

OHIO AUDITOR OF STATE
KEITH FABER



City of Bellefontaine &
Logan County

Shared Services Feasibility Study

December 22, 2020

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OHIO AUDITOR OF STATE KEITH FABER



A Message from the Auditor,

I am pleased to present this shared-services study to the residents of Logan County. This study was conducted using funds from the Leverage for Efficiency, Accountability, and Performance (LEAP) program and was provided at no cost to the City of Bellefontaine and Logan County.

Ohio has thousands of local government entities, which has the benefit of keeping government close to the people and responsible to their needs. But this means there can be duplication of effort, facilities, equipment, and resources.

The City of Bellefontaine and Logan County came together to ask the Ohio Performance Team to review their operations to discover opportunities related to the consolidation of emergency dispatching services.

This study identifies several staffing scenarios for the communities to consider. Given the right mix of staffing changes, the community could realize annual cost savings in excess of \$170,000.

While this study is tailored to the needs of the partner communities, shared services can be of use in all communities where government and citizens are looking for innovative ways to reduce costs and maintain services.

This report can be accessed online through the Auditor of State's website at <http://www.ohioauditor.gov> and choosing the "Search" option.

Sincerely,

A handwritten signature in black ink that reads "Keith Faber".

Keith Faber
Auditor of State
Columbus, Ohio

December 22, 2020

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Citizens Summary

Purpose and Scope of the Study

A feasibility study identifies opportunities for public agencies to combine or share resources in order to deliver services in a more efficient, effective, and transparent manner. In the State of Ohio, any local government or school may enter into an agreement with another political subdivision to provide a service, as provided for in Ohio Revised Code (ORC) §9.482. This study was conducted at the request of the City of Bellefontaine and Logan County in order to determine if the two entities would benefit from consolidating their emergency dispatch operations.

The community leaders requested the study in order to obtain data-driven analyses related to the potential benefits of a consolidated dispatching operation. The goal of the community leaders is to provide the best services to residents while remaining fiscally responsible with taxpayer dollars.

The study reviews the current dispatching operations for the City of Bellefontaine and Logan County and assesses the feasibility of consolidating operations in terms of staffing and workload, equipment and technology, and location and facility needs. It also calculates the financial impact of consolidation in these key areas. Several organization and governance structure options are possible for consolidation. Based on research of these options and discussions with both entities, this study focuses on a contract for service model in which the City of Bellefontaine would procure dispatch services through the Logan County Sheriff's Office.

Current Operations

Emergency dispatch plays a pivotal role in public safety. 9-1-1 dispatchers intake calls from individuals requiring emergency police, fire, and medical services. Dispatchers then activate the appropriate services necessary to respond to the call and relay any pertinent information to first responders.



NOTE TO REPORT USERS:

Information in this report is based on data available as of 2019. The State of Ohio declared a state of emergency in March 2020 due to the COVID-19 pandemic. While the financial impact of the pandemic and ensuing emergency measures has not been fully realized and cannot be estimated, it may have a significant impact on the City's and County's revenues and operations. Our analysis does not take into account the potential reduction of revenue due to reductions in income tax, sales tax, or cellular 9-1-1 collections.

The Communications Division within the Logan County Sheriff’s Office provides full dispatching services for all localities within Logan County except for the City of Bellefontaine. The Bellefontaine Police Department provides dispatching services for the City. The City does not directly receive wireless 9-1-1 calls, which must be transferred from the Sheriff’s Office. The Sheriff’s Office also receives any wireline calls that are not answered by the City.

The Bellefontaine Police Department’s six dispatchers work at the City Hall building in downtown Bellefontaine. Logan County’s nine dispatchers work in the Logan County Sheriff’s office and jail complex, located two miles from Bellefontaine City Hall on the edge of the city limits.

Summary of Study Findings

Consolidating dispatch operations appears to be feasible in terms of staffing, equipment and technology, and facility resource needs. Overall, consolidating dispatch operations could potentially result in mutually beneficial cost savings to the City and County. These savings, in combination, would be the result of the following actions:

- Transferring current City dispatch employees to the County, and subsequently placing them on a less costly salary schedule;
- Potentially right-sizing dispatch staffing based on total demand for service; and
- Eliminating redundancies in equipment, technology, and facilities currently utilized by both parties.

The degree to which savings could be realized depends on the specific combination of personnel and capital resources that would ultimately be agreed upon by both parties. Conservatively, combined annual savings based on retaining all current staff, in conjunction with the most probable facility locations, are estimated to range from approximately **\$170,000 to \$244,000.**¹

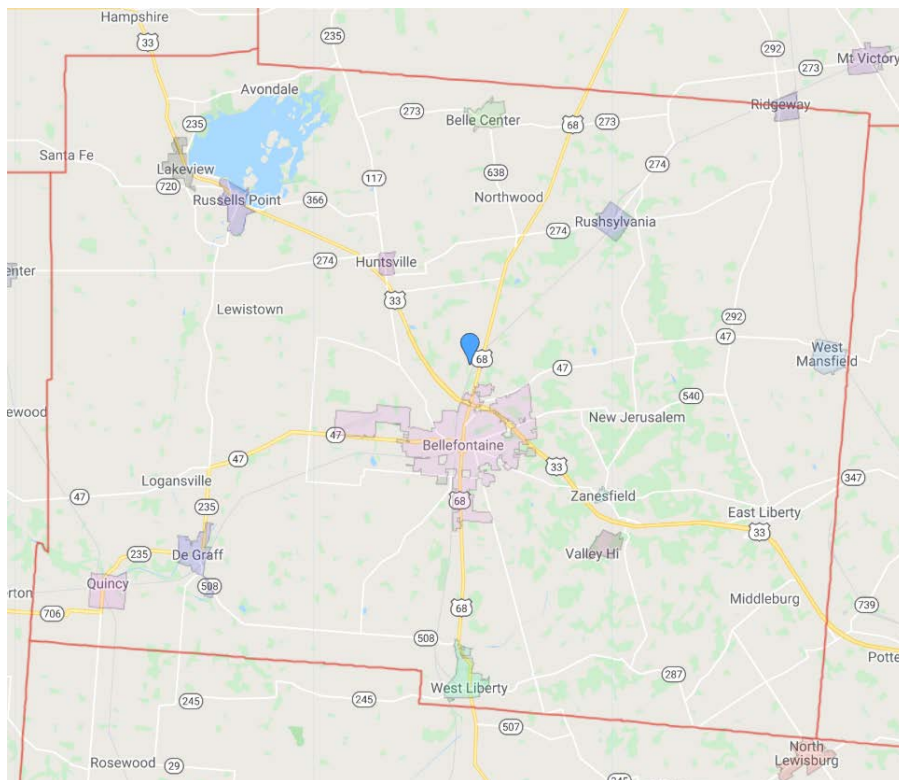
¹ These estimates are for the second year of consolidation and beyond, as the first year assumes additional costs for facility renovations and upgrades.

Background

Jurisdiction

The City of Bellefontaine is the county seat and largest city in Logan County. The Bellefontaine Police Department provides dispatching services within city limits, covering 10 square miles and serving approximately 13,000 residents.

The Logan County Sheriff's Office provides full dispatching services for all entities within the County except for the City of Bellefontaine. The Sheriff's Office dispatches for an area of approximately 448 square miles, serving about 31,500 residents.²



Source: Google Maps

Financial Profile

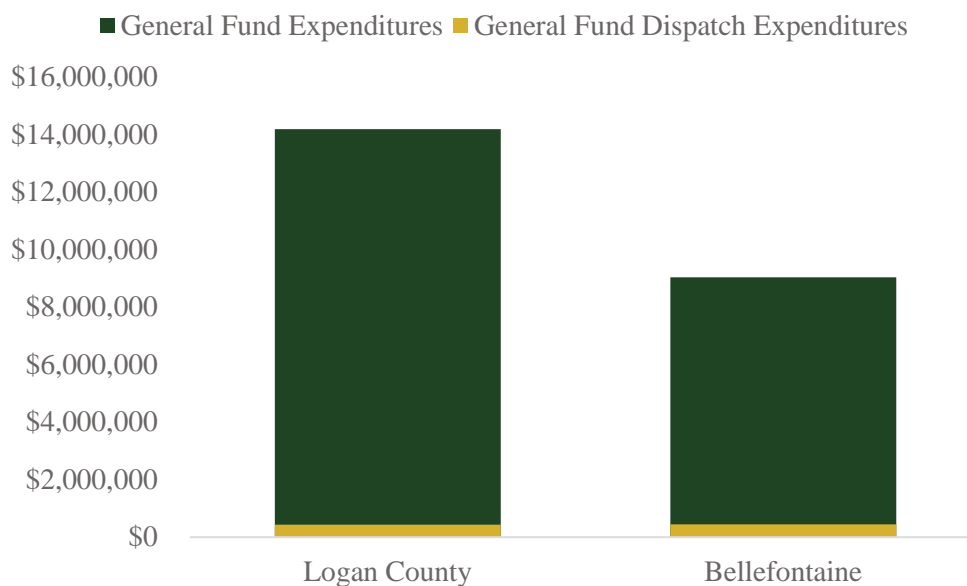
The City of Bellefontaine's General Fund fully funds the City's dispatch operations. The largest revenue source for the General Fund is income tax, which is levied at 1.33 percent and accounted for 66.1 percent of all revenue in calendar year (CY) 2019. Dispatch-related expenditures totaled \$443,169, accounting for 4.9 percent of the City's total General Fund expenditures and 11.8

² Logan County had a total estimated population of 45,307 in 2018.

percent of total Police-related expenditures. Personnel costs, including compensation and benefits, accounted for 90.8 percent of dispatch expenditures.

Logan County’s dispatch operation receives 81.5 percent of its funding from the County’s General Fund and 18.5 percent from the Cellular 9-1-1 Fund.³ The County’s 7.25 percent sales tax accounts for just over half of General Fund revenues; however, the Logan County Sheriff’s Office does not receive a dedicated portion of the sales tax. Despite dispatching for other municipalities, the Logan County Sheriff’s Office does not charge any fees for dispatching services.

Dispatch % of General Fund Expenditures

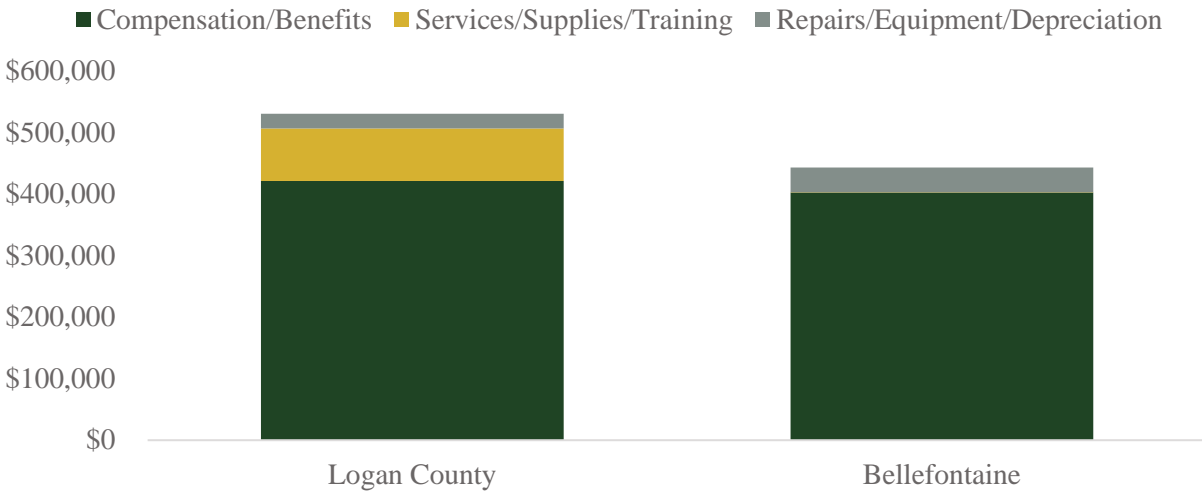


Source: City of Bellefontaine and Logan County

The County’s dispatch expenditures in CY 2019 totaled \$530,036. Of the total expenditures, \$98,321 was paid out of the Cellular 9-1-1 Fund and \$431,715 was paid out of the General Fund, accounting for 3.0 percent of total General Fund expenditures in the County. Personnel costs accounted for 79.4 percent of dispatch expenditures from both funds.

³ The Cellular 9-1-1 Fund is funded through a \$0.25 fee on wireless subscribers in accordance with ORC §128.42.

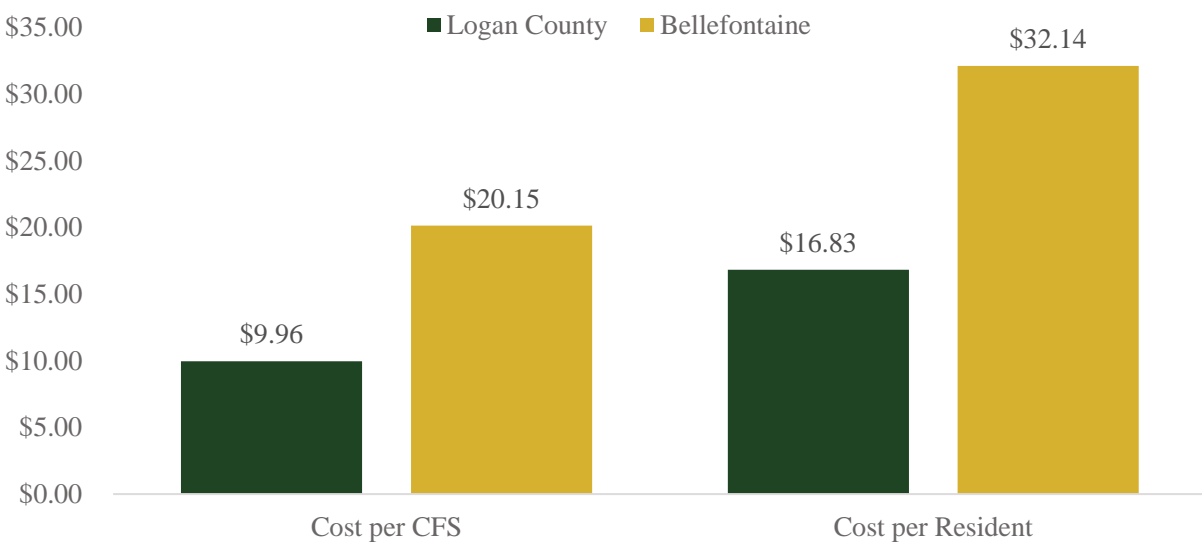
Expenditure Breakdown



Source: City of Bellefontaine and Logan County

Combined, the City of Bellefontaine and Logan County spent \$973,205 on dispatch operations in CY 2019. The City responded to 21,991 calls for service (CFS), while the County responded to 53,234 CFS. In comparing the two entities, the City’s cost per CFS was more than double the County’s cost. A comparison of cost per resident shows similar results, as the City’s cost was nearly double the County’s cost. See **Appendix B** for additional financial information.

Cost Metrics by Entity



Source: City of Bellefontaine and Logan County

Note: The calculations are based on 53,234 CFS and a population of 31,500 for Logan County, and 21,991 CFS and a population of 13,789 for the City of Bellefontaine.

General Operations

The Logan County Sheriff's Office dispatches for a total of 18 Fire, EMS, or combined Fire and EMS departments, as well as four police departments. It also dispatches for the Ohio Department of Natural Resources (ODNR) Parks and Watercraft Division, and the Wildlife Officer assigned to Logan County. See **Appendix B** for the full list of entities. The City of Bellefontaine dispatches for the City Police Department and Fire and EMS Department.

All wireless and Voice over Internet Protocol (VoIP) calls originating anywhere in Logan County are received by the County dispatch. If the mapping system shows the caller's location to be within the City of Bellefontaine limits, the County dispatcher stays on the line and transfers the call to the City dispatchers. All wireline calls originating within City limits are received by the City dispatchers, while all wireline calls from outside the City but within Logan County go to the County dispatch. The County also receives wireline calls that rollover from the City. Rollover calls occur when all City dispatchers are already on a call and additional calls come in that cannot be immediately answered. If the County does not answer a call, it rolls over to the Union County Dispatch Center.

The City of Bellefontaine and Logan County, along with the City of Sidney and Shelby County, are currently participating in an equipment-sharing agreement for a digital 9-1-1 system, commonly referred to as Next Generation (NextGen) 9-1-1. The equipment for this system is split between the Logan County Sheriff's Office and Sidney Police Department (located in Shelby County), so that both counties have a backup system in the event that one system goes down. When Logan County transfers calls to the City of Bellefontaine, those calls are transferred through the NextGen system.

Legal Considerations

A review of the Ohio laws and administrative codes relevant to dispatching operations did not find any clear impediments to consolidation. ORC §128.571 limits the number of public safety answering points (PSAPs)⁴ per county that may receive state funding to three PSAPs. However, since only two PSAPs are currently operating in Logan County, consolidation would reduce the number operating to one. Both the City and County operations meet the requirements in OAC §5507-1-05 regarding minimum staffing and OAC 5507-1-12(B) regarding the minimum number of 9-1-1 lines, and there is no indication that they would no longer be able to meet these requirements under consolidation. Implementation of any consolidation efforts between the City of Bellefontaine and Logan County should include verification of compliance with these laws and administrative codes. Consolidation may require an amendment of the countywide 9-1-1 system final plan in accordance with ORC § 128.12.

⁴ A public safety answering point (PSAP), as defined by ORC § 128.01(P), is "a facility to which 9-1-1 system calls for a specific territory are initially routed for response and where personnel respond to specific requests for emergency service by directly dispatching the appropriate emergency service provider, relaying a message to the appropriate provider, or transferring the call to the appropriate provider."

As both the City and County dispatchers are employed under collective bargaining agreements (CBAs), the decision to consolidate operations must include discussions on how a new contract would be negotiated. The current CBAs do not have comparable pay scales, and do not have similar insurance offerings. Reconciling the two contracts may not result in the most cost-effective outcome. Any projected financial savings for both the City and County are subject to these negotiations.

Options for Consolidation

According to *"Public Safety Answering Point Consolidation"* (L.R. Kimball, November 2013), public entities consider consolidating emergency dispatch operations to improve service, reduce their responsibilities of supporting personnel, and to save costs. Many entities that have consolidated noted benefits from increased regional awareness among dispatchers, which leads to improved usage of resources regionally and better management of large scale or multi-jurisdictional events. The sharing of physical space can enable easier communication between call takers. Further, many entities have seen improved emergency response times due to reducing or eliminating call transfers between PSAPs.

Consolidation can be beneficial for entities with personnel and time constraints. Eliminating in-house staff and contracting with another entity can reduce training and technology expenses, as well as the time spent by their human resources, finance, and information technology support staff.

Reducing costs is typically one of the more attractive reasons to pursue consolidation. It should be noted that consolidation generally does not result in large staff reductions. However, entities in Ohio that have pursued consolidation report cost savings from the elimination of redundant and expensive technology. A single set of technology and systems reduces costs related to procurement, connectivity, and maintenance.

Governance Models

When considering consolidation between governments, one of the more challenging aspects is deciding upon a governance model that is fair and equitable to all parties. All dispatch consolidation efforts in Ohio have had their own unique circumstances in terms of existing staff, equipment, technology, and physical space, as well as community needs and expectations. The following discussion synthesizes the various models adopted by governments in Ohio and their respective benefits and drawbacks, according to L.R Kimball and officials from both the Department of Administrative Services (DAS) 9-1-1 Program Office and the Northwest Regional Emergency Communications Center (NRECC).

Contract for Service

Under the contract for service model, one entity serves as the consolidator, responsible for the equipment, facilities, and employees. The consolidator then contracts with the other entities. This model results in a direct reporting structure for the director and staff. The PSAP also has access

to the consolidating entity’s administrative support such as human resources, facilities, and computer and network support. The drawback of this model for the contracting entities is a loss of control over decision making. For many government services, contracting would not be a tenable option. Dispatching services, however, are conducive to contracting as service levels are not dependent upon physical location, and do not directly impact citizen accessibility.

In a consolidation between a city and a county, there are three entities that could serve as the consolidator: the County Sheriff, the County Commissioner, and the City. Butler County is an example of a County Sheriff that served as the consolidator. The Dispatch Center is located at the Butler County Sheriff’s Office and dispatches for all but three entities in the County. The City of Hamilton merged their dispatch operations with Butler County Sheriff’s Office in 2013 and the City of Oxford followed in 2016.⁵

Consolidation under the County Commissioner can be an attractive option as there are more funding options than if consolidation occurs under the County Sheriff. The Commissioner can levy county-wide property or sales taxes and can subsidize operations with General Fund monies. Clark County utilized this model, building a new dispatch center in 2017 that serves all of Clark County except for the City of Springfield, Mad River Township, and Green Township.⁶ The County Commissioner charges participating entities on a per capita basis, but will begin charging based on call volume in 2021.

A city government can also serve as the consolidator. The City of Dublin manages the Northwest Regional Emergency Communications Center (NRECC). An executive committee of the participating agencies provides policy and management direction, while a police policy board and a fire/EMS policy board provide procedural input for day-to-day operations. This structure allows the participating entities to provide input into decision making despite the City of Dublin taking ownership over their dispatching. All employees work for the City of Dublin. The City has contracts for service with the Cities of Hilliard, Upper Arlington, and Worthington, as well as Washington and Norwich Townships. The City of Dublin charges participating entities based on an equal distribution of expenses, weighted by call volume. The NRECC was formed in October 2013 when the City of Dublin began dispatching for Norwich Township Fire and became the primary PSAP for Hilliard. The City of Worthington was the most recent entity to join earlier in 2020. An analysis conducted by a consulting firm found that the City of Worthington’s costs for fiscal year (FY) 2020 would have been \$1.5 million without consolidation. Consolidating with the NRECC is projected to save the City about \$300,000 in the first year of transition, which includes the cost of installing and equipping new work stations, and save even more in the following years.

⁵ Information regarding the manner in which cost is allocated to participating entities was not provided by the Butler County Sheriff’s Office.

⁶ The County was in negotiations with the City of Springfield for several years. In 2019, the City declined the County’s offer to contract for services, explaining that they did not want to lose oversight over operations and spending. The Springfield City Manager stated that the City would have saved about \$287,000 a year for the next three years if it had accepted the County’s offer.

Regional Council of Governments (COG)

ORC § 167.01 allows two or more governmental entities to enter into an agreement with each other to establish a COG. The council is comprised of representatives from each of the entities and has the power to study governmental problems, promote cooperative arrangements between members or with other entities outside the COG, and operate a PSAP. The COG is funded by its member governments and may employ staff and purchase or lease equipment and facilities. This model creates independent leadership, which allows the dispatch director to best manage PSAP resources and provide equitable services to all participating entities. It also provides a degree of neutrality in that it is independent of law enforcement, fire, and EMS. This neutrality allows the PSAP to provide equal service to all participating entities and avoid the perception of bias or favoritism. This model further creates a total organizational and single mission focus on PSAP services, without resource competition.

There can be challenges with the COG model if a strong governance structure is not created and maintained. The director may have to report to multiple individuals or entities. Any political issues among the participating entities can impact the oversight board and PSAP operations. Additionally, some COGs have reported that real and intangible costs for support services appear to be higher than if the entities were operating separately.

The Cities of Ashland, Wooster, and Orville formed the Wooster-Ashland Regional Council of Governments (WARCOG) in 2015. WARCOG operates a new dispatch facility at Wooster Community Hospital. The leadership of each city decided that a COG was the best governance model option, as it allows all members to have equal influence over operations. Costs are shared among entities based on calls for service and population. The City of Wooster provides some support services, including financial and human resources support. Despite years of negotiations, Wayne County decided not to join WARCOG and continues to operate its own dispatch center independently.

The Lucas County Commissioners approved a plan in December 2019 to consolidate the county's eight PSAPs into one through the formation of the Lucas County 9-1-1 Council of Governments. The consolidation covers all 21 of Lucas County's cities, villages, and townships. Each entity will be assessed a share of the council's operating costs based on its share of emergency calls dispatched on its departments' behalf. A feasibility study published in August 2019 found that consolidation would cut total operating costs for all jurisdictions from \$15.38 million to \$10.17 million. The feasibility study proposed a staffing plan that splits operations into four functional areas: call taking, law enforcement dispatch, fire service dispatch, and emergency medical dispatch.

While this study focuses on a contract for services model, the City of Bellefontaine and Logan County should give consideration to the benefits and drawbacks of each option, and develop a strategy to mitigate any potential significant challenges when deciding on the optimal governance model. Both entities should ensure consensus among key stakeholders before choosing a governance model.

Section 1: Staffing and Workload

Any consideration of consolidation should include a review of staffing and workload levels, as personnel accounts for most of the cost of running a dispatch operation. Compensation and benefits for the City of Bellefontaine represented 90.8 percent of dispatch expenditures. For Logan County, compensation and benefits accounted for 79.4 percent.

Background

The City employs six dispatchers who are assigned to one of three eight hour shifts. Two are assigned to the first shift, two are assigned to the second shift, one is assigned to the third shift, and one rotates between second and third shift. All are full-time employees and work 40 hours per week.

Logan County employs one Communications Coordinator and nine dispatchers. The Communications Coordinator has a supervisory role that is not assigned to a shift, but fills in as needed. The dispatchers are assigned to one of three eight hour shifts. Two dispatchers are assigned on each shift Sunday through Friday, and three are assigned on all shifts Saturday. All are full-time employees and work 40 hours per week. The County has a minimum manning of two dispatchers on each shift, as required by OAC 5507-1-05.⁷

In 2019, the City of Bellefontaine handled 21,991 calls for service, averaging 3,665.2 calls per full-time equivalent (FTE). Logan County handled 53,234 calls for service, averaging 5,914.9 calls per FTE. The heat maps below show the average calls handled per FTE for each day of the week, with the darkest colored boxes indicating the heaviest workload.

Logan County 2019 Average Calls per FTE per Day

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg.
1st Shift	17	28	28	26	25	30	14	24
2nd Shift	28	33	33	35	36	44	24	33
3rd Shift	12	13	10	12	13	15	10	12

Source: Logan County

City of Bellefontaine 2019 Average Calls per FTE per Day

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg.
1st Shift	8	11	11	12	13	13	10	11
2nd Shift	11	13	12	13	13	15	12	13
3rd Shift	13	11	12	13	14	13	14	13

Source: City of Bellefontaine

⁷ OAC 5507-1-05 states that “[a] minimum of two telecommunicators must be on duty and available to receive and process calls at all times. For 9-1-1 systems with automatic rollover to a secondary PSAP, the secondary PSAP fulfills this obligation.” The City fulfills this requirement by having its calls automatically rollover to the County.

Logan County’s busiest shift was second shift, handling an average of 33 calls per FTE per day. The City of Bellefontaine’s busiest shift was also second shift, handling an average of 13 calls per FTE per day. Logan County’s workload was not evenly distributed among shifts, as third shift was significantly lower, while the City of Bellefontaine’s workload was relatively equally distributed among shifts. For most shifts, the County is handling many more calls per FTE, indicating an opportunity for right-sizing staff in a consolidated environment. See the **Appendix B** for additional heat maps with hourly workload by shift.

Methodology and Analysis

To determine the staffing levels required for a consolidated dispatch operation, we conducted two staffing analyses utilizing different methodologies for staffing need. The first analysis uses annual calls for service (CFS) per FTE from each entity as a benchmark for the maximum CFS per FTE a consolidated team could feasibly handle on an annual basis. The second analysis uses the average calls per FTE by day of the week and by shift. This analysis creates more efficient options for days and shifts with lower workload. Taken together, these analyses serve to inform a reasonable and efficient staffing level for a consolidated operation.

Annual CFS per FTE Analysis

Of the total calls handled by the City of Bellefontaine and Logan County between CY 2017 and 2019, the County accounted for 70.8 percent of calls but only 60 percent of total FTEs. The table below shows the average CFS per FTE for each entity, and both combined.

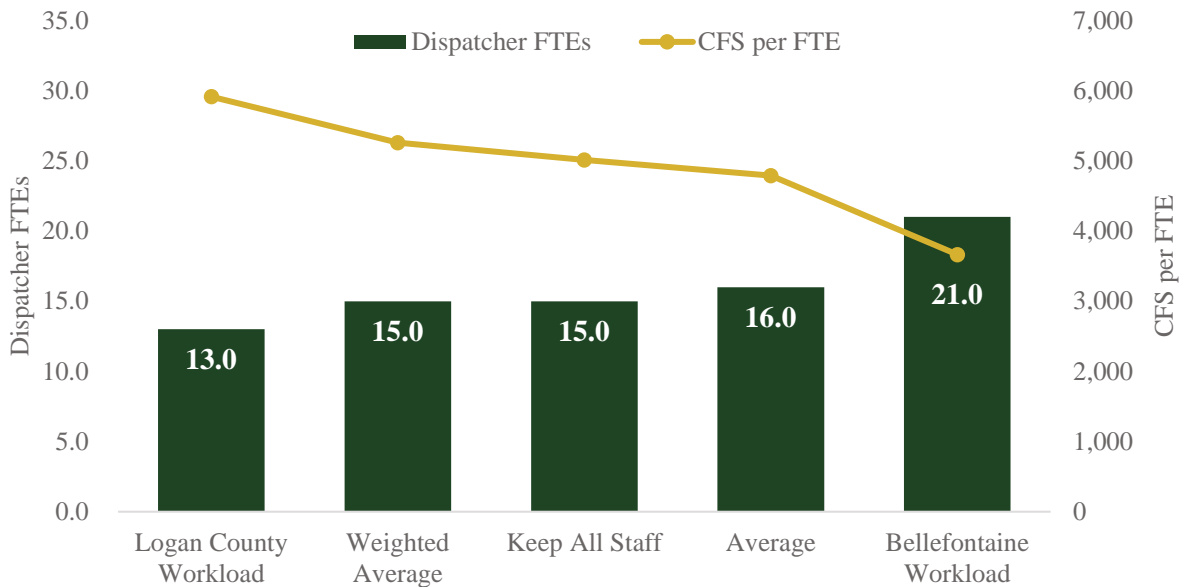
CFS per FTE

	Dispatcher FTEs	CFS	CFS per FTE
City of Bellefontaine	6.0	21,991	3,665.2
Logan County	9.0	53,234	5,914.9
Total	15.0	75,225	5,015.0

Source: City of Bellefontaine and Logan County

The CFS per FTE in the above chart were used as benchmarks to calculate how many employees are needed to achieve the several workload measures. In addition to the City and County CFS per FTE shown in the table above, additional benchmarks were calculated using the average CFS per FTE between the two entities, as well as the weighted average based on total call volume.

Consolidated Dispatch Staffing Options



Source: City of Bellefontaine and Logan County

Given that the two entities had very different workload levels prior to a consolidation, a variety of options related to workload were considered. A consolidated operation at the City of Bellefontaine’s current workload level would require 21.0 FTEs. However, an operation at the Logan County current workload level would only require 13.0 FTEs. Additional factors that impact workload are assessed in the next analysis.

Average Calls per FTE per Day Analysis

While the former analysis uses annual CFS, this analysis uses a daily average CFS by day of the week and by shift. As discussed in the **Background** section, the busiest shift between both entities was Logan County’s second shift. Therefore, the County’s second shift average workload of 33.27 CFS per FTE was used as a benchmark for determining staffing need for a consolidated operation. This analysis provides a clearer picture of how staffing can be adjusted on different shifts for call volume based on the experienced workloads of current County operations.

This analysis also incorporates the shift relief factor, which equals the total number of hours required for a shift for a year, divided by the hours an average employee is available to work. As an individual cannot be expected to work every hour of an assigned shift due to paid leave and training, this calculation is a critical component in calculating the optimal staffing level. Logan County’s shift relief factor is 1.53, which means that 1.53 dispatchers should be assigned for each dispatcher position on a particular shift.

This chart shows the FTEs needed by shift and by day to cover the workload. It then calculates the weekly average for each shift, adds the shift relief, and rounds up to the nearest whole FTE.

Consolidated Dispatch Staffing Need Based on Average Day

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg.	w/ Shift Relief	Rounded Up
1st Shift	2.0	3.0	3.0	3.0	3.0	3.0	2.0	2.7	4.1	5.0
2nd Shift	3.0	3.0	3.0	3.0	3.0	4.0	3.0	3.1	4.7	5.0
3rd Shift	2.0	2.0	1.0	2.0	2.0	2.0	2.0	1.9	2.9	3.0
Total	7.0	8.0	7.0	8.0	8.0	9.0	7.0	7.7	11.7	13.0

Source: City of Bellefontaine and Logan County

Using the Logan County second shift average CFS per FTE and the shift relief factor, the average daily need was calculated to be 13.0 FTEs, with 5.0 FTEs on the first and second shifts, and 3.0 FTEs on third shift. These calculations are conservative as the FTEs were rounded up to the nearest whole number.

Conclusion

Consolidating dispatch operations and operating at the Logan County’s workload level would result in gained staffing efficiencies. The level of staffing required to satisfy current and projected service demand is between 13.0 and 15.0 FTEs. This range is based on the current total staffing level and the calculated minimum staffing based on workload. Therefore, staffing a consolidated operation is feasible and could result in lower costs.

Section 2: Equipment and Technology

Background

As the City of Bellefontaine Police Department and the Logan County Sheriff's Office operate separate dispatching centers, the two entities currently own duplicative equipment and technology assets, some of which would no longer be needed if the entities consolidate. Significant physical components of the equipment and technology assets at both the County and City dispatch centers include items such as:

- Consoles, referring to the dispatchers' physical workstations;
- Printers and fax machines;
- MARCS Radios, the multi-agency radio communication system utilized; and
- Uninterruptable Power Supply (UPS), which serves as power backup in cases of power outages.

In addition to physical assets, both operations utilize important software and information technology (IT) systems. These generally include assets such as:

- Computer Aided Dispatch (CAD), which aids dispatchers in tracking and dispatching responders;
- Mapping system, showing the locations of all deployed responders;
- Public Notice system;
- Scheduling system;
- Wireless Service, used to have wireless connections for the dispatch operation;
- Law Enforcement Automated Data System (LEADS), which allows dispatchers to run queries;
- 9-1-1 phone system;
- 9-1-1 recording system, which records and logs all calls; and
- 9-1-1 Wireless Processing, which allows calls from wireless devices to be answered and processed.

Methodology and Analysis

In consultation with leadership at the Logan County Sheriff's Office and Bellefontaine Police Department, we determined which equipment and technology is currently in use and which is necessary for a consolidated operation. We obtained the ongoing, annual expenses for each asset owned by the City and County and determined the total cost of a combined operation based on the needs of both entities. In cases of duplicative assets, we used the least expensive asset between the entities. To assess the cost to each entity, we applied cost share percentages based on total calls for service.

Proposed Cost Share Model

	Current State	Future State	Future Cost Share %	Future Cost Share \$
City	\$38,472	N/A	29.2%	\$26,902
County	\$74,224	N/A	70.8%	\$44,362
Total	\$112,696	\$71,264	100%	\$71,264

Source: City of Bellefontaine and Logan County

The ongoing, annual costs for dispatch equipment and technology is \$38,472 for the City of Bellefontaine and \$74,224 for Logan County, for a combined total of \$112,696. We project the total equipment and technology cost for a new, consolidated operation to be \$71,264. The cost share each entity could expect to pay would be \$26,902 for the City and \$44,362 for the County. See **Appendix B** for the detailed analysis.

Conclusion

Because the City and County currently run two separate dispatch centers, their operations are collectively less efficient in terms of the technology and equipment assets needed individually as compared to what they would need in a combined operation. By combining operations, the City of Bellefontaine could save \$11,570 annually on equipment and technology costs, and the County could save \$29,862 annually.

Section 3: Location and Facility Needs

Background

Dispatch operations for the City of Bellefontaine are centrally located in City Hall, which also serves as the Police Department headquarters. The County's dispatch is housed at the Logan County Sheriff's Office, located in Bellefontaine about two miles west from City Hall.

Collectively, the City of Bellefontaine and Logan County own several buildings capable of accommodating a consolidated dispatch operation. Some of the options include offices within the County Sheriff's Office, offices within the City Hall Building, the vacant former Armory building, and additional vacant City-owned property located near City Hall.



In addition to the dispatch and police, the first and second floors of City Hall house various other City departments, each with offices varying in size. The total building square footage is 29,453 square feet; the space allocated for dispatch is approximately 279 square feet. With the maximum of two dispatchers per shift, the current dispatch office space allows for 139.5 square feet per person. The current maintenance cost for the dispatch operation is \$1,134 annually.⁸

The Logan County Sheriff's Office has office space and also includes the County jail. The total square footage of the office space is 51,230 square feet, with approximately 280 square feet

⁸ This was calculated by determining the square footage occupied by the dispatch operation as a percent of the total building square footage and applying the proportional cost to the total facility maintenance cost.

allocated for dispatching. With the maximum of three dispatchers per shift, the current dispatch office size allows for 93 square feet per person. The current maintenance cost is \$171 annually.⁹

The former Armory building is located just over a mile south of City Hall. The building is jointly owned by the City and County. The building is currently used for storage, and would need renovations and upgrades to create usable office space, restrooms, and a break room. There would be an estimated 1,800 square feet of usable office space within the building. Renovated office sizes could vary from 150 to 570 square feet or more, depending upon the desired layout.

Additionally, there is a vacant, City-owned one acre lot located just behind City Hall to the west. There is no building currently located on the property, so utilizing this space would require construction of an entirely new office building.

Methodology and Analysis

The dispatch consolidation will require the City and County to agree upon a location that best suits both parties' needs. As discussed, various options exist within the City Hall building, the Logan County Sheriff's Office, and the former Armory building. To evaluate each option, we used space utilization benchmarks from the General Services Administration (GSA). For law enforcement workstation areas, the GSA recommends 64 square feet per person in an open office setting and 140 square feet in a closed office setting.¹⁰ Based on our staffing analysis, (see **Section 1: Staffing and Workload**), a consolidated dispatch operation would require as many as 5.0 FTEs per shift, so a minimum of 320 square feet is needed to accommodate five workstations in an open office model while 700 square feet is needed in a closed office model.

The current locations for the City's and County's dispatch operations are too small, at 279 and 280 square feet, respectively to house a combined operation. All of the other options assessed exceed the open office benchmark of 320 total square feet, and therefore are feasible. However, each option comes with different factors to consider including desired space, maintenance costs, initial costs for renovation or construction, and the need to relocate other employees elsewhere to allow a consolidated dispatch to occupy the new office space. The fourth option is potentially the most costly one as it would require constructing an entirely new office building on the vacant city lot. The total cost for each of these options would include approximately an additional \$70,000 for the cost of five new workstations.¹¹

⁹ This was calculated by determining the total maintenance cost for the building and the square footage occupied by the dispatch operation as a percent of the total building square footage and applying the proportional cost to the total facility maintenance cost.

¹⁰ According to the GSA, the ratio of open work space to enclosed work space in a law enforcement office environment is 86 percent to 14 percent, respectively.

¹¹ According to the Logan County Sheriff and Bellefontaine Police Department leadership, there is a strong preference to purchase five new dispatch workstations if operations were combined. This is partially due to the County workstations being "built-in" to the walls of their current office space, and a perceived lack of optimal functionality with the existing City workstations.

The Logan County Sheriff's Office has the potential to offer adequate space for a consolidated dispatch, between 390 and 966 square feet. However, renovations must occur in order to provide the square footage needed. Using the current detective's office would be the ideal option, as it has adequate space, but would require the detectives to shift to another renovated area within the Sheriff's Office. The cost of locating a consolidated dispatch within one of the locations within the Sheriff's Office could range from approximately \$238 to \$590 for annual maintenance and repairs, upwards of more than \$150,000 for the estimated costs of renovations.

The City Hall building has the potential to offer the most space, between 915 and 2,370 square feet, with potentially the least amount of renovation costs and disruption to other employees within the building. There would be minimal cost associated with shifting Dispatchers into the existing Tax or Utility offices since these are already finished office spaces. The easiest, and potentially least costly option within the City Hall building appears to be locating a consolidated dispatch within the Tax Department office, as it provides adequate space and currently only has one employee that would need to be relocated elsewhere within the building. A downside is that it is on the second floor, and according to the County, locating dispatch operations on the second floor of a building is not feasible due to the risk of severe weather affecting the ability for dispatch to operate. The County therefore prefers a first floor or basement setup for dispatch operations.

The second option within City Hall is the Utility Department, which is located on the first floor adjacent to the Police Department, which would provide easier access for other Police Department employees and the general public. The Utility Department provides the most office space of the two finished office options, but would require the three to four employees that currently occupy that space to be relocated to another office within the building. These employees could potentially migrate into the vacated dispatch center, or into available office space on the second floor of City Hall. According to the mayor, his preference would be to construct a new office building on the vacant City lot to house the displaced Utility Department employees. Moving the Utility workers into a newly constructed building on the vacant lot would have similar new construction costs associated with using a newly constructed building for the dispatch operations.

The third option within City Hall, the vacant third floor, provides the most space and would not displace any other building employees. However, it would have the highest maintenance cost and require renovations to create useable office space. In addition, according to the County, using the third floor is not feasible due to the risk of severe weather affecting dispatch operations. The estimated renovation cost, based on previous renovations done within City Hall between 2015 and 2018, is \$55,600 to \$178,247 depending on the scope of the work. The estimated annual maintenance and repair costs of locating a consolidated dispatch within City Hall ranges from \$5,273 to \$9,635.

The last two options, the former Armory and the vacant City lot, can both provide adequate space to house the consolidated dispatch, or in the case of the vacant lot, could also be used to house the displaced City Utility workers. The cost to locate in either of these locations is largely dependent on the size and scope of renovations or new construction that would need to occur.

Both options would not just require creating finished office space, but would also require heating, ventilation, and air conditioning (HVAC) installation or upgrades, IT upgrades, and plumbing and fixtures for restrooms and break rooms. The estimated cost of renovating the Armory building, depending on the size and scope of renovations, is approximately \$75 per square foot based on prior renovation costs provided by the City that were similar in scope to renovations done within the City Hall building in 2018. Constructing an entirely new office building on the vacant City lot, of the same size as the current Utility Department office of 1,297 square feet is estimated to cost \$217,000.

Conclusion

There are multiple options within existing facilities that can house a consolidated dispatch. The City and County will need to consider multiple factors when determining where to locate consolidated dispatch operations. These factors include desired space, potential future growth of dispatch operations, expected maintenance costs, the cost of renovation and upgrades, the ability to relocate displaced employees to other office space within the facilities, and the cost of new construction.

Section 4: Financial Implication of Consolidation

Financial Impact

Combined annual savings based on retaining all current staff, in conjunction with the most probable facility locations, are estimated to range from approximately **\$170,000 to \$244,000**.¹²

Methodology and Analysis

We developed financial profiles for the City of Bellefontaine and Logan County to determine the total costs of operations in CY 2019. The City's total costs were \$443,169 and the County's total costs were \$530,036, for a combined cost of \$973,205. Various consolidation options were compared using the CY 2019 costs based on the facility locations identified as being the most practical, and on staffing levels based on a thorough analysis of demand for services. We identified the two scenarios that are the most feasible and efficient that serve both the City's and County's needs. The first option is to house the consolidated dispatch operation on the first floor of City Hall where the City Utility Department is currently located. The Utility Department would then be relocated to the second floor of City Hall. The second option is to house the consolidated dispatch operation in the current Detective's Office at the Logan County Sheriff's Office. The projected costs associated with both options were thoroughly analyzed.

For both location options, two scenarios for dispatcher salary levels were assessed. An analysis of the City and County collective bargaining agreements showed that the City salary schedule is more generous than the County's. In the first scenario, the salaries for the new consolidated team were calculated assuming the current City dispatchers are moved to the County's salary schedule according to each employee's current tenure—requiring City dispatchers to agree to a lower rate of pay than they are currently receiving. In the second scenario, the salaries were calculated assuming the City dispatchers retain their current rates of pay until the County schedule reached the same pay level. The second scenario is more costly as the former City employees would initially receive a higher rate of pay, however, it may be more feasible to implement.

Regardless of the rate of pay ultimately agreed upon by both parties, the City dispatchers would be placed on Logan County's insurance benefits plan. The County offers employees two plan options. The first is a traditional PPO plan that comes at a higher monthly premium cost to employees but has lower deductibles and out-of-pocket maximums. Logan County also offers employees a high deductible plan with cheaper monthly employee premiums, but in turn has higher deductibles and out-of-pocket maximums. In contrast, the City of Bellefontaine only offers a high deductible plan to its employees. The monthly employee premiums for the high

¹² These estimates are for the second year of consolidation and beyond, as the first year will have additional costs for facility renovations and upgrades.

deductible plan offered by Logan County are more expensive compared to the City of Bellefontaine’s high deductible plan, but its deductibles and out-of-pocket maximums are lower.

The insurance plans offered by Bellefontaine and Logan County are structurally different from one another. Bellefontaine has elected a plan that favors lower monthly premiums with higher deductibles and out-of-pocket maximums, while Logan County has elected plans that, compared to the City of Bellefontaine, offer higher monthly premiums with lower deductibles and out-of-pocket maximums. If the City of Bellefontaine were to join the insurance plans offered by Logan County, Bellefontaine employees could expect their monthly premium contributions to increase; however, they would in turn see their annual deductibles and out-of-pocket maximums decrease. Furthermore, they would likely see decreases to out-of-pocket medical expenses that are incurred prior to their deductibles being reached. See **Appendix B** for the complete health insurance analysis.

Below, we present the two facility options and their associated costs for a consolidated dispatch operation. These incorporate costs associated with personnel, supplies, repairs, equipment, capital improvements, and other expenses. Each analysis calculates the cost savings for Year 1, which factors in upfront capital costs, and the continuing costs beginning in Year 2.

Option 1 – City Hall

In this option, the consolidated dispatch operation is housed on the first floor of City Hall where the Utility Department is currently located. The Utility Department is then relocated to the second floor of City Hall. The first table shows the total savings for both the City and County under this model.

Total Savings

	Year 1	Year 2 & Cont.
13.0 FTEs	\$171,138	\$240,052
14.0 FTEs	\$130,514	\$199,428
15.0 FTEs	\$99,668	\$168,581

Source: City of Bellefontaine and Logan County

The next table allocates proportional cost to each entity based on the CFS workload. As discussed in **Section 1: Staffing and Workload**, the County accounts for 70.8 percent of the total workload, and the City accounts for the remaining 29.2 percent. Because the County currently operates more efficiently in terms of workload handled by each FTE, this cost allocation model results in additional cost to the County for every scenario except for a staffing level of 13.0 FTEs in Year 2 and beyond.

Savings (Loss) Based on Cost Allocation by CFS Volume

	City of Bellefontaine		Logan County	
	Year 1	Year 2 & Cont.	Year 1	Year 2 & Cont.
13.0 FTEs	\$208,966	\$229,089	(\$37,827)	\$10,964
14.0 FTEs	\$197,104	\$217,226	(\$66,589)	(\$17,798)
15.0 FTEs	\$188,096	\$208,219	(\$88,249)	(\$39,638)

Source: City of Bellefontaine and Logan County

The City and County could agree to any staffing level that is determined to be appropriate and mutually favorable. While an operation with 13.0 FTEs is most efficient, it would require the City and County to eliminate seasoned staff. Additional cost allocation analyses were developed to create options where the County could break even rather than incur additional costs if both entities chose to either retain all 15 current City and County dispatchers, or staff midway between full retention and the most efficient option. The “minimum” charge scenario refers to the minimum amount the County could charge the City and still break even. The “mid or even split” charge scenario refers to the amount the County could charge the City if both parties agreed to evenly split the total combined savings of consolidating. Last, the “maximum” charge refers to the maximum amount the County could charge the City for the City to break even.

Option 1: Cost Allocation Scenario – Year 1

"Minimum" Charge Scenario

	13 DISPATCHERS		14 DISPATCHERS		15 DISPATCHERS	
	County	City	County	City	County	City
2019 Costs	\$530,036	\$443,169	\$530,036	\$443,169	\$530,036	\$443,169
Charges	\$530,036	\$272,031	\$530,036	\$312,655	\$530,036	\$343,501
Savings/(Loss)	\$0	\$171,138	\$0	\$130,514	\$0	\$99,668

"Mid or Even Split" Charge Scenario

	13 DISPATCHERS		14 DISPATCHERS		15 DISPATCHERS	
	County	City	County	City	County	City
2019 Costs	\$530,036	\$443,169	\$530,036	\$443,169	\$530,036	\$443,169
Charges	\$444,467	\$357,600	\$464,779	\$377,912	\$480,202	\$393,335
Savings/(Loss)	\$85,569	\$85,569	\$65,257	\$65,257	\$49,834	\$49,834

"Maximum" Charge Scenario

	13 DISPATCHERS		14 DISPATCHERS		15 DISPATCHERS	
	County	City	County	City	County	City
2019 Costs	\$530,036	\$443,169	\$530,036	\$443,169	\$530,036	\$443,169
Charges	\$358,898	\$443,169	\$358,898	\$443,169	\$358,898	\$443,169
Savings/(Loss)	\$171,138	\$0	\$171,138	\$0	\$171,138	\$0

Source: City of Bellefontaine and Logan County

Option 1: Cost Allocation Scenario – Year 2

"Minimum" Charge Scenario

	13 DISPATCHERS		14 DISPATCHERS		15 DISPATCHERS	
	County	City	County	City	County	City
2019 Costs	\$530,036	\$443,169	\$530,036	\$443,169	\$530,036	\$443,169
Charges	\$530,036	\$203,117	\$530,036	\$243,741	\$530,036	\$274,588
Savings/(Loss)	\$0	\$240,052	\$0	\$199,428	\$0	\$168,581

"Mid or Even Split" Charge Scenario

	13 DISPATCHERS		14 DISPATCHERS		15 DISPATCHERS	
	County	City	County	City	County	City
2019 Costs	\$530,036	\$443,169	\$530,036	\$443,169	\$530,036	\$443,169
Charges	\$410,010	\$323,143	\$430,322	\$343,455	\$445,745	\$358,878
Savings/(Loss)	\$120,026	\$120,026	\$99,714	\$99,714	\$84,291	\$84,291

"Maximum" Charge Scenario

	13 DISPATCHERS		14 DISPATCHERS		15 DISPATCHERS	
	County	City	County	City	County	City
2019 Costs	\$530,036	\$443,169	\$530,036	\$443,169	\$530,036	\$443,169
Charges	\$289,984	\$443,169	\$330,608	\$443,169	\$361,455	\$443,169
Savings/(Loss)	\$240,052	\$0	\$199,428	\$0	\$168,581	\$0

Source: City of Bellefontaine and Logan County

A variation of Option 1 is to build a new Utility Department office behind City Hall on the vacant City-owned lot, rather than move the Utility Department to the second floor of City Hall. The cost of this new building is approximately \$217,330 and would be deducted from the Year 1 cost savings from the City. The City would break even on the cost of the new construction with the estimated annual savings of consolidating in approximately three years.

The below table shows the overall financial impact, by cost category, by comparing the CY 2019 actual costs to the projected costs with a consolidated dispatch staffed with 15.0 FTEs.

Overall Savings/(Loss) by Cost Category

	15.0 FTE Staffing	CY 2019 Actuals	15.0 FTE vs CY 2019
Staffing	\$726,548	\$823,465	\$96,917
Equipment & Technology	\$71,264	\$119,566	\$48,302
Facilities Maintenance	\$5,273	\$7,074	\$1,801
Depreciation	\$1,538	\$465	(\$1,073)
Renovation (Capital)	\$0	\$18,326	\$18,326
Other/Workstations	\$68,914	\$4,309	(\$64,605)
Total Costs of Option 1 - Year 1	\$873,537	\$973,205	\$99,668
Total Costs of Option 1 - Year 2 & Cont.	\$804,623	\$973,205	\$168,582

Source: City of Bellefontaine and Logan County

A replication of this analysis, instead assuming the City dispatchers would retain their current rates of pay, would reduce the total combined savings for 15 Dispatchers, Year 2 and Continuing, to \$98,303.¹³ As a result, the corresponding charges to the City would be different compared to the original costing model, and would result in less mutual savings for each staffing level option.

Option 2 – Logan County Sheriff’s Office

In this option, the consolidated dispatch operation is housed in the current Detectives’ Office in the Logan County Sheriff’s Office. The first table shows the total savings for both the City and County under this model.

Total Savings

	Year 1	Year 2 & Cont.
13.0 FTEs	\$22,412	\$244,301
14.0 FTEs	(\$18,211)	\$203,677
15.0 FTEs	(\$49,058)	\$172,831

Source: City of Bellefontaine and Logan County

The next table allocates cost based on the CFS workload. As discussed in **Section 1: Staffing and Workload**, the County accounts for 70.8 percent of the total workload, and the City accounts for the remaining 29.2 percent. This cost allocation model results in a net positive outcome for the City in each staffing scenario, but would not be cost effective for the County until Year 2, and only if staffing at 13.0 FTEs.

¹³ The current pay rates of the most tenured City dispatchers exceed the maximum pay rates in the County salary schedule. Retaining those pay rates would likely necessitate special contract negotiations. If frozen at their current levels, the pay rates of the least tenured City dispatchers would align with the County salary schedule after five years.

Savings (Loss) Based on Cost Allocation by CFS Volume

	City of Bellefontaine		Logan County	
	Year 1	Year 2 & Cont.	Year 1	Year 2 & Cont.
13.0 FTEs	\$165,538	\$230,329	(\$143,125)	\$13,972
14.0 FTEs	\$153,676	\$218,467	(\$171,887)	(\$14,790)
15.0 FTEs	\$144,668	\$209,460	(\$193,726)	(\$36,629)

Source: City of Bellefontaine and Logan County

The City and County could agree to any staffing level that is determined to be appropriate and mutually favorable. While an operation with 13.0 FTEs is most efficient, it would require the City and County to eliminate seasoned staff. Additional cost allocation analyses were developed to create options where the County could break even rather than incur additional costs if both entities chose to either retain all 15 current City and County dispatchers, or staff midway between full retention and the most efficient option. The “minimum” charge scenario refers to the minimum amount the County could charge the City and still break even. The “mid or even split” charge scenario refers to the amount the County could charge the City if both parties agreed to evenly split the total combined savings of consolidating. Last, the “maximum” charge scenario refers to the maximum amount the County could charge the City for the City to break even.

Option 2: Cost Allocation Scenario – Year 1

"Minimum" Charge Scenario

	13 DISPATCHERS		14 DISPATCHERS		15 DISPATCHERS	
	County	City	County	City	County	City
2019 Costs	\$530,036	\$443,169	\$530,036	\$443,169	\$530,036	\$443,169
Charges	\$530,036	\$420,756	\$530,036	\$461,380	\$530,036	\$492,227
Savings/(Loss)	\$0	\$22,413	\$0	(\$18,211)	\$0	(\$49,058)

"Mid or Even Split" Charge Scenario

	13 DISPATCHERS		14 DISPATCHERS		15 DISPATCHERS	
	County	City	County	City	County	City
2019 Costs	\$530,036	\$443,169	\$530,036	\$443,169	\$530,036	\$443,169
Charges	\$518,828	\$431,963	\$539,140	\$452,275	\$554,565	\$467,698
Savings/(Loss)	\$11,206	\$11,206	(\$9,106)	(\$9,106)	(\$24,529)	(\$24,529)

"Maximum" Charge Scenario

	13 DISPATCHERS		14 DISPATCHERS		15 DISPATCHERS	
	County	City	County	City	County	City
2019 Costs	\$530,036	\$443,169	\$530,036	\$443,169	\$530,036	\$443,169
Charges	\$507,623	\$443,169	\$548,1247	\$443,169	\$579,039	\$443,169
Savings/(Loss)	\$24,413	\$0	(\$18,211)	\$0	(\$49,058)	\$0

Source: City of Bellefontaine and Logan County

Option 2: Cost Allocation Scenario – Year 2

"Minimum" Charge Scenario

	13 DISPATCHERS		14 DISPATCHERS		15 DISPATCHERS	
	County	City	County	City	County	City
2019 Costs	\$530,036	\$443,169	\$530,036	\$443,169	\$530,036	\$443,169
Charges	\$530,036	\$198,868	\$530,036	\$239,492	\$530,036	\$270,338
Savings/(Loss)	\$0	\$244,301	\$0	\$203,677	\$0	\$172,831

"Mid or Even Split" Charge Scenario

	13 DISPATCHERS		14 DISPATCHERS		15 DISPATCHERS	
	County	City	County	City	County	City
2019 Costs	\$530,036	\$443,169	\$530,036	\$443,169	\$530,036	\$443,169
Charges	\$407,885	\$321,018	\$428,197	\$341,330	\$443,621	\$356,754
Savings/(Loss)	\$122,151	\$122,151	\$101,839	\$101,839	\$86,415	\$86,415

"Maximum" Charge Scenario

	13 DISPATCHERS		14 DISPATCHERS		15 DISPATCHERS	
	County	City	County	City	County	City
2019 Costs	\$530,036	\$443,169	\$530,036	\$443,169	\$530,036	\$443,169
Charges	\$285,735	\$443,169	\$326,359	\$443,169	\$357,205	\$443,169
Savings/(Loss)	\$244,301	\$0	\$203,677	\$0	\$172,831	\$0

Source: City of Bellefontaine and Logan County

The below table shows the overall financial impact by cost category by comparing the CY 2019 actual costs to the projected costs with a consolidated dispatch staffed with 15.0 FTEs.

Overall Savings/(Loss) by Cost Category

	15.0 FTE Staffing	CY 2019 Actuals	15.0 FTE vs CY 2019
Staffing	\$726,548	\$823,465	\$96,917
Equipment & Technology	\$71,264	\$119,566	\$48,302
Facilities Maintenance	\$498	\$7,074	\$6,576
Depreciation	\$2,064	\$465	(\$1,599)
Renovation/Capital	\$152,975	\$18,326	(\$134,649)
Other/Workstations	\$68,914	\$4,309	(\$64,605)
Total Costs of Option 2 - Year 1	\$1,022,263	\$973,205	(\$49,058)
Total Costs of Option 2 - Year 2 & Cont.	\$800,374	\$973,205	\$172,831

Source: City of Bellefontaine and Logan County

A replication of this analysis, instead assuming the City dispatchers would retain their current rates of pay, would reduce the total combined savings for 15 Dispatchers, Year 2 and Continuing, to \$102,553. As a result, the corresponding charges to the City would be different

compared to the original costing model, and would result in less mutual savings for each staffing level option.

Conclusion

Consolidating dispatch operations could result in mutually beneficial savings. The degree to which savings could be realized depends on the specific combination of personnel and capital resources that would ultimately be agreed upon by both parties. The County could initially staff at the full 15.0 FTE level, but gradually right-size down to 13.0 FTEs through retirements and attrition.

Client Response Letter

Audit standards and AOS policy allow clients to provide a written response to an audit. The letters on the following pages are the City of Bellefontaine's and Logan County Sheriff's Office official statements in regards to this performance audit. Throughout the audit process, staff met with City and County officials to ensure substantial agreement on the factual information presented in the report. When the City and/or County disagreed with information contained in the report, and provided supporting documentation, revisions were made to the audit report.



SHERIFF

LOGAN COUNTY, OHIO

SHERIFF RANDALL J. DODDS



December 4th, 2020

Mr. Keith Faber, State Auditor
Office of the Auditor of State
88 East Broad Street, 5th Floor
Columbus, Ohio 43215

Dear Auditor Faber,

On behalf of the Logan County Sheriff's Office and the Board of Logan County Commissioners we want to express our appreciation to your team for the 911 Performance Audit. The resources your office brought to the feasibility study of combining the City of Bellefontaine Dispatching operations with the Counties Dispatching program, could not have been accomplished at the local level.

As demonstrated in the study, the consolidation of staffing, equipment, technology and facility could ultimately result in a combined annual savings by both parties in the range of approximately \$170,000.00 to \$244,000.00. We are always striving to deliver the most efficient and effective services to the taxpayers of our county. The substantial cost savings would indicate that we pursue consolidation over the next few years.

The year 2020 has been a challenging year in regards to our county and municipal budgets, which makes it difficult to act on the suggestions made from this study at this time. The county is open to further discussion on what the steps toward consolidation might look like.

We look forward to working with the City of Bellefontaine and your office to further investigate consolidation.

Professionally

A handwritten signature in black ink, appearing to read "Randall Dodds", written over a horizontal line.

Randall Dodds
Logan County Sheriff

R. BENJAMIN STAHLER
Mayor
937/592-4376



DAVID J. HENRY
Service Safety Director
937/592-6807

CITY OF BELLEFONTAINE
135 NORTH DETROIT STREET BELLEFONTAINE, OHIO 43311-1476
FAX NO. 937/592-4218

Mr. Keith Faber

Auditor of State

88 East Broad Street, 5th Floor

Columbus, Ohio 43215

Dear Auditor Faber,

December 4, 2020

The City of Bellefontaine applied for the Shared Services Grant, from your office, to assist in a review of the potential benefits of a consolidating dispatching operations with the Logan County Sheriff's Office. The goal of both organizations is to provide the best services to residents while remaining fiscally responsible with taxpayer dollars. The City of Bellefontaine then invited representatives from the following offices to participate in the review:

1. City of Bellefontaine Administration
2. Logan County Commissioners
3. Logan County Auditor
4. Logan County Sheriff's Office
5. Bellefontaine Police Department
6. Bellefontaine City Auditor
7. Representative of Bellefontaine City Council Finance Committee

The study reviewed the current dispatching operations for the City of Bellefontaine and Logan County and assessed the feasibility of consolidating operations in terms of staffing and workload, equipment and technology, and location and facility needs. It also calculated the financial impact of possible consolidation in these key areas.

Overall, we acknowledge that consolidating dispatch operations may potentially result in mutually beneficial cost savings to the City and County. There are multiple options within existing facilities that can house a consolidated dispatch. The City and County would need to consider multiple factors when determining where to locate consolidated dispatch operations.

R. BENJAMIN STAHLER
Mayor
937/592-4376



DAVID J. HENRY
Service Safety Director
937/592-6807

CITY OF BELLEFONTAINE
135 NORTH DETROIT STREET BELLEFONTAINE, OHIO 43311-1476
FAX NO. 937/592-4218

We also acknowledge the fact that we are presently under considerable financial constraints caused by the COVID-19 pandemic. The information in the final report was based on data available as of 2019. The State of Ohio declared a state of emergency in March 2020 due to the COVID-19 pandemic. While the financial impact of the pandemic and ensuing emergency measures has not yet been fully realized and cannot be estimated, it may have a significant impact on the City's and County's revenues and operations. This final analysis was not able to take into account the potential reduction of revenue due to reductions in income tax, sales tax, or cellular 9-1-1 collections.

On behalf of the City of Bellefontaine, I'd like to express our sincere appreciation to the entire Performance Audit team. We are also grateful for the cooperative efforts put forth by all of the agencies involved with our meetings and data collection. This exercise has provided a very useful analysis of our 9-1-1 operations which can be a useful tool as we consider the possibilities of consolidating our operations in an effort to find mutually beneficial savings to our community.

Sincerely,

Ben Stahler

Mayor of Bellefontaine

Appendix A: Purpose, Methodology, Scope, and Objectives of the Audit

Performance Audit Purpose and Overview

Performance audits provide objective analysis to assist management and those charged with governance and oversight to improve program performance and operations, reduce costs, facilitate decision making by parties with responsibility to oversee or initiate corrective action, and contribute to public accountability.

Generally accepted government auditing standards (GAGAS) require that a performance audit be planned and performed so as to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on audit objectives. Objectives are what the audit is intended to accomplish and can be thought of as questions about the program that the auditors seek to answer based on evidence obtained and assessed against criteria.

We conducted this performance audit in accordance with GAGAS. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Audit Scope and Objectives

In order to provide the City and County with appropriate, data driven, conclusions, the following questions were assessed within each of the agreed upon scope areas:

Audit Scope, Objectives and Recommendations

Objective	Conclusion
Background	
What are the current operating environments of the dispatch services for the City of Bellefontaine and the Logan County Sheriff's Department?	Citizens Summary; Background
Staffing and Workload	
What level of staffing is required for the consolidated dispatch operation in order to satisfy current and projected service demand?	Section 1
Equipment and Technology	
What equipment and technology assets are required for the consolidated dispatch operation in order to satisfy current and projected service demand?	Section 2

Location and Facility Needs	
What are feasible options for the physical location of the consolidated dispatch operation based on the facility capacity and space required to accommodate necessary equipment and personnel?	Section 3
Financial Implication of Consolidation	
What are the total cost-benefit implications of consolidating dispatch operations for the City and County?	Section 4

Although assessment of internal controls was not specifically an objective of this performance audit, internal controls were considered and evaluated when applicable to scope areas and objectives. The following internal control components and underlying principles were relevant to our audit objectives¹⁴:

- Control environment
 - We assessed the City’s and County’s exercise of oversight responsibilities in regards to detecting improper payroll reporting and benefits administration.
 - We assessed the City’s and County’s exercise of oversight responsibilities in regards to detecting improper data entry in the dispatch system.
- Risk Assessment
 - We considered the City’s and County’s activities to assess fraud risks.
- Information and Communication
 - We considered the City’s and County’s use of quality information in relation to its financial, payroll, staffing, and dispatch data.
- Control Activities
 - We considered the City’s and County’s compliance with applicable laws and contracts.

No internal control deficiencies were identified during the course of the audit.

¹⁴ We relied upon standards for internal controls obtained from *Standards for Internal Control in the Federal Government* (2014), the U.S. Government Accountability Office, report GAO-14-704G

Audit Methodology

To complete this performance audit, auditors gathered data, conducted interviews with numerous individuals associated with the areas of City and County dispatch operations included in the audit scope, and reviewed and assessed available information. Assessments were performed using criteria from a number of sources, including:

- Industry Standards;
- Leading Practices;
- Statues; and,
- Policies and Procedures.

Appendix B: Additional Analysis

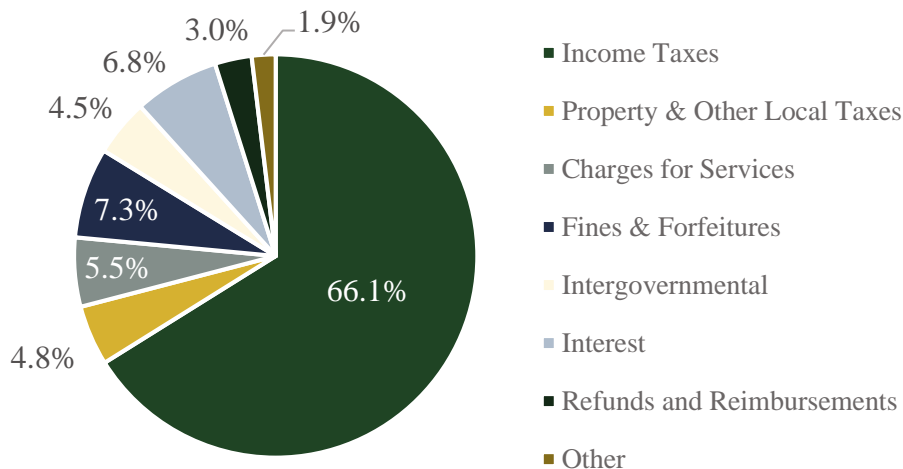
Background

City of Bellefontaine Financial Profile

The charts below show a breakdown of revenues and expenditures for the City of Bellefontaine. The City's largest revenue source is income taxes, comprising 66.1 percent of total revenue. The area with the highest expenditures is Public Safety, which includes the dispatch operation.

CY 2019 General Fund Revenue

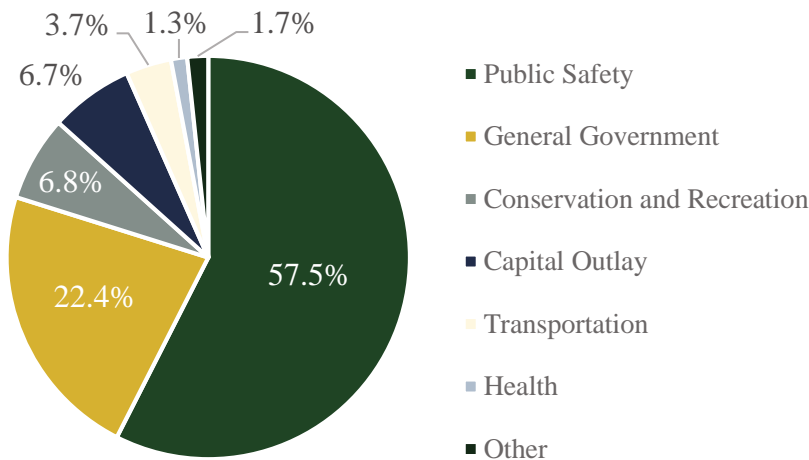
TOTAL GF REVENUE: \$10,390,972



Source: City of Bellefontaine

CY 2019 General Fund Expenditures

TOTAL GF EXPENDITURE: \$9,036,545



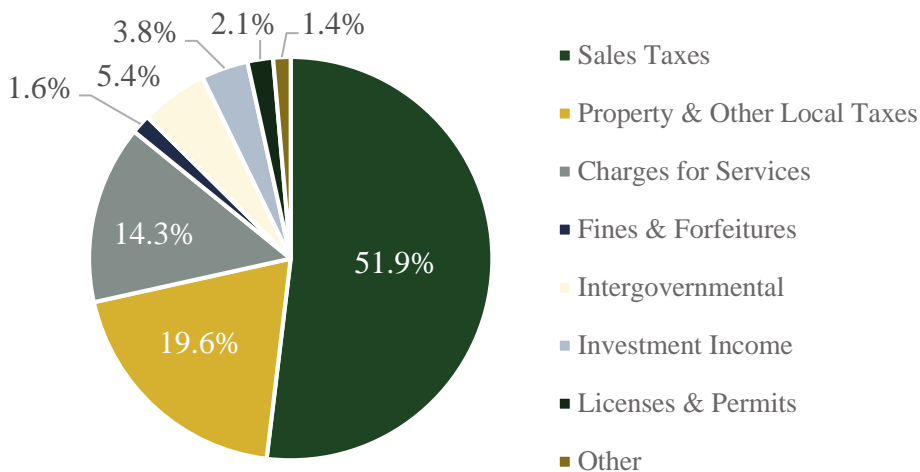
Source: City of Bellefontaine

Logan County Financial Profile

The charts below show a breakdown of revenues and expenditures for Logan County. The County's largest revenue source is sales taxes, comprising 51.9 percent of total revenue. Public Safety, including the dispatch operation, accounts for 40.0 percent of total expenditures, and is the second highest area in expenditures after General Government.

CY 2019 General Fund Revenue

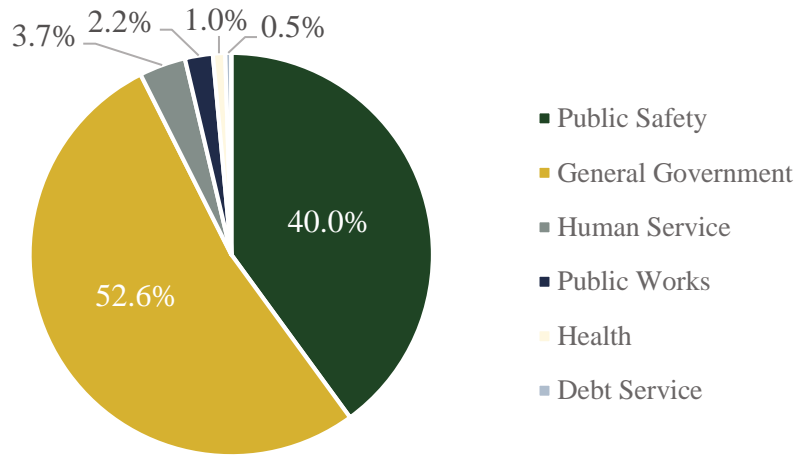
TOTAL GF REVENUE: \$13,898,990



Source: Logan County

CY 2019 General Fund Expenditures

TOTAL GF EXPENDITURES: \$14,180,306



Source: Logan County

Logan County Sheriff's Office Dispatch Clients

The Logan County Sheriff's Office dispatches for a total of 18 Fire, EMS, or combined Fire and EMS departments, four police departments, and one State agency. They include:

Police

- DeGraff Police Department
- Russells Point Police Department
- Washington Township Police Department
- West Liberty Police Department

Fire and EMS

- Allen Township Fire and EMS
- BMRT EMS
- Bokescreek Fire and EMS
- Degraff Fire
- Huntsville Fire and EMS
- Indian Joint Fire
- Indian Lake EMS
- Lakeview Fire
- Macochee EMS
- Perry Township Fire and EMS
- Quincy Fire and EMS
- Richland Township Fire
- Ridgeway Fire
- Riverside EMS
- Rushcreek Fire and EMS
- Russells Point Fire
- Tri Valley Fire and EMS
- West Liberty Fire

ODNR

- Parks and Watercraft Division
- Wildlife Division

Staffing and Workload

The heat map below shows the total CFS received by Logan County in 2019, by hour and by day of the week. The darkest colored boxes indicate the heaviest workload.

2019 Calls for Service Heat Map – Logan County

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
7:00 AM	102	288	378	388	352	378	128	2,014
8:00 AM	136	380	411	397	398	444	237	2,403
9:00 AM	213	369	386	308	331	379	280	2,266
1st Shift 10:00 AM	266	446	358	291	358	378	280	2,377
11:00 AM	256	353	308	257	278	337	276	2,065
12:00 PM	252	336	330	303	263	342	312	2,138
1:00 PM	289	407	371	326	331	392	356	2,472
2:00 PM	272	366	396	390	333	465	362	2,584
3:00 PM	323	506	567	554	608	710	474	3,742
4:00 PM	401	513	593	607	588	752	544	3,998
5:00 PM	400	471	534	522	531	685	504	3,647
2nd Shift 6:00 PM	418	439	442	479	434	543	513	3,268
7:00 PM	436	485	417	447	448	505	503	3,241
8:00 PM	381	377	392	391	419	571	485	3,016
9:00 PM	310	332	284	314	357	451	404	2,452
10:00 PM	289	275	246	296	322	383	375	2,186
11:00 PM	254	269	227	243	293	358	376	2,020
12:00 AM	312	270	184	224	217	262	348	1,817
1:00 AM	281	257	171	262	230	274	296	1,771
3rd Shift 2:00 AM	161	172	125	150	180	179	201	1,168
3:00 AM	84	101	61	83	98	108	109	644
4:00 AM	66	87	47	73	107	75	56	511
5:00 AM	51	112	79	99	105	110	56	612
6:00 AM	55	109	126	136	142	184	70	822
Total	6,008	7,720	7,433	7,540	7,723	9,265	7,545	53,234

Source: Logan County

The heat map below shows the total CFS received by the City of Bellefontaine in 2019, by hour and by day of the week. The darkest colored boxes indicate the heaviest workload.

2019 Calls for Service Heat Map – City of Bellefontaine

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
7:00 AM	36	96	69	101	104	111	52	569
8:00 AM	64	107	113	138	120	152	102	796
9:00 AM	73	134	140	146	163	169	144	969
1st Shift 10:00 AM	97	147	159	162	199	197	151	1,112
11:00 AM	113	146	135	156	164	180	148	1,042
12:00 PM	120	122	134	169	203	174	143	1,065
1:00 PM	127	169	193	165	213	169	152	1,188
2:00 PM	188	188	202	217	201	192	180	1,368
3:00 PM	154	218	212	194	187	242	173	1,380
4:00 PM	126	183	211	180	186	195	155	1,236
5:00 PM	147	201	163	181	166	213	173	1,244
2nd Shift 6:00 PM	153	168	151	172	151	184	162	1,141
7:00 PM	137	149	112	149	172	160	143	1,022
8:00 PM	141	149	179	166	169	182	153	1,139
9:00 PM	119	138	157	158	151	186	149	1,058
10:00 PM	142	147	138	155	147	159	150	1,038
11:00 PM	100	112	165	161	164	174	175	1,051
12:00 AM	135	102	89	93	94	88	128	729
1:00 AM	117	48	72	87	88	102	110	624
3rd Shift 2:00 AM	119	39	61	67	77	79	91	533
3:00 AM	67	43	57	54	71	40	63	395
4:00 AM	44	44	48	46	69	45	44	340
5:00 AM	61	79	67	78	85	64	68	502
6:00 AM	46	80	74	69	69	69	43	450
Total	2,626	3,009	3,101	3,264	3,413	3,526	3,052	21,991

Source: City of Bellefontaine

This heat map combines the two previous heat maps for Logan County and the City of Bellefontaine, to show what the workload would have been if the two entities had been consolidated.

2019 Calls for Service Heat Map – Consolidated

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
7:00 AM	138	384	447	489	456	489	180	2,583
8:00 AM	200	487	524	535	518	596	339	3,199
9:00 AM	286	503	526	454	494	548	424	3,235
1st Shift 10:00 AM	363	593	517	453	557	575	431	3,489
11:00 AM	369	499	443	413	442	517	424	3,107
12:00 PM	372	458	464	472	466	516	455	3,203
1:00 PM	416	576	564	491	544	561	508	3,660
2:00 PM	460	554	598	607	534	657	542	3,952
3:00 PM	477	724	779	748	795	952	647	5,122
4:00 PM	527	696	804	787	774	947	699	5,234
5:00 PM	547	672	697	703	697	898	677	4,891
2nd Shift 6:00 PM	571	607	593	651	585	727	675	4,409
7:00 PM	573	634	529	596	620	665	646	4,263
8:00 PM	522	526	571	557	588	753	638	4,155
9:00 PM	429	470	441	472	508	637	553	3,510
10:00 PM	431	422	384	451	469	542	525	3,224
11:00 PM	354	381	392	404	457	532	551	3,071
12:00 AM	447	372	273	317	311	350	476	2,546
1:00 AM	398	305	243	349	318	376	406	2,395
3rd Shift 2:00 AM	280	211	186	217	257	258	292	1,701
3:00 AM	151	144	118	137	169	148	172	1,039
4:00 AM	110	131	95	119	176	120	100	851
5:00 AM	112	191	146	177	190	174	124	1,114
6:00 AM	101	189	200	205	211	253	113	1,272
Total	8,634	10,729	10,534	10,804	11,136	12,791	10,597	75,225

Source: Logan County and City of Bellefontaine

Equipment and Technology

The chart below lists all significant equipment used by the City and County and the current ongoing cost for those items. Next, it shows the new cost for a consolidated dispatch by either combining costs or selecting the least costly asset in cases of duplicative equipment. It then splits the new cost of these pieces of equipment according to the City and County's share of total CFS. The County's share is 70.8 percent, and the City's share is 29.2 percent.

Cost Share for Consolidated Dispatch

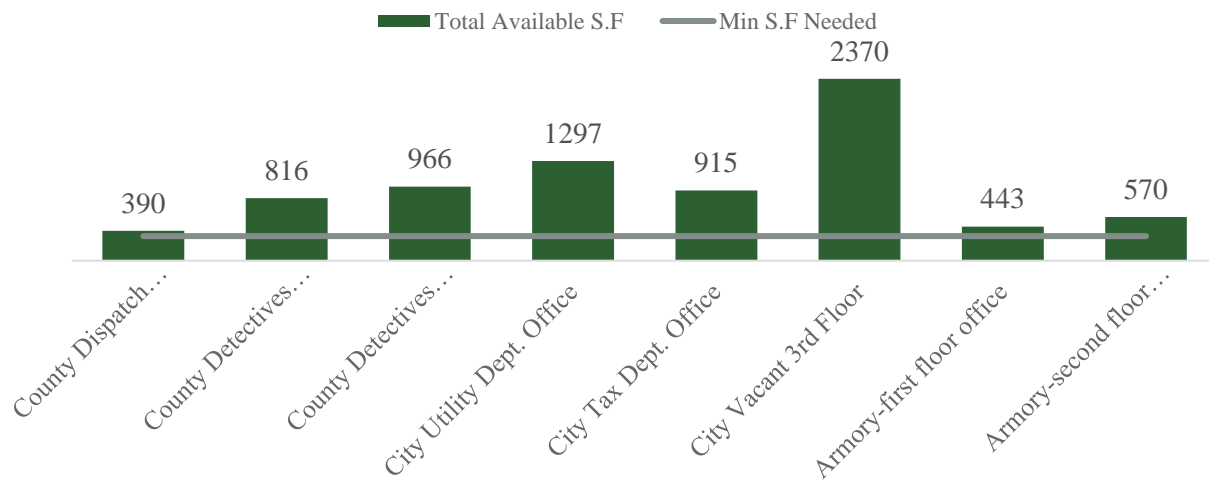
Equipment Type	Current State Costs			Combined Costs		
	County	City	Total	County	City	Total
Consoles	\$0	\$0	\$0	\$0	\$0	\$0
CAD/RMS	\$28,000	\$17,280	\$45,280	\$12,234	\$5,046	\$17,280
Mapping System	\$6,000	\$0	\$6,000	\$4,248	\$1,752	\$6,000
Public Notice System	\$2,500	\$0	\$2,500	\$1,770	\$730	\$2,500
Scheduling System	\$4,300	\$0	\$4,300	\$3,044	\$1,256	\$4,300
Printers/Fax	\$780	\$780	\$1,560	\$552	\$228	\$780
Wireless Service	\$684	\$5,400	\$6,084	\$684	\$5,400	\$6,084
MARCS Radios	\$960	\$360	\$1,320	\$935	\$385	\$1,320
LEADS	\$9,000	\$7,200	\$16,200	\$9,000	\$7,200	\$16,200
APCO Membership	\$1,200	\$0	\$1,200	\$1,416	\$584	\$2,000
911 Recording System	\$5,900	\$2,520	\$8,420	\$4,177	\$1,723	\$5,900
911 Phone System	\$0	\$4,932	\$4,932	\$0	\$0	\$0
UPS System	\$2,300	\$0	\$2,300	\$1,628	\$672	\$2,300
Redhawk System	\$6,000	\$0	\$6,000	\$0	\$0	\$0
CenturyLink 911 System	\$6,600	\$0	\$6,600	\$4,673	\$1,927	\$6,600
Total	\$74,224	\$38,472	\$112,696	\$44,361	\$26,903	\$71,264

Source: City of Bellefontaine and Logan County

Location and Facility Needs

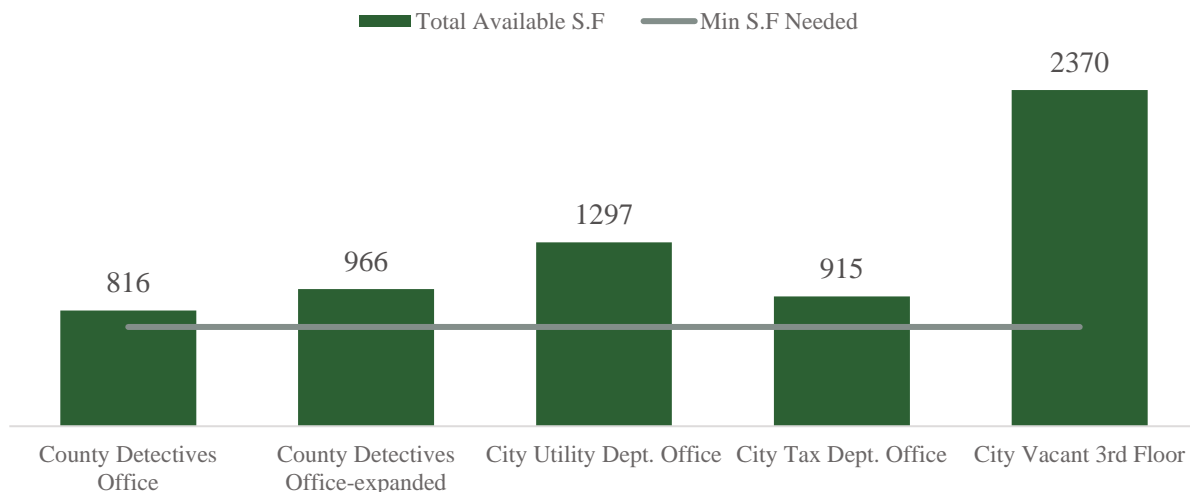
The charts below show the total available square footage for each facility option. The first chart compares square footage to the GSA open workspace benchmark, and the second chart compares to the GSA closed office benchmark.

Minimum Square Footage Needed vs. Available: 64 Square Feet Open Workspace Benchmark



Source: City of Bellefontaine and Logan County

Minimum Square Footage Needed vs. Available: 140 Square Feet Closed Office Benchmark



Source: City of Bellefontaine and Logan County

Financial Implication of Consolidation

The following tables represent the City and County dispatcher pay schedules. As discussed in **Section 4: Financial Implication of Consolidation**, the City's pay schedule is more generous than the County's. The cost-effectiveness of consolidation may be impacted by the outcome of future negotiations regarding compensation.

Logan County Dispatcher Pay Schedule

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
<i>New Hire</i>	<i>1 Year</i>	<i>2 Years</i>	<i>3 Years</i>	<i>4 Years</i>	<i>5 Years</i>	<i>6 Years</i>
\$16.50	\$17.25	\$18.00	\$18.75	\$19.50	\$20.25	\$21.00

Source: Logan County

Bellefontaine Dispatcher Pay Schedule [Hired Before 1/1/14]

Hire Date	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<i>Years Worked</i>	<i>1</i>	<i>2-5</i>	<i>6-9</i>	<i>10-14</i>	<i>15-19</i>	<i>20+</i>
1/1/2017	\$19.19	\$22.03	\$23.01	\$23.18	\$23.57	\$23.94
1/1/2018	\$19.67	\$22.58	\$23.59	\$23.76	\$24.16	\$24.54
1/1/2019	\$20.16	\$23.15	\$24.17	\$24.35	\$24.76	\$25.15
1/1/2020	\$20.67	\$23.72	\$24.78	\$24.96	\$25.38	\$25.78

Source: City of Bellefontaine

Bellefontaine Dispatcher Pay Schedule [Hired After 1/1/14]

Hire Date	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
<i>Years Worked</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6-9</i>	<i>10-14</i>	<i>15-19</i>	<i>20+</i>
1/1/2017	\$17.24	\$18.04	\$18.57	\$19.10	\$19.63	\$20.43	\$21.22	\$21.75	\$23.13
1/1/2018	\$17.67	\$18.49	\$19.03	\$19.58	\$20.12	\$20.94	\$21.75	\$22.29	\$23.71
1/1/2019	\$18.11	\$18.95	\$19.51	\$20.07	\$20.62	\$21.46	\$22.29	\$22.85	\$24.30
1/1/2020	\$18.57	\$19.43	\$20.00	\$20.57	\$21.14	\$22.00	\$22.85	\$23.42	\$24.91

Source: City of Bellefontaine

Health Insurance Analysis

The results of the plan design comparison found that employees would pay significantly less in monthly premiums for the City of Bellefontaine preferred provider organization (PPO) and Health Savings Account (HSA) plan in comparison to the Logan County PPO and HSA plans. This same trend also holds true for vision insurance.

Plan deductibles and out-of-pocket maximums for the City are higher when compared to the Logan County HSA, and significantly higher when compared to Logan County PPO. Under the City of Bellefontaine's insurance plan, other services such as physician and facility visits are paid

for entirely out-of-pocket by the employee until the deductible is met. After the deductible is met, these services are covered at 100 percent. Under both of the Logan County plans, either a coinsurance or copayment amount is assigned to the physician and facility services. Additionally, Bellefontaine's prescription costs are higher when compared to the Logan County PPO plan.

In conclusion, if the City of Bellefontaine were to join the insurance plans offered by Logan County, Bellefontaine employees would expect their monthly premium contributions to increase, however they would in turn see their annual deductible and out-of-pocket maximums decrease.

Medical & Core Dental [monthly]

	City PPO+ H.S.A.	Logan County PPO	Difference	City PPO+ H.S.A.	Logan County H.S.A.	Difference
Employee Only	\$33.28	\$212.78	(\$179.50)	\$33.28	\$80.78	(\$47.50)
Employee + Spouse	\$73.14	\$467.54	(\$394.40)	\$73.14	\$265.54	(\$192.40)
Employee + Children	\$56.18	\$411.54	(\$355.36)	\$56.18	\$227.54	(\$171.36)
Family	\$102.72	\$596.86	(\$494.14)	\$102.72	\$360.86	(\$258.14)

Vision [monthly]

	City PPO+ H.S.A.	Logan County PPO	Difference	City PPO+ H.S.A.	Logan County H.S.A.	Difference
Employee Only	\$5.31	\$10.86	(\$5.55)	\$5.31	\$0.91	\$4.40
Employee + Spouse	\$10.11	\$16.56	(\$6.45)	\$10.11	\$1.38	\$8.73
Employee + Children	\$10.62	\$16.56	(\$5.94)	\$10.62	\$2.48	\$8.14
Family	\$15.62	\$29.70	(\$14.08)	\$15.62	\$2.48	\$13.14

Medical [in-network]

	City PPO+ H.S.A.	Logan County PPO	Difference	City PPO+ H.S.A.	Logan County H.S.A.	Difference
Employee Only	\$5.31	\$10.86	(\$5.55)	\$5.31	\$0.91	\$4.40
Deductible (Individual)	\$5,000	\$500	\$4,500	\$5,000	\$2,800	\$2,200
Deductible (Family)	\$10,000	\$1,000	\$9,000	\$10,000	\$5,600	\$4,400

Co-Insurance	100%	30%	70%	100%	20%	80%
Out-of-Pocket – Individual*	\$6,900	\$2,500	\$4,400	\$6,900	\$5,000	\$1,900
Out-of-Pocket – Family*	\$13,800	\$5,000	\$8,800	\$13,800	\$10,000	\$3,800

* With Deductible & Co-Pays

Physician

	City PPO+ H.S.A.	Logan County PPO	Difference	City PPO+ H.S.A.	Logan County H.S.A.	Difference
Office Visits	100% after deductible	\$25/\$35	-	100% after deductible	20%	-
Preventive Care	No copayment/coinsurance	No copayment/coinsurance	-	No copayment/coinsurance	No copayment/coinsurance	-

Facility

	City PPO+ H.S.A.	Logan County PPO	Difference	City PPO+ H.S.A.	Logan County H.S.A.	Difference
Professional Services	100% after deductible	30%	-	100% after deductible	-	-
Inpatient Hospital	100% after deductible	30%	-	100% after deductible	20%	-
Outpatient Facility	100% after deductible	30%	-	100% after deductible	20%	-
Emergency Room	100% after deductible	\$200	-	100% after deductible	20%	-
Urgent Care	100% after deductible	\$50.00	-	100% after deductible	20%	-

Prescription Drug Coverage

	City PPO+ H.S.A.	Logan County PPO	Difference	City PPO+ H.S.A.	Logan County H.S.A.	Difference
Retail Tier 1	\$10.00	\$10.00	\$0.00	\$10.00	20% coinsurance	-
Retail Tier 2	\$40.00	\$30.00	\$10.00	\$40.00	20% coinsurance	-

Retail Tier 3	\$70.00	\$50.00	\$20.00	\$70.00	20% coinsurance	-
Retail Tier 4	\$350.00	N/A		\$350.00	N/A	-
Mail Order Tier 1	\$25.00	\$20.00	\$5.00	\$25.00	20% coinsurance	-
Mail Order Tier 2	\$120.00	\$60.00	\$60.00	\$120.00	20% coinsurance	-
Mail Order Tier 3	\$210.00	\$100.00	\$110.00	\$210.00	20% coinsurance	-
Mail Order Tier 4	\$350.00	N/A	-	N/A	N/A	-

Source: City of Bellefontaine and Logan County

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OHIO AUDITOR OF STATE KEITH FABER



CITY OF BELLEFONTAINE

LOGAN COUNTY

AUDITOR OF STATE OF OHIO CERTIFICATION

This is a true and correct copy of the report, which is required to be filed pursuant to Section 117.26, Revised Code, and which is filed in the Office of the Ohio Auditor of State in Columbus, Ohio.



Certified for Release 12/22/2020

88 East Broad Street, Columbus, Ohio 43215
Phone: 614-466-4514 or 800-282-0370

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