2009. Full implementation is anticipated in mid-February 2009.	√
16	Assess process server operations (Sheriff's Office and Clerk of Courts) To be explored in the 2009.	>>>
17	Assess need for 24-hour security in the County Admin. Building Assessment will be updated given the departure of RCC from the 9th floor and other office downsizing across all county facilities as part of the 2009 budget.	>>>
18	Complete Printing Service Managed Competition Print services were awarded in a split bid award to a combination of the JFS Print Shop and Print Management Inc. (a private vendor).	√

**Hamilton County, Ohio**  
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**2008 Monthly Management Work Plan Report**

Priority	Actions taken / planned	Status	
19	Develop employee incentive program	The Fresh Ideas and Project Gain initiatives continue as efforts to recognize and reward employee efforts to improve efficiency and effectiveness of service delivery. The Project Gain Program policy has been revised to allow individual employees to participate in the program as well as groups. Employees under the Board are now able to earn three personal days in a year if they do not miss work time due to illness.	√
20	Continue to review benefit and compensation structure	Employee benefit programs were reviewed and for 2009 a program is being implemented that balances competitiveness as an employer with cost effectiveness for the County's budget. Per Board direction, the 2009 budget includes \$75,000 for a comprehensive review of the County's employee health insurance program.	√
21	Continue efforts concerning a focus in Innovation. Specifically the implementation of the "Hamilton County Innovates" curriculum.	In 2007, the innovation training curriculum was developed and implemented. Since then, full roll-out of the innovation training program has occurred. Innovation training has been fully integrated with other incentive programs (i.e., Project Gain and Fresh Ideas). Innovation is included as a specific standard on all employee performance reviews beginning in 2008. As of 10/30/2008, 1,683 employees have completed the "Hamilton County Innovates" class (HCI). 1,628 of those employees were trained in 2008. This compares to 55 HCI graduates in all of 2007. Training with Board Departments is complete, and training with JFS is primarily completed. HRD will offer additional HCI classes in January 2009 for those JFS employees who did not attend the HCI class in 2008. In response to employee ideas, the following components have been added to the innovation initiative: (1) Department Heads have been given an "idea form" for employees to use to submit ideas; and (2) HR publishes a quarterly innovation e-newsletter to highlight employee ideas and to recognize those who use Project Gain and Fresh Ideas.	√
22	Expand leveraged purchasing efforts	Currently, 11 jurisdictions are participating in the County's "Master Bid" program with 14 jurisdictions using the online auction program. This performance meets or exceeds the goals established for 2008. We will continue to reach out to other jurisdictions.	√
23	Identify funding source for 2008 report card	The 2008 Budget Goals include County-wide distribution of the report card, but no funding was approved in the 2008 budget. A summer intern worked on the report, and a scaled-back version of the report card was submitted to the Commissioner offices for approval of the content and format. Due to a lack of funding the truncated report card will be posted on the County website only.	>>>
24	Develop plans "to measurably improve customer service in 2008"	TBD	>>>
25	Continue to increase customers for County Human Resources	HR is continuing to fully integrate the JFS HR functions. The County Engineer has officially become a County HR member. The Engineer has agreed to reimburse the general fund for certain direct staff services provided by HR. HR will continue to reach out to other County agencies/departments to serve them.	√
26	Expand ability to coordinate construction among utilities and jurisdictions	Prototype has been developed. Meetings were held with MSD, Duke, County Engineer and the City of Cincinnati Department of Transportation and Engineering to demonstrate the prototype.	>>>
27	Continue review of county development process for efficiencies	On 8/19, the County held a trial run of a new pre-development review meeting to be incorporated into the County's development process. This meeting included representatives from all development agencies in the County. Education and rollout of the new process in early 2009.	>>>
28	Implement electronic fleet management system within Board departments	System now in use by most departments excluding Engineer and Sheriff.	√
29	Complete feasibility study for server room consolidation	Feasibility and cost study complete. The project was included in the recommended 2009 budget, but in the 2009 approved budget.	√
30	Evaluate County grant identification and application processes/capacity	The Office of Budget and Strategic Initiatives collected grant development and administration data from county departments. Due to staffing shortages in the Budget Office no further work was accomplished on this task.	>>>
31	Empanel and determine charter of "Cabinet of Economic Advisors"	The initial meeting of the CEA was held 1/29/08. A CEA website has been created. Monthly meetings were held in February, March, April and May. Several background documents were created including the Tax Market Basket report. In August, an off-site retreat by the CEA developed many ideas to "grow" the county's revenues.	√
32	Complete tax & fee market basket comparison	Completed. Report provided the Commission on June 5.	√
33	Prepare a 5-year plan for capital facility maintenance and information technology investments.	The effort was requested by the Commission at their 2/20/08 Commission meeting. Draft report is still in development and is delayed due to staffing shortages in the Budget Office. It is anticipated that elements of the 2009 budget process will assist in completing the plan during 2009.	>>>

**Hamilton County, Ohio**  
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34	Analyze feasibility and options for contractor licensing within the Department of Building Inspections	DBI has completed its analysis and revenue estimates for this program. This initiative was considered for the County Administrator's 2009 Recommended Budget, but was not included.	√
35	Continue work addressing deficiencies with U.S. census statistics on behalf of Hamilton County communities.	Preparations under way for assisting communities that was released in Summer of 2008.	>>>
36	Explore customer need for premium services options within the Department of Building Inspections	DBI convened an architect's roundtable to analyze this issue. Largely, it was determined that premium services was a luxury not necessarily needed given the department's current turnaround times.	√
37	Implement the Government Accountability Spending Program (GASP)	Test data has been collected for all Board departments through the first seven months of the year. The County Auditor is assisting in data collection and in developing a "searchable" web-based program.	√
38	<i>Criminal Justice Reform &amp; Public Safety</i>		
39	Staff Criminal Justice Committee meetings	Continuing. Please see the 2008 Performance Dash Board memo for additional discussion on the CJC's efforts.	>>>
40	Ensure implementation of charging for Municipal Only Arrests	The city has paid a \$250,000 payment for prior year charges. The monthly invoicing process is now established.	√
41	Review Federal Marshall Inmate Contract reimbursement rate	An internal review by the Sheriff's Office indicates that the reimbursement rate for federal inmates in the Justice Center covers the actual costs.	√
42	Complete NLADA review of Public Defender	The NLADA report has been released. A presentation was made at an August Commission staff meeting.	√
43	Assessment Township Patrol Relationships and Cost Models	Existing patrol contracts have been reviewed. Costs for un-reimbursed patrol services have been developed by the Sheriff's Office. Initial discussions have occurred with several township administrators. The County Administrator's 2009 Recommended Budget included a recommendation for the three largest townships to cover 100% of their patrol services.	√
44	Ensure implementation of Pay-to-Stay revenue initiative	Begun per the Sheriff 1/8/2008. Revenue stream is post conviction. Early estimates indicated that the program exceeded the \$150,000 revenue estimate assumed in the 2008 budget.	√
45	Approach the City of Cincinnati for Potential Cost Sharing of OTR Patrols	The City of Cincinnati 2008 budget did not include funding to support Sheriff Patrols within OTR.	√
46	Earmark funding for "Criminal Justice Facility Account"	Consider once 15% BOCC general fund reserve goal is achieved.	>>>
47	Develop alternative comprehensive safety plan assuming no additional revenues	Two components of the comprehensive safety plan were included in the regional request for state capital bill funding in 2009/2010. These include an expansion of the juvenile detention facility and the development of a 400-bed corrections treatment facility. Both items did not make the final capital funding bill approved by the state.	>>>
48	Develop recommendations on sex offender management in Hamilton County communities.	The Regional Planning Commission completed the report and has pulled together an advisory team of industry professionals to explore options.	>>>
49			
50	<i>Quality of Life - People</i>		
51	Implement Statewide Automated Child Welfare Information System	HCJFS went live on SACWIS 5/5/2008. SACWIS is now fully live and is the day-to-day operational tool supporting the families and children of Hamilton County in need of services from HCJFS Children's Service division.	√
52	Continue Medicaid Outreach Program / Efforts	Medicaid Outreach initiative - continues to address the needs of the community via the short and long term goals of Medicaid enrollment. Focus remains on raising awareness and significantly increasing Medicaid enrollment among low income individuals and families. This is being accomplished as a direct result of the contracted vendor securing Medicaid applications for those most in need. Through November 2008, more than 1,000 Medicaid applications had been accepted for processing. Pregnancy Pathways Update: We have 28 enrolled participants in the program as of 12/10/08. We have 3 pending enrollments with a year-end goal of 30. We have received \$4,525 in incentive payments for 9 completed pathway participants. Incentives come in the form of Walmart Gift Cards for new mothers to purchase needed items. All of the 9 births met the goal of delivery of an average birth weight baby.	>>>

**Hamilton County, Ohio**  
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53	JFS Sub-station Development	<p>The kick-off of the HCJFS/ Public Library document drop-off partnership initiative for client verifications officially rolled out in early June 2008 and has proven to be extremely successful. Hundreds of verifications have now been received from the Library system generating a significant convenience to the HCJFS consumer base.</p> <p>Collaboration with the Partnership Center on streamlining the assistance process for consumers entering area shelters has now been underway for several months, with a dedicated HCJFS Eligibility Technician serving as the single point of contact with the Partnership Center. Due to budget constraints and the need for JFS to align resources with critical mandates, JFS will continue to analyze and discuss alternatives with the Partnership Center to best support the needs of potential clients within the Homeless Shelters.</p>	>>>
54	Improve Workforce Investment Initiatives (coordinate with Banks Project)	<p>June of 2008 was the end of the latest contract year for our SuperJobs One Stop operator. In the year ending June, they had secured employment for 3,539 job seekers. This number significantly under-reflects their placement rate. As federal wage match data becomes available in the next 60 days, that figure will rise above 4,000. SuperJobs has achieved 154% of their contracted job placement goal. In the coming year, SuperJobs is placing highest priority on serving laid off workers, the medical training/employment field, and demands of the local construction industry for skilled workers. As of 10/29/08, Super Jobs has placed 1,002 job seekers in employment since July 1, 2008. Their 1st quarter goal (for 7/1/08 to 9/30/08) was 612 employments. As of 9/30/08, 830 job seekers were placed in employment, 135% of their goal. They achieved this goal in spite of reduced funding.</p>	>>>
55	Increase Child Support monies collected	<p>Hamilton County received its preliminary performance numbers for federal fiscal year 2008. The Agency increased in every category and reached 80% in paternity established for the first time in history. Overall collections on both current support and arrears increased over last year's totals despite collections being stagnant for the State as a whole due to economic conditions. As a result of this improvement, Hamilton County is the only major metro county no longer on a Work Improvement Plan.</p> <p>HCJFS and CSEA continue as a participant in the Criminal Justice Commission's Re-Entry Committee. The Committee met on October 29 for an all-day work session to bring together all goals and recommendations which will be presented in December to the Criminal Justice Committee.</p> <p>Regarding the tracking of child support warrants - as of October 30, 2008 there are 2,602 Non-Custodial Parents with warrants for either failure to appear in court or indictments for criminal non-support. As part of Child Support Awareness Month, amnesty for 'failure to appear' is was offered the last week of August by the Domestic Relations and Juvenile Courts. 327 Obligor took advantage of the</p>	>>>
56	Continue Foster Care Campaign	<p>As 2008 comes to an end, the Everyday Heroes campaign has served JFS well as an image campaign, making county residents feel good about foster parents and the agency. While the campaign's television ads have run their course, bus and billboard advertisements continue through December. United Way 211 reports receiving 564 calls inquiring about foster care information and about 80 percent of those turned out to be solid leads for partner agencies to pursue.</p> <p>HCJFS recruiters continue their presence at community festivals and fairs, as well as developing relationships with businesses and places of worship to drive recruitment of new foster and adoptive parents. Recruiters are also pursuing partnerships with faith-based and community mentoring groups. These are in early stages, but may well become resources for potential foster and adoptive families well into 2009.</p> <p>As of December 17, 2008, 83 homes have completed the certification process for becoming foster and/or adoptive parents. There are currently 45 homes in some stage of the certification process.</p>	>>>
57	Fund Foreclosure Prevention Program	<p>HCJFS and CSEA continue as a participant in the Criminal Justice Commission's Re-Entry Committee. The Committee met on October 29 for an all-day work session to bring together all goals and recommendations which will be presented in December to the Criminal Justice Committee.</p>	>>>
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59	Quality of Life - Places		

**Hamilton County, Ohio**  
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**2008 Monthly Management Work Plan Report**

Priority	Actions taken / planned	Status
60	Implementation of the Banks Project  Ground breaking for the Banks took place on April 2, 2008. The Banks project continues to move forward and remains on target for a spring 2010 opening of the public garages and occupancy of Banks residential and retail space by mid-2010. September saw the advent of true construction activity with the arrival of drilling rigs and concrete trucks. Construction crews have now started the process that will result in approximately 2,500 auger cast piles that will become the foundation for the Banks Parking Facility and Banks development above. The first phase of the Banks development is expected to include over 950,000 square feet of apartments, restaurants, retail and Class "A" office space. Through the end of September, the following measures of progress can be reported: - Schedule: The project schedule is on target for a spring 2010 completion. Private development (above the garage) is expected to begin by May of 2009. - Budget: While the final project budget for streets and garages is still being developed, the first three bid packages have come in a total of \$771,000 under the estimate. - Inclusion: Through the first three bid packages, 41.2% small business participation has been identified.	>>>
61	Develop Convention Facilities Funding Plan  The 2008 funding plan related to residual Transient Occupancy Tax (TOT) funds was developed and approved by City, County and CFA. A work group was formed to develop a long term structure for the use of County TOT funds including a project financing plan for the expansion and renovation of the Sharonville Convention Center. Work with the City of Sharonville and the CFA will continue to develop and implement the financing of the project including the issuance of debt and project oversight.	>>>
62	Develop transition plan for Kahn's site  The CIC has released an RFP for development at the site. At the same time, the Administration submitted a grant request for Clean Ohio funding for environmental assessments and, potentially, remediation and demolition at the site.	>>>
63	Execute Fairgrounds alternative and market the property  The BOCC has formed a task force to gather broader community input regarding the Fair event and the use of the current fairgrounds. The CIC is implementing a process to identify redevelopment options for the fairgrounds site. Together these efforts are designed to provide the Board and the Agricultural Society with a full understanding of the options available to them in terms of both the best delivery of the County Fair and the best use of the existing 37-acre fairground site.	>>>
64	Develop plan for reduction of County carbon footprint through reduced greenhouse gas emissions by 10/1/08.  The County kicked off a county-wide carbon reduction initiative on October 31. The next meeting will be held on 11/21 to discuss options for reducing costs and environmental impacts associated with solid waste management in Hamilton County. It is expected that the plan will be complete in the Spring of 2009.	>>>
65	Submit policies to the Board on Green Building and Design, Energy Conservation, Environmentally Preferable Purchasing and Smart Growth.  BOCC passed a general environmental stewardship policy in January which calls for the Administration to bring forward specific policies relating to these items. Of these, policies have been passed related to Green Building and Energy Efficiency. Work is ongoing with ODOT staff to gain support of sustainable design initiatives within the Banks development. Meeting between Senior ODOT staff and the developer was conducted on 3/5/08.	>>>
66	Explore alternatives for collaborative energy/environment projects with Cincinnati, CPS, UC, and Duke Energy through participation in the Green Partnership for Greater Cincinnati.  A kick off meeting was held Summer of 2008. Work teams were established and are currently working on project development.	>>>
67	Explore compatibility of storm drainage regulations and enhance public awareness and education to adopt alternative uses of green stormwater solutions (permeable pavements, etc.)  County Public Works examined the consistency of its regulations with the use of permeable solutions such as permeable pavement, etc.	√
68	Initiate Exterior Rehab Program in Elmwood Place  Grants averaging \$2,750 were awarded to 20 houses with work commencing on ten. Most common work included new windows, gutters, roofing, painting, etc.	√
69	Create first air toxics report for Hamilton County  First draft of report was received in December.	>>>
70	Create air quality/solid waste youth advisory council  The council has been established.	√
71	Continue support and progress of the "Go Green Challenge" for local businesses and institutions.  Kick-off meeting held in February. To date, approximately 90 organizations have made commitments to environmental improvement through this program.	√
72	Continue retrofit of school buses with goal of converting 50% of targeted bus population by end of year 2008.  Currently have 265 buses converted over 22 school districts. In the summer 72 buses were converted through an additional grant and 69 buses in Mason and Sycamore.	√
73	Submit revisions to Earthworks regulations to Board of Commissioners  Awaiting final legal review and decision regarding the submittal of Phase II regulations.	>>>
74	Assess population of County homeowners not on public water supply.  Analysis completed and will be included in a summary report to the BOCC in 2009.	√

**Hamilton County, Ohio**  
**Office of the County Administrator**  
**2008 Monthly Management Work Plan Report**

	Priority	Actions taken / planned	Status
75	Assess linkage between County's public storm system and MSD's combined system.	DPW has completed a GIS analysis indicating points of connection between the County's public storm system and MSD's combined sewer system. This analysis was provided to MSD.	√
76	Complete SLA's relating to MSD and JFS funding for OSUE. Also complete SLA's for MSD funding of RPC and construction coordination project.	SLAs have been executed for RPC and OSUE.	√
77	Assist in implementation of analysis of Green Industry cluster within Hamilton County.	Green/Blue Alliance has submitted a grant application for the hiring and placement of a Green Industry Consultant within the County. Administration is currently working with various agencies to examine opportunities for supporting the position.	>>>
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# Hamilton County, Ohio

## Commission Priorities:

- Fiscal Stewardship
- Criminal Justice Reform & Public Safety
- Quality of Life



Office of the County Administrator

## 2008 Performance Dashboard

## 2008 Results

<p><b>1. a.</b> 2008 expenditures remain within originally appropriated funding level.</p>	<p><b>EXCEEDED:</b> In mid-July, the County reduced general fund department budgets by \$8.1 million. This amounted to an approximate 6% reduction in remaining budget balances. The Budget Office developed and validated budget reduction plans. The 2008 year-end budget adjustments and supplemental appropriations were less than years 2007 and 2006. This is a result of the Administration's work with departments to remain within approved funding levels.</p>
<p><b>b.</b> Increase reserve to 5% or more of general fund.</p>	<p><b>EXCEEDED:</b> Based on the un-audited 2008 year-end results, the general fund reserve equals 5.2% - 5.4% of ongoing general fund expenditures. The early recognition, constant monitoring and decisive mid-year budget reductions resulted in meeting this goal.</p>
<p><b>2. a.</b> Decrease the number of early releases from the jail 5% from same calendar quarter in 2007.</p>	<p><b>PARTIALLY ACHIEVED:</b> Early releases for females decreased from 106 in 2007 to 39 in 2008 for a 63% decrease. The decrease in female early releases is a result of the County's coordinated work to reduce recidivism. Total male early releases increased by 37 (106 in 2007 to 143 in 2008). The reduction of 300 jail beds (Butler County) and transitioning out of Queensgate mid-year led to the increase in male early releases. Implementation of the re-entry planning program by the County in 2007/2008 has shown positive results.</p>
<p><b>b.</b> Decrease the number of "process only" arrests 5% from the same calendar quarter in 2007.</p>	<p><b>PARTIALLY ACHIEVED:</b> The number of female process only arrests decreased from 4,678 in 2007 to 2,538 in 2008, a 46% reduction. Process only arrests for males increased from 0 in 2007 to 5,835 in 2008. This increase is a direct result of eliminating 300 contract beds for male inmates in Butler County and beginning early transition out of Queensgate.</p>



# Hamilton County, Ohio

## Commission Priorities:

- Fiscal Stewardship
- Criminal Justice Reform & Public Safety
- Quality of Life



Office of the County Administrator

## 2008 Performance Dashboard

## 2008 Results

<p><b>3. a.</b> Increase the number of foster homes in Hamilton County by 100.</p>	<p><b>EXCEEDED:</b> The Everyday Heroes campaign served JFS well as an image campaign, providing County residents a positive impression of foster parents and the agency. The campaign's television ads ran through the summer and fall months; and, bus and billboard advertisements continued through December. United Way 211 received 564 calls inquiring about foster care information. Approximately 80 percent of those turned out to be solid leads.</p> <p>JFS recruiters continue their presence at community festivals and fairs, as well as developing relationships with businesses and places of worship to drive recruitment of new foster and adoptive parents. Recruiters are also pursuing partnerships with faith-based and community mentoring groups. These are in early stages, but might become resources for potential foster and adoptive families in 2009.</p> <p>As of December 17, 2008, 83 homes have successfully completed the certification process to become foster and/or adoptive parents. Currently, there are 45 homes in some stage of the certification process. Once finalized, JFS will easily exceed the 2008 goal.</p>
<p><b>b.</b> Increase the number of adoptively placed children (finalized) by 15% over the 2007 total.</p>	<p><b>PARTIALLY ACHIEVED:</b> In 2007, the total number of children finalized for adoption was 135. The established goal for 2008 was 155. The total number of children who have finalized in 2008 is 97. The overall numbers are trending lower in all areas of adoption. JFS believes that this decrease may be related to the overall decrease in the number of children who are legally available for adoption over the last 3 years. In 2005, 134 children were placed in JFS custody by the courts for adoption; in 2006, 125; 2007, 78; in 2008 only 87 children have become legally available for adoption. From a percent of legally available for adoption perspective, the County is actually showing very positive results.</p>
<p><b>4. a.</b> Facilitate business investment in Hamilton County in excess of \$50 million.</p>	<p><b>EXCEEDED:</b> Completed development deals and loans within Hamilton County have resulted in the investment of \$131 million. Currently, there are proposals "in process" that represent an additional investment of \$13.6 million. There are projects in the development stage that could result in significant additional investment. Ongoing multi-year, Brownfield and financing projects through the Port Authority are estimated to generate \$610.9 million in private investment including the Port's financing role in the Queen City Square project which broke ground in June.</p>
<p><b>b.</b> Through demonstrable County activity create 1,000 new jobs.</p>	<p><b>EXCEEDED:</b> Completed development deals and loans within Hamilton County resulted in the creation of 3,092 new jobs and the retention of 4,329 jobs. Currently, there are proposals "in process" that would result in the creation of 274 new jobs and the retention of 1,381 jobs. There are projects in the development stage that could result in 65 new jobs and retention of approximately 1,465 jobs. Ongoing multi-year, Brownfield and financing projects through the Port Authority are estimated to generate 5,750 jobs (created and retained).</p>