

GRANT COUNTY, INDIANA

OPERATIONS REVIEW REPORT

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I. GRANT COUNTY OPERATIONS REVIEW REPORT

1.1 INTRODUCTION

Grant County retained Waggoner, Irwin, Scheele & Associates, INC. [WIS] to conduct a staffing and operations review study on November 22, 2017.

The scope and focus of the study was limited to conducting a staffing and operations review of Grant County offices and departments. WIS specializes in human resource consulting. This study is from a human resources perspective, and is not a financial audit such as those conducted by accountants. This study involved completion of the following tasks:

- 1. Develop Project Work Plan and Schedule.** Consultants met with a work group of County officials (Council members, Commissioners, and Human Resources Administrators) to develop a project work plan.
- 2. Conduct Elected Official and Department Head Interviews.** Consultants used staffing survey questionnaires to conduct interviews with elected County officials and department heads responsible for directing office and/or department operations. WIS consultants interviewed (35) elected officials and department representatives on a variety of issues that impact services provided to the citizens of Grant County. A review was made of organizational structures, work schedules, work hours, and service needs of County offices and departments.
- 3. Comparative Data Collection.** Consultants collected comparative data from selected Indiana counties, including but not limited to staffing, and delivery of services. Staffing data was collected from the following Indiana counties: Bartholomew, Boone, Delaware, Hancock, Howard, Kosciusko, Madison, Morgan, and Wayne. In addition, special survey information was collected from the City of Marion, and counties of Huntington, Monroe, and Wabash.

In addition to the data that was collected from other Indiana counties, information was obtained from a variety of other sources including the Association of Indiana Counties, Indiana Farm Bureau, Indiana Judicial Center, International City Management Association, Census Bureau, and salary ordinances from selected counties.

- 4. Comparative Analysis.** Consultants conducted a comparative review of collected data regarding organizational structures, staffing, and the delivery of services. Reference to this information is made throughout this report.

5. **Review Fair Labor Standards Act (FLSA) Wage and Hour Policies and other County policies.** Consultants conducted a review (FLSA) wage and hour policies for compliance and financial impact on County budgets. A review was made of County personnel policies, and collective bargaining agreements to evaluate the financial impact of such policies. A summary of these finding is included in this report.
6. **Prepare Report.** Consultants prepared this report of findings from the internal surveys and external data collected to facilitate discussions with Commissioners and Council to review and evaluate implementation options.

This report provides a summary of Grant County government functions. It contains findings and recommendations for improving the delivery of public services. The information is intended to provide County officials with a framework for making future budgetary and administrative decisions.

The proposals outlined in this report are intended to assist the County reduce the burden on the budget (and specifically the general fund). It is of critical importance for those charged with making decisions regarding the future of Grant County Government operations to be mindful of three factors that are imbedded in the report findings and recommendations:

1) **Cost Avoidance.** Cost Avoidance is often the most effective way to save money. Cost avoidance may require initial expenditures of funds to prevent even greater expenditures at a later date or to ensure the value of expenditures. It is noted that any increase in spending will be problematic given the current state of County finances. However, in some instances increased short term spending can decrease long term spending. As an example: *Spending \$500,000 on a road maintenance project that will last twenty years is more cost effective than spending \$300,000 on the same project if it is known that the project will have to be redone in five years for the same amount of money.* Several recommendations in this report involve cost avoidance.

2) **Re-Allocation of Resources.** Some recommendations contained in this report are not designed to provide Grant County with immediate budget relief. Instead they are designed to provide Grant County with a more efficient manner of conducting business. While these changes do not lower the overall budget, they will provide for greater worker output which in turn means getting more out of existing expenditures.

3) **Role of County Government.** The role of county government must be examined. Grant County is statutorily required to provide specific services to citizens, and in turn the County imposes taxes to pay for those services. There are various other services that County government provides that are outside of those that are statutorily required, many of which significantly improve the quality of life for citizens and create public value. These non-statutorily required services

are often the most costly to provide; additional fees are often assessed for users of these services. If Grant County is to continue to provide these additional services for citizens, the assessed fees must generate more revenue to offset the costs required to provide the services.

Additionally, some of the recommendations provided in this report will require further study, much of which can be done by existing County personnel.

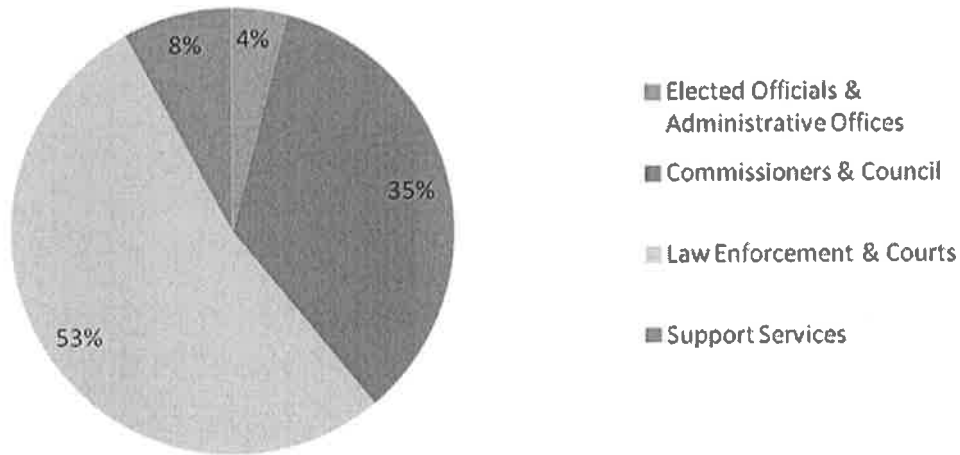
II. REVENUE AND FINANCE

2.1 GRANT COUNTY 2018 GENERAL FUND BUDGET

Below are the Grant County office and department 2018 General Fund budget totals:

| | | | |
|----------------------------|-------------|---------------------------|-------------|
| Area Plan Commission | \$179,970 | Juvenile Detention Center | \$1,008,865 |
| Assessor | \$123,705 | Prosecuting Attorney | \$584,835 |
| Auditor | \$341,358 | Prosecutor IV-D | \$381,263 |
| Clerk of Circuit Court | \$422,352 | Public Defender | \$1,036,539 |
| Circuit Court | \$196,335 | Recorder | \$113,687 |
| Commissioners | \$7,107,788 | Sheriff | \$6,183,468 |
| Coroner | \$89,299 | Spot Light on Violence | \$64,178 |
| Correctional Services | \$1,167,997 | Superior Court I | \$103,589 |
| Council | \$589,314 | Superior Court II | \$262,923 |
| County Extension | \$153,393 | Superior Court III | \$104,382 |
| Data Processing | \$481,500 | Surveyor | \$98,529 |
| Drainage Board | \$32,312 | Treasurer | \$161,627 |
| Election Board | \$132,539 | Veterans Affairs | \$58,934 |
| Emergency Management | \$77,705 | Victims Assistance | \$79,351 |
| Emergency Medical Services | \$587,692 | Voter Registration | \$27,843 |
| Jail Maintenance | \$38,405 | Weights & Measures | \$40,383 |

Grant County Budget (Percent of General Fund)



| | | |
|--------------------------------------------------------|---------------------|------------|
| General Fund Total Budget: | \$22,041,060 | |
| Law Enforcement & Courts: | \$11,634,482 | 53% |
| Commissioners & Council: | \$7,706,102 | 35% |
| <u>Commissioners</u> | | |
| Group Insurance | \$3,072,110 | (13.9%) |
| Retirement | \$982,782 | (4.5%) |
| FICA | \$766,005 | (3.5%) |
| Utilities | \$465,000 | (2.1%) |
| Building Liability | \$300,000 | (1.4%) |
| Workers' Compensation | \$150,000 | (0.7%) |
| <u>Council</u> | | |
| Gr/Blkford Mental Health | \$392,020 | (5%) |
| Developmental Center | \$122,394 | (2%) |
| Support Services: | \$1,772,271 | 8% |
| Elected Officials & Administrative Offices: | \$938,205 | 4% |

As noted the law enforcement and courts General Fund budgets total \$11,634,482 that constitute (53)% of Grant County's total budget. Arguably the forces driving a vast majority of this total are beyond the control of Grant County Commissioners and County Council.

It can be construed that drug related activity particularly the opioid crisis are the cost drivers, coupled with attendant crimes, and the housing of mentally ill individuals in jail and other County facilities.

As you can see, the largest expenditures are for law enforcement and housing individuals charged with crimes, and prosecuting and defending cases through the Courts. It was reported that on one day this year (12) individuals were given early release from jail because of over-crowded conditions, and that by the end of the day (8) of those had been arrested for committing another offense and returned to jail.

III. HUMAN RESOURCES

3.1 STAFFING

A constant concern of Grant County citizens and elected officials is the level of staffing required to perform the duties of the public sector. Staffing decisions must be weighed based on often conflicting variables, such as service needs of the public and competition over funding. This section provides Grant County with data to show comparative staffing levels with similar counties.

Private sector organizations frequently use “time studies” to determine the appropriate number of employees required to operate efficiently. A “time study” measures the amount of time required to accomplish specific assigned tasks. Time studies have been traditionally used in manufacturing settings and in routinized office workplaces. They have been used infrequently in the public sector (with the exception of State court case load studies), due to a variety of factors, including:

a) Difficulty in tracking and measuring time involved in processes requiring varying amounts of interaction with the public. Citizens have different requirements for each transaction they perform with county government. When a citizen comes into a county office to resolve a problem, it may take five (5) minutes to complete the transaction.

However, the next citizen that comes into the same county office with a similar problem may require several hours to complete the transaction, making a specific time determination difficult.

b) The disparate differences in functions of individual county departments. Few private sector industries are involved in as many vastly different and seemingly unrelated functions as local government.

Examples include road maintenance and construction, law enforcement, community health, tax assessment and collection, document recording, mapping, prisoner confinement, and legal proceedings.

Due to these differences in functions, a county wishing to implement a time study would need to design multiple applications to measure these multiple functions. Such an endeavor is cost prohibitive. Moreover, county governments are required by law to deliver specific services, whereas the private sector has a choice over services provided, often driven by profit motives.

In lieu of a time study, WIS has conducted an analysis of staffing levels for various departments in Grant County Government based upon staffing data from comparable counties.

Nine (9) counties were selected for comparison (Bartholomew, Boone, Delaware, Hancock, Howard, Kosciusko, Madison, Morgan, and Wayne). These counties were selected based on population and proximity as compared to Grant County. The population totals shown in this report are from the Association of Indiana Counties (AIC) Factbook, 2017.

3.1.1 Findings:

Generally Grant County offices and department staffing levels are relatively equal and in some instances below those of the comparable counties surveyed. Comparing employee totals to the population of each county provides a qualitative framework. However there are other variables and circumstances that impact employee staffing levels including outsourcing and/or the configuration of departments that may have a different organizational structure and composition such as combined departments.

Moreover population demographics will have an impact on the level of public services needed especially with public safety departments and the Courts as the demand for services are increasing.

3.1.2 Recommendations:

Specific staffing findings and recommendations are noted on the individual office and department summary charts; and in other sections of this report.

3.2 JOB DESCRIPTIONS

It is vital that employers have and maintain a comprehensive set of job descriptions. The job description should accurately reflect the actual tasks being performed. Job duties can naturally evolve over time, as business needs change, and new technology is implemented. The job description should accurately reflect the duties being performed now, not those performed several years ago.

Having complete and thorough job descriptions is key to defending against litigation.

Properly written job descriptions need to:

- Identify essential functions under provisions of the Americans with Disabilities Act (ADA);
- Establish and document requirements and minimum qualifications in recruiting and selecting new employees;
- Establish, implement, and document standards for training, promotion, and other conditions of employment;
- Verify and use for documenting compliance with various government regulations, including the Equal Pay Act, the Fair Labor Standards Act (FLSA), the Family and Medical Leave Act (FMLA), and the Occupational Safety Health Administration (OSHA);
- Establish a standard set of factors on which job performance can be fairly and objectively measured;
- Provide a basis for communication between managers and employees; and
- Serve as a documented basis restructuring jobs, and/or reorganizing or combining jobs of an office or department.

3.2.1 **Finding:**

Grant County does not have a comprehensive set of job descriptions for all County positions.

3.2.2 **Recommendation:**

It is recommended that Grant County develop an accurate and comprehensive set of job descriptions for all County positions.

3.3 ALTERNATIVES TO LAYOFFS

1. **Job Sharing:** Involves reducing an individual employee's work week and pay. This alternative helps cut labor costs and may actually lead to higher overall productivity because each employee is working more concentrated hours. Cost savings are realized by reduced severance pay, unemployment insurance, outplacement, and employee assistance expenses.
2. **Early Retirement:** Early retirement programs are designed to reduce payroll expenses by increasing the number of retirements. This can create voluntary attrition. Many programs increase the pension benefit over what has actually been earned and subsidize the cost of health care benefits. Like hiring freezes, they may apply to all workers or be targeted to particular jobs. Age-based mandatory retirement is illegal for employers because it is considered a form of unfair discrimination under the ADEA.

County would need to set criteria i.e. age, years of service, medical benefits, buyout payment, return as part-time employees, PERF, unemployment.

3. **Hiring Freeze:** A hiring freeze can be absolute - allowing no new hires under any circumstances; or flexible - allowing replacement only for essential services such as public safety and direct care positions.

Certain classes of positions are exempted, law enforcement officers, mental health attendants, and corrections officers.

4. **Attrition:** Vacant positions are not filled as workers quit.
5. **Restrict Overtime:** This may create workload problems, but decreasing this cost may relieve fiscal pressure enough to avoid layoffs.
6. **Transferring/Retraining Workers:** Move workers from jobs slated for downsizing to other positions.
7. **Voluntary Furloughs and Reduced Workweek:** Temporary periods of non-work/non-pay status or reduced hours of work.

3.4 ATTRITION PROGRAM

3.4.1 Finding:

The objective of attrition programs is to bring about a gradual reduction of the work force and attendant costs savings without firing of personnel; attrition being when workers resign or retire and are not replaced.

Over the past several years, public sector employers have been instituting attrition programs throughout the country by not filling vacant positions as workers terminate employment. To prepare for the retirement of employees, counties need to plan ahead through overlapping the transition of the retiring employee with determining how the work will be performed in the future.

In a 2017 National Association of Counties (NACo) report Managing County Workers, it was noted that Franklin County (Ohio) takes the approach of conducting operation reviews to determine whether opportunities exist when a retirement occurs. For example, if an employee with a specific skill set retires, the county may consider outsourcing the position's responsibilities to an outside vendor rather than filling the position internally.

When feasible, this option can help alleviate the loss of institutional knowledge as positions turn over. Outside companies can draw upon the talents of all their employees to problem solve or service the county contract, whereas the county may only have one person with the know-how to troubleshoot an issue. That way, the knowledge is shared within a company, rather than with an individual, which promotes continuity of operations.

In Indiana, Howard County initiated an employee attrition program in January, 2016 to reduce workforce costs. The Board of Commissioners and County Council adopted a joint ordinance to eliminate certain salary appropriations. The following Howard County employees were designated as exempt from the attrition program:

1. Sheriff Department Merit Deputies
2. Sheriff Department Corrections Officers
3. Kinsey Youth Center Youth Managers and Shift Supervisors
4. Community Corrections Case Managers and Field Officers
5. Elected Officials

The ordinance specifies that upon the termination of any full-time employee for any reason the affected officeholder or department head shall immediately report the termination to the County Personnel Director and shall not fill the vacated position. The Personnel Director shall schedule a conference between the affected officeholder or department head and the President of the Board of Commissioners for the purpose of reviewing the vacated position and advise the County Council of that position.

The affected officeholder or department head meets with a personnel advisory committee comprised of County Commissioners and County Council members to evaluate the need to refill or terminate the position; and alternatives for performing the job duties of the affected position.

In some instances a part-time position has been created to perform the work of the vacated position. In other instances the vacated position duties have been redistributed to other office or department employees. In either case, 85% of the total cost savings (salary plus insurance and PERF contributions) revert back to the County General Fund. The remaining 15% cost savings remain in the affected office or department and have been used to fund part-time positions and/or to supplement the pay for those workers who assumed the additional work duties from the vacated position.

To date Howard County reports that (23) County positions were eliminated/restructured resulting in a total annualized salary and benefits savings of \$1,002,061.

3.4.2 Recommendation:

It is recommended that Grant County implement an attrition program patterned after Howard County. Implementing such a program offers Grant County a means of increasing both initial and future General Fund revenues, and will provide an incentive for officeholders and department heads to re-evaluate staffing needs and alternative ways to perform the essential functions of their offices and departments.

3.5 FLOATER POSITIONS

3.5.1 Finding:

Most of the administrative courthouse offices (Assessor, Auditor, Recorder, Treasurer) have part-time employees to assist the full-time employees. Some of these departments utilize part-time employees on a seasonal basis. It was reported that there are times when employee workloads diminish resulting in downtime.

3.5.2 Recommendation:

It is recommended that the County establish “floater” positions, and that employees assigned to floater positions be cross-trained in order to establish a “universal one-stop shopping ” front counter in a central location for the offices of County Assessor, County Recorder, County Auditor, and County Treasurer.

In addition, these employees can be used to fill in for various departments depending on work load and seasonal deadlines; or be used to temporarily fill in for vacancies, sick leave, or vacations with minimum disruption to office operations.

While the assignment of employees to floaters to positions can alleviate some staffing and work load issues, it has potential challenges. It is important that employment terms and conditions be clearly established before implementation.

To alleviate disputes over where floater employees will be assigned when two (2) or more department heads request their services, it is recommended that these employees ultimately report to a supervising official who can make decisions on the allocation of their time.

WIS consultants have discussed such an arrangement with representatives of the State Board of Accounts (SBoA) who have advised that there is nothing in State Code that would prevent such an arrangement.

3.6 MAIL DELIVERY

3.6.1 Finding:

Grant County currently has a Mail Room employee with a salary of (\$28,421). It was reported to WIS staff that the Postal Carrier in Delaware County delivers the mail directly to each office and department, and that there is not a mail room operation with related expenses.

3.6.2 Recommendation:

It is recommended that the County request Postal Carrier delivery of mail to each individual office and that the County position and related costs be eliminated.

3.7 E-911 COMMUNICATIONS

3.7.1 Finding:

Grant County does not currently have a county-wide E-911 dispatching unit. The City of Marion has their own dispatching operation. The Grant Sheriff's Department is currently performing these services for the County. Other similar and neighboring Indiana counties have centralized County-City dispatching where all emergency calls are answered and responded to by a central office including: Boone, Delaware, Huntington, Kosciusko, Madison, Monroe, and Wabash.

3.7.2 Recommendation:

Centralized dispatching would provide cost savings benefits for other government units who can reduce personnel and facility costs. These savings will be passed on to the County as cities and towns share in the costs of running a centralized dispatching operation. The County should initiate discussions with cities and towns operating their own dispatching units with the goal of signing inter-local agreements that would provide dispatching on a county-wide basis.

Hancock County E-911 Director John Jokantas advised WIS consultants that he has served in his capacity for several years and would gladly make himself available to advise Grant officials on implementing a combined dispatching operation.

3.8 YOUTH DETENTION CENTER

3.8.1 Findings:

It was reported that Youth Detention has the capacity to house (47) juveniles.

On January 23, 2018, the day of the interview with Sheriff Reggie Nevels and his administrative team, the Youth Detention Center population consisted of (9) juveniles; (6) of which resided outside of Grant County. The Detention is staffed with (5) Sheriff Department employees.

It was reported that the 2017 annual income for housing out of county juveniles totaled \$156,650. The 2017 annual expenditure for operating the facility was roughly \$1,010,483.

It is reasonable to conclude that this operation warrants an in-depth evaluation with the objective of re-allocating County resources to maximize the best use of this facility and the workforce.

3.8.2 Recommendations:

It is recommended that the following alternatives be evaluated and implemented:

1. Contract with neighboring Youth Detention Centers to house Grant County juveniles (Howard, Madison, Delaware). Re-purpose use of facility.
2. Redesign the Youth Detention Center and repurpose for use as a Jail for up to (60) female inmates. The rationale behind this proposal is to lessen the over-crowding and inmate classification problems associated with the present jail facility; and to effectively reduce current workforce levels needed to house the relatively small number of juveniles.
3. Redesign the Youth Detention Center and repurpose for use as a Jail for up to (46) female inmates, and continue housing juveniles. Preliminary cost estimates range from \$24,697.00 to \$206,570.92.

IV. OVERTIME AND COMPENSATORY TIME

4.1 FLSA OVERTIME AND COMPENSATORY TIME REVIEW

The Fair Labor Standards Act (FLSA) compensatory time policy states that employees shall be compensated non-FLSA compensatory time on an hour-for-hour basis for additional time worked up to forty (40) hours per workweek. Employees shall be awarded FLSA compensatory time hours at the rate of one and one-half (1 ½) times the amount of hours worked over forty (40) hours in a workweek.

Earning compensatory time is based on actual hours worked. Sick leave and compensatory time shall not count as hours worked. For the purpose of compensatory time calculations, holidays, vacation leave, bereavement leave, personal leave, and emergency closings shall be included in the forty (40) hour threshold calculation.

From a cursory review of a small number of timesheet records, here are the following findings that are in violation of the County's Compensatory Time Policy:

4.1.1 Findings:

1. There are inconsistencies among County departments in the application of the Compensatory Time Policy.
2. Compensatory time is not based on actual hours worked.
3. There are instances of employees earning compensatory time after a work shift instead of earning compensatory time based on a workweek (i.e. 35 hour workweek or 40 hour workweek).

4. There are instances of employees clocking in prior to the start of the shift on a regular basis to earn compensatory time.
5. There are instances of employees working through their lunch on a regular basis to earn compensatory time.
6. There are instances of employees claiming compensatory time earned during workweeks when sick time or compensatory time was used.
7. There are instances of FLSA Exempt positions earning and using compensatory time.
8. It was reported by several department heads that overtime should be reduced as employees in some departments expect their overtime, and are not working efficiently during the work week.
9. Questions posed by one department head: “Are there unnecessary staff in buildings on weekends and evenings? If there is no overtime why are they there?”
10. County does not have a county wide electronic timekeeping system.

4.1.2 Recommendations:

1. Eliminate compensatory time and pay monetary overtime. Departments would be required to budget for overtime expenses, utilize the flex time policy, or come to the Council and request additional funds for justified overtime work.
2. Change the compensatory time policy to actual hours worked and do not count time off work other than holidays as hours worked.
3. Employees should not carry over compensatory time balances from one County Department to another County Department. When an employee transfers from one County Department to another County Department, compensatory hours should be paid by the Department in which the overtime was generated.
4. It is recommended that the County implement a county-wide electronic timekeeping system to ensure FLSA compliance, and to avoid back pay claims.

COMPENSATORY TIME SUMMARY

| Department | Balance of Comp Time Hours* | Estimated Liability to the County |
|------------------------|------------------------------------|------------------------------------------|
| Area Plan | 0.00 | \$0.00 |
| Assessor | 0.00 | \$0.00 |
| Auditor | 252.16 | \$3,773.76 |
| Circuit Court | 82.51 | \$1,419.36 |
| Community Corrections | 110.55 | \$2,149.42 |
| Drainage Board | 26.25 | \$301.88 |
| Emergency Management | 34.50 | \$662.06 |
| Health Department | 259.25 | \$4,657.65 |
| Highway | 1,195.37 | \$19,087.90 |
| Maintenance | 64.00 | \$1,086.08 |
| Probation | 12.25 | \$221.97 |
| Sheriff | 0.00 | \$0.00 |
| Superior Court I | 239.00 | \$4,195.33 |
| Superior Court III | 11.50 | \$203.16 |
| Surveyor ^ | 70.00 | \$1,087.10 |
| Veteran Service Office | 50.25 | \$672.35 |
| TOTALS: | 2,407.59 | \$39,518.02 |

* *Compensatory time balances as reported at the end of 2017.*

^ *Compensatory time hours were earned by employee while working in Auditor's Office*

V. GENERAL ADMINISTRATIVE

There were several Elected Officials/Department Heads who offered similar operational observations and recommendations during interviews with WIS consultants. Following is list of those items with recommendations for evaluation.

5.1. HEALTH INSURANCE

A review of the Grant County's health insurance plan is being conducted by the County's administrator and is not part of this staffing and operations study. However, some department heads raised questions regarding certain officials be provided coverage under the plan. In addition, other Indiana counties (Hamilton and Kosciusko) have reported significant costs savings are a result of establishing employer health clinics for employees and their families.

5.1.1 Recommendation:

It is recommended that a comprehensive evaluation be conducted to determine the benefits and costs associated with establishing a County health clinic for employees and their families.

5.2 PURCHASING

The purchase of goods and services is necessary to provide the functions of local government to the public. From a business perspective, Grant County is a major operation with a total operating budget of over \$48 million. Because of this, purchasing goods and services practices can have a tremendous impact on the budget.

5.2.1 Finding:

Several department heads reported the lack of a centralized purchasing function in Grant County Government. Under current practices, departments can make most purchasing decisions independent of concerns of County-wide cost effectiveness. One noted example is the purchase of copy paper (a single box of copy paper is \$40.00 per box, as compared to purchasing a skid of paper at \$27.00 per box). One County official posed the question, "can the number of copiers be cut down?"

As such, the County is missing many opportunities for cost savings through negotiated purchase agreements and bulk purchases.

5.2.2 Recommendation:

The County should implement a centralized purchasing operation, ideally assigning purchasing responsibilities to a single County employee in charge of

County purchasing. This employee could readily be assigned the responsibility of reviewing office supplies, and equipment.

This employee could also assist department heads with major equipment and vehicle purchases and maintenance agreements; assist in establishing a central fleet maintenance program; evaluate fuel costs, evaluate printing and mailing operations and costs; evaluate facilities use and rental costs; and conduct departmental studies of vendor contracts and the cost benefits of outsourcing versus providing services “in- house” or vice-versa.

The County should make greater use of the State of Indiana bid list. This list includes competitively bid prices for a variety of equipment, supplies, services, and materials, many of which include options for local governments to utilize for purchasing.

Because of the comparative size of State government, these prices are often lower than an individual county can receive through their own independent bid process.

5.3 FEE SCHEDULES AND FINES REVIEW

5.3.1 Finding:

A frequently heard contention in modern political campaigns is the desire to “run government like a business.” This line of thought has advantages when applied to government, but given that business creates and sells a product, it is not an exact comparison to local government. A more accurate characterization would be for government to employ sound business practices. A key component of any business is pricing the product, and in local government the price is in the form of taxes. Taxes alone do not always cover the cost of providing government service. Fees are an essential and necessary component of providing government services.

Some fees associated with local government are driven by statutory requirements, while others provide local officials greater flexibility to determine the appropriate amount. In still other circumstances, services beyond the basic statutory scope of Grant County do not have fees associated with them.

Several department heads indicated that fee and fine schedules have not been updated in some time; for example the Area Planning has not raised unsafe structure fines since 2002.

While Grant County assuredly intends to keep the additional financial burden on citizens to a minimum, fees should recognize the minimum costs associated with performing the function for which the fee exists.

5.3.2 Recommendation:

All Grant County services that have an accompanying fee should be reviewed to determine the appropriate rate, and determine if fee increases are warranted. While some of these fees have been reviewed or are currently being studied, it is our recommendation that the fee structure be reviewed collectively on a County-wide basis so that fees covering similar functions are set at like amounts. Likewise for fine schedules.

The appropriate amount for each fee should cover as much of the minimum costs associated with the process as possible (such as administrative costs, program costs, cost of paper, filing time, storage costs, etc.).

VI. REVENUE AND FINANCE

6.1 UMBAUGH REPORT (2017)

UMBAUGH prepared a Comprehensive Financial Plan (2015-2019) for the City of Marion in June, 2017. The report stated that “revenues for many municipalities are negatively impacted by property tax caps, declining State-distributed revenues and reductions in local income taxes. Balancing revenue decline with demand for services underscored the need for local units of government to extend their planning horizons beyond one year.”

The UMBAUGH report findings show that as a result of circuit breaker tax credits Marion and Grant County assessed property tax values have not increased, and these circuit breaker losses have continued to grow. In 2017, these property tax reductions totaled \$7.95 million throughout Grant County. With \$2.98 million by the City of Marion, and \$1.05 million by Grant County Government. The report concluded that in order to maintain services additional funds are needed.

6.2. ADDITIONAL FUNDING OPTION – WHEEL TAX

A 2017 wheel tax and excise surtax report prepared by the Purdue University Indiana Local Technical Assistance Program (LTAP) stated that in 1980 the Indiana Legislatures signed into law a method for local agencies to raise tax revenue that could only be used to help pay for the construction, reconstruction, repair, or maintenance of county, city, and town roads in their jurisdiction.

These monies can also be used as the local match in the Local Road and Bridge Matching Grant Fund more commonly known as the Community Crossings Matching Grant Fund. This tax revenue is named the County Wheel Tax (IC 6-3.5-5) and the County Excise Surtax (IC 6-3.5-4).

The County Wheel Tax and County Excise Surtax is distributed between the county and the cities and towns in that county based on the Local Road and Street (LRS) formula.

In 2016 the Indiana legislatures signed into law two more taxes that are almost identical to the County Wheel Tax and Excise Surtax; these are called Municipal Wheel Tax (IC 6-3.5-11) and Municipal Excise Surtax (IC 6-3.5-10). The municipal taxes are available to cities and towns that have a population greater than 10,000.

Since 1980, counties and now cities and towns have increasingly adopted the wheel tax and excise surtax. The latest data reports that 54 counties and 10 municipalities have currently adopted the taxes and will start receiving the revenue in 2016, 2017, or 2018. Since 2000 the tax revenue has increased 288% and is predicted by 2018 to increase to about 350%.

6.2.1 Finding:

The Wheel Tax is a source of revenue for Grant County. Mr. Patrick Conner, Research Director of the Purdue Local Technical Assistance provided the following Wheel Tax revenue estimates for Grant County Highway and other cities and towns within Grant County.

Estimate based on 2015 BMV registrations:

At \$25 excise surtax and \$40 wheel tax: the County Highway - \$900,000
Other cities and Towns - \$980,000

At \$40 excise surtax and \$60 wheel tax: the County Highway - \$1,400,000
Other Cities and Towns - \$1,550,000

At max rates \$50/\$80: the County Highway - \$1,800,000
Other Cities and Towns - \$2,000,000

All neighboring counties have a wheel tax. A Grant County excise surtax and wheel tax could generate up to \$1.8 million that could be used to replenish the Bridge Fund that comes from the General Fund levy.

6.2.2 Recommendation:

Like many Indiana counties impacted by property tax caps and other factors that resulted in a decline in revenues, it is recommended that Grant County evaluate implementing the excise surtax and wheel tax to generate revenue to help pay for the construction, reconstruction, repair, and maintenance of county roads.

**WHEEL TAX/EXCISE TAX
LIST OF COUNTIES AND REVENUE**

| County | Population 2017 | Wheel/Excise Tax 2018 | Estimated 2017 Total Revenue |
|---------------|------------------------|----------------------------------|-----------------------------------------|
| Adams | 34,389 | \$25.00 | *\$ 872,750.00 |
| Allen | 355,329 | \$20.00 | \$7,165,827.00 |
| Brown | 15,252 | \$25.00 | \$415,828.00 |
| Blackford | 12,766 | \$25.00 | \$347,359.00 |
| Carroll | 20,155 | \$25.00 | \$622,638.00 |
| Cass | 38,966 | \$25.00 | \$973,185.00 |
| Clay | 26,890 | \$25.00 | \$799,459.00 |
| Clinton | 33,224 | \$25.00 | \$1,015,142.00 |
| Daviess | 31,648 | \$12.50 | \$641,904.00 |
| Decatur | 25,740 | \$50.00 | \$606,922.00 |
| Delaware | 117,671 | \$25.00 | \$2,481,531.00 |
| Dubois | 41,889 | \$8.00 | \$915,931.00 |
| Elkhart | 197,599 | \$25.00 | \$4,748,412.00 |
| Fayette | 24,277 | \$25.00 | \$596,168.00 |
| Fountain | 17,240 | \$25.00 | \$469,090.00 |
| Fulton | 20,836 | \$25.00 | \$647,205.00 |
| Gibson | 33,503 | \$7.50 | \$613,483.00 |
| Greene | 33,165 | \$25.00 | \$914,170.00 |
| Hancock | 70,002 | \$25.00 | \$2,019,272.00 |
| Hendricks | 145,448 | \$25.00 | \$3,985,480.00 |
| Henry | 49,462 | \$40.00 | \$1,221,556.00 |
| Howard | 82,752 | \$7.50 | \$1,461,214.00 |
| Huntington | 37,124 | \$25.00 | \$1,062,706.00 |
| Jay | 21,253 | \$7.50 | \$383,370.00 |
| Johnson | 139,654 | \$25.00 | \$3,687,524.00 |
| Kosciusko | 77,358 | \$25.00 | \$2,432,717.00 |
| LaGrange | 37,128 | \$10.00 | \$334,158.00 |
| Lawrence | 46,134 | \$25.00 | \$1,212,250.00 |
| Madison | 131,636 | \$25.00 | \$3,066,912.00 |
| Marion | 903,393 | \$7.50 | \$13,863,578.00 |
| Miami | 36,903 | \$20.00 | \$771,101.00 |
| Monroe | 137,974 | \$25.00 | \$2,681,106.00 |
| Montgomery | 38,124 | \$25.00 | \$1,004,077.00 |
| Morgan | 68,894 | \$25.00 | \$2,156,044.00 |
| Noble | 47,536 | \$7.50 | \$648,150.00 |

| | | | |
|-------------|---------|---------|----------------|
| Owen | 21,573 | \$25.00 | \$591,311.00 |
| Parke | 17,339 | \$7.50 | \$300,190.00 |
| Perry | 19,338 | \$7.50 | \$293,977.00 |
| Posey | 25,910 | \$7.50 | \$585,582.00 |
| Putnam | 37,963 | \$25.00 | \$1,020,488.00 |
| Randolph | 26,171 | \$25.00 | \$796,370.00 |
| Rush | 17,392 | \$25.00 | \$541,260.00 |
| Shelby | 44,436 | \$25.00 | \$1,343,789.00 |
| St. Joseph | 266,931 | \$25.00 | \$5,933,718.00 |
| Steuben | 34,185 | \$25.00 | Not available |
| Sullivan | 21,475 | \$7.50 | \$385,388.00 |
| Tippecanoe | 172,780 | \$20.00 | \$2,781,287.00 |
| Tipton | 15,936 | \$25.00 | \$519,908.00 |
| Union | 7,516 | \$25.00 | \$236,677.00 |
| Vanderburgh | 179,703 | \$20.00 | \$1,373,307.00 |
| Vermillion | 16,212 | \$10.00 | \$240,963.00 |
| Vigo | 107,848 | \$15.00 | \$1,374,871.00 |
| Warrick | 59,689 | \$7.50 | \$1,136,494.00 |
| Wells | 27,636 | \$7.50 | \$356,751.00 |
| Whitley | 33,292 | \$10.00 | \$457,503.00 |

Population From 2017 Association of Indiana Counties Factbook
Wheel Tax Rates Indiana Bureau of Motor Vehicles (<http://www.in.gov/bmv2625/html>, 2018)
Wheel Tax Revenue 2017 Wheel Tax and Excise Surtax Report, Patrick A. Conner,
Indiana Local Technical Assistance Program, Purdue University, 2017.

Note: Indiana Code revised in 2016 to increase rates for counties with approved asset management plan to \$50 per vehicle.

* Estimated value for 2018

Tax rates may be higher for trucks, trailers, and RV's.

Wheel tax is per vehicle.

6.3 ADDITIONAL FUNDING OPTION – PUBLIC SAFETY TAX

Public safety (as defined in new Indiana Code section 6-3.6- 2-14) provides for additional public safety tax revenue to be collected and allocated to public safety. It is to be divided among the county unit and the cities and towns in the county (but only to those units that are fulfilling a public safety purpose) according to the formula set forth in (IC 6-3.6-6-8).

To date, (62) Indiana counties have adopted the Public Safety Tax.

As a comparative example, Delaware County government receives approximately \$2 million a year from the public safety local option income tax (LOIT). Delaware County started receiving revenue in 2016. The breakdown in how Delaware County reported using the LOIT revenue is listed below:

\$900,000 – Cost of pensions for retired Sheriff’s Deputies
\$500,000 – Jail expenses
Remaining funds – Police vehicles and equipment, extra correctional positions and officers

Public safety income tax revenue received each month by Delaware County cities and towns:

| | |
|-----------------|-----------|
| Muncie | \$237,504 |
| Delaware County | \$159,792 |
| Yorktown | \$17,894 |
| Eaton | \$4,018 |
| Albany | \$2,671 |
| Daleville | \$2,272 |
| Gaston | \$1,638 |
| Selma | \$849 |
| Chesterfield | \$659 |

6.3.1 **Finding:**

The 2017 Comprehensive Financial Plan prepared by UMBAUGH for the City of Marion, Indiana notes that the Grant County Income Tax Council has the authority to adopt an additional income tax rate of up to 1.28% to generate new revenue for economic development or public safety.

With 42.7 percent of the total shares, the adoption of a Certified Shares Local Income Tax of 1.28% could generate \$5.4 million of new money for the City of Marion.

With 29.1 percent of the total shares, the adoption of a Certified Shares Local Income Tax of 1.28% could generate \$4,020,843 of new money for Grant County.

6.3.2 Recommendation:

Like many Indiana counties impacted by property tax caps and other factors that resulted in a decline in revenues, it is recommended that Grant County evaluate implementing the public safety tax to generate revenue to help pay for public safety purposes.

PUBLIC SAFETY TAX LIST OF COUNTIES AND REVENUE

| County | Population 2017 | Public Safety Tax Rate 2017 | Public Safety Tax/County Only Estimated 2018 Revenues |
|-------------|-----------------|-----------------------------|-------------------------------------------------------|
| Adams | 34,389 | 0.25 | \$1,049,755.00 |
| Allen | 355,329 | 0.1 | \$3,247,527.00 |
| Bartholomew | 76,794 | 0.25 | \$2,384,241.00 |
| Benton | 8,854 | 0.25 | \$276,369.00 |
| Boone | 56,640 | 0.5 | \$5,300,449.00 |
| Brown | 15,252 | 0.25 | \$732,482.00 |
| Blackford | 12,766 | 0.25 | \$303,627.00 |
| Carroll | 20,155 | 0.09 | \$371,398.00 |
| Cass | 38,966 | 0.25 | \$884,837.00 |
| Clark | 110,232 | 0.25 | \$1,794,463.00 |
| Clay | 26,890 | 0.25 | \$773,549.00 |
| Clinton | 33,224 | 0.5 | \$1,416,067.00 |
| Decatur | 25,740 | 0.25 | \$861,979.00 |
| Dekalb | 42,223 | 0.25 | \$1,261,084.00 |
| Delaware | 117,671 | 0.25 | \$1,917,507.00 |
| Elkhart | 197,599 | 0.25 | \$5,346,013.00 |
| Fountain | 17,240 | 0.25 | \$537,295.00 |
| Franklin | 23,087 | 0.25 | \$693,821.00 |
| Fulton | 20,836 | 0.25 | \$614,186.00 |
| Greene | 33,165 | 0.5 | \$2,237,551.00 |
| Hancock | 70,002 | 0.2 | \$1,981,325.00 |
| Hendricks | 145,448 | 0.1 | \$4,557,907.00 |
| Henry | 49,462 | 0.25 | \$819,646.00 |
| Howard | 82,752 | 0.1 | \$1,088,782.00 |
| Huntington | 37,124 | 0.34 | \$1,350,416.00 |
| Jackson | 42,376 | 0.25 | \$1,088,782.00 |
| Jasper | 33,478 | 0.25 | \$1,350,416.00 |
| Jay | 21,253 | 0.2 | \$393,752.00 |
| Jennings | 28,525 | 1 | \$3,259,616.00 |
| LaGrange | 37,128 | 0.25 | \$1,474,609.00 |

| | | | |
|-------------|-----------|------|----------------|
| Lake | 496,005 | 0.25 | \$9,812,084.00 |
| Lawrence | 46,134 | 0.25 | \$1,078,971.00 |
| Madison | 1,321,636 | 0.25 | \$2,187,934.00 |
| Marion | 903,393 | 0.5 | Not Available |
| Martin | 10,334 | 0.25 | \$354,664.00 |
| Miami | 36,903 | 0.25 | \$669,810.00 |
| Monroe | 137,974 | 0.25 | \$2,239,953.00 |
| Montgomery | 38,124 | 0.25 | \$2,444,956.00 |
| Morgan | 68,894 | 0.25 | \$2,371,801.00 |
| Noble | 47,536 | 0.25 | \$1,230,031.00 |
| Ohio | 6,128 | 0.25 | \$301,314.00 |
| Orange | 19,840 | 0.25 | \$927,807.00 |
| Parke | 17,339 | 0.25 | \$564,453.00 |
| Perry | 19,338 | 0.25 | \$481,908.00 |
| Posey | 25,910 | 0.2 | \$1,192,808.00 |
| Pulaski | 13,402 | 0.25 | \$509,907.00 |
| Putnam | 37,963 | 0.25 | \$1,009,370.00 |
| Randolph | 26,171 | 0.25 | \$639,809.00 |
| Rush | 17,392 | 0.16 | \$150,124.00 |
| St. Joseph | 266,931 | 0.25 | \$5,336,654.00 |
| Scott | 24,181 | 0.35 | \$2,009,960.00 |
| Shelby | 44,436 | 0.25 | \$1,055,493.00 |
| Steuben | 34,185 | 0.25 | \$1,067,966.00 |
| Tipton | 15,936 | 0.13 | \$464,811.00 |
| Union | 7,516 | 0.25 | \$239,325.00 |
| Vanderburgh | 179,703 | 0.16 | \$3,976,688.00 |
| Vermillion | 16,212 | 0.5 | \$1,938,742.00 |
| Wabash | 32,888 | 0.25 | \$810,195.00 |
| Warren | 8,508 | 0.25 | \$393,126.00 |
| Washington | 28,262 | 0.25 | \$800,060.00 |
| Wells | 27,636 | 0.05 | \$178,189.00 |
| Whitley | 33,292 | 0.25 | \$1,367,023.00 |

Population From 2017 Association of Indiana Counties Factbook
State Budget Agency, Tax & Revenue Division
Tax Rate (www.in.gov/sba/files/2017_Certifications_Calculations.pdf)
Tax State Budget Agency, Tax & Revenue Division,
Revenues (www.in.gov/sba/files/2017_Certifications_Calculations.pdf)

Note: Per Ryan Hoff, AIC Staff, LIT taxes are split using certified shares formula. Section .25 of LOIT Law allows counties to direct LOIT taxes directly to PSAP E 911 Center.

| Area Plan Commission | | | | |
|-----------------------------|--------------------|----------------------------|----------------------------|----------------------------------|
| County | Population* | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 4 | 1 | 1 : 17,515 |
| Bartholomew | 76,794 | 0 | 0 | |
| Boone | 56,640 | 3 | 0 | 1 : 18,880 |
| Delaware | 117,671 | 7 | 0 | 1: 16,810 |
| Hancock | 70,002 | 5 | 0 | 1 : 14,000 |
| Howard | 82,752 | 0 | 0 | |
| Kosciusko | 77,358 | 5 | 2 | 1 : 15,471 |
| Madison** | 131,636 | 3 | 0 | |
| Morgan | 68,894 | 4 | 0 | 1 : 17,223 |
| Wayne | 68,917 | 7 | 0 | 1 : 9,843 |
| Average | | | | 1 : 15,371 |

* Source: AIC Factbook 2017

** City of Anderson has own PC.

Note: Number of employees include Building positions

Findings:

- 1) Unsafe structure fines have not been raised since 2002; currently bringing in \$40,000-\$50,000 annually.
- 2) This department is currently performing duties related to Planning, Permits, Inspections, and Code Enforcement.
- 3) Department has a "sesonal flow" with permits and on-call inspections slowing down in winter; this time is used to follow up on older inspections, continue ongoing planning and code enforcement activities, and bring administrative processes and filings current.
- 4) Environmental Health Specialist in Health Department could be assigned to perform the code enforcement duties.

Recommendations:

- 1) Evaluate unsafe structure fine rates and permit fees to derive reasonable increases.
- 2) Evaluate seasonal workflow to convert a full-time position to part-time and/or assign code enforcement duties to Health Department.

| Assessor/Reassessment | | | | |
|------------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 8 | 1 | 1 : 8,757 |
| Bartholomew | 76,794 | 8 | 0 | 1 : 9,599 |
| Boone | 56,640 | 9 | 2 | 1 : 6,293 |
| Delaware | 117,671 | 9 | 3 | 1 : 13,074 |
| Hancock | 70,002 | 12 | 0 | 1 : 5,833 |
| Howard | 82,752 | 10 | 2 | 1 : 8,275 |
| Kosciusko | 77,358 | 16 | 5 | 1 : 4,834 |
| Madison | 131,636 | 12 | 0 | 1 : 10,969 |
| Morgan | 68,894 | 12 | 0 | 1 : 5,741 |
| Wayne | 68,917 | 13 | 4 | 1 : 5,301 |
| Average | | | | 1 : 7,769 |

Findings:

1) May be a week or two down time between projects, and employees know that during downtime they are to start preparing for next project.

Recommendations:

1) One (1) possible floater employee.

| Auditor's Office | | | | |
|-------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 9 | 3 | 1 : 7,784 |
| Bartholomew | 76,794 | 9 | 0 | 1 : 8,532 |
| Boone | 56,640 | 8 | 1 | 1 : 7,080 |
| Delaware | 117,671 | 12 | 0 | 1 : 9,805 |
| Hancock | 70,002 | 10 | 0 | 1 : 7,000 |
| Howard | 82,752 | 14 | 1 | 1 : 5,910 |
| Kosciusko | 77,358 | 16 | 3 | 1 : 4,834 |
| Madison | 131,636 | 12 | 0 | 1 : 10,969 |
| Morgan | 68,894 | 9 | 0 | 1 : 7,654 |
| Wayne | 68,917 | 6 | 1 | 1 : 11,486 |
| Average | | | | 1 : 8,141 |

Findings:

- 1) During WIS interview with Auditor Rodger Bainbridge, it was reported that the biggest challenge in bringing about efficiency and reductions in the workforce is directly linked to the State Board of Accounts internal control requirements.
- 2) It was reported that staffing could possibly be reduced by one (1) employee.

Recommendations:

- 1) One (1) possible floater employee.
- 2) Based on WIS interview, interview statements, and comparative staffing data, future staff reductions should be closely evaluated by the new County Auditor.

| Clerk | | | | |
|----------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 15 | 1 | 1 : 4,670 |
| Bartholomew | 76,794 | 10 | 0 | 1 : 7,679 |
| Boone | 56,640 | 8 | 2 | 1 : 7,080 |
| Delaware | 117,671 | 22 | 3 | 1 : 5,348 |
| Hancock | 70,002 | 11 | 0 | 1 : 6,363 |
| Howard | 82,752 | 22 | 2 | 1 : 3,761 |
| Kosciusko | 77,358 | 21 | 3 | 1 : 3,683 |
| Madison | 131,636 | 22 | 0 | 1 : 5,983 |
| Morgan | 68,894 | 6 | 0 | 1 : 11,482 |
| Wayne | 68,917 | 18 | 8 | 1 : 3,828 |
| Average | | | | 1 : 6,134 |

Findings:

1) It was reported that in January 2015 County Clerk Bonnie Cartwright reduced the department workforce by eliminating two deputies. In June 2015 the new County Clerk Carolyn Mowery convinced County Council to restore the two positions. During the WIS Consultant interview with Clerk Carolyn Mowery and First Deputy Brenda Russell it was stated that the department *may* have down time now that Court paperwork is electronic, but there is always filing/scanning work that can be done, and that less than (1/2) of work performed is time sensitive.

Recommendations:

1) Based on WIS review of past workforce history, comparative data, staffing, and interview statements, it is concluded that future staff reductions should be closely evaluated by the new County Clerk.

| Voters Registration | | | | |
|----------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 1 | 0 | 1 : 70,061 |
| Bartholomew | 76,794 | 2 | 0 | 1 : 38,397 |
| Boone | 56,640 | 0 | 0 | |
| Delaware | 117,671 | 4 | 0 | 1 : 29,417 |
| Hancock | 70,002 | 0 | 0 | |
| Howard | 82,752 | 2 | 2 | 1 : 41,376 |
| Kosciusko | 77,358 | 0 | 1 | |
| Madison | 131,636 | 2 | 0 | 1 : 65,818 |
| Morgan | 68,894 | 3 | 0 | 1 : 22,964 |
| Wayne | 68,917 | 0 | 0 | |
| Average | | | | 1 : 39,594 |

Recommendations:

- 1) Cross-training of employees.

| Circuit Court | | | | |
|----------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 3 | 0 | 1 : 23,353 |
| Bartholomew | 76,794 | 7 | 0 | 1 : 10,970 |
| Boone | 56,640 | 5 | 4 | 1 : 11,328 |
| Delaware | 117,671 | 29 | 0 | 1 : 4,057 |
| Hancock | 70,002 | 4 | 0 | 1 : 17,500 |
| Howard | 82,752 | 6 | 0 | 1 : 13,792 |
| Kosciusko | 77,358 | 7 | 1 | 1 : 11,051 |
| Madison | 131,636 | 45 | 0 | 1 : 2,925 |
| Morgan | 68,894 | 4 | 0 | 1 : 17,223 |
| Wayne | 68,917 | 9 | 0 | 1 : 7,657 |
| Average | | | | 1 : 10,723 |

Findings:

- 1) Court staff is taking on responsibility of electronic filing and record keeping.
 - 2) Level VI felonies are no longer sent to Department of Corrections; have to be offered supervision locally such as local lock-up, probation, house arrest, or drug court which causes need for more Probation Officers, Court Personnel, Public Defenders, etc.
 - 3) Comparable population staffing data shows that Grant County Courts have the lowest staffing levels.
 - 4) It was reported during the WIS interview that population size is not a reliable comparable data as is the number of Level VI felonies and CHINS/Parental Services which continue to increase and have the most impact on court staff interactions.
- *See Appendix B for Courts comparable data.

| Commissioners | | | | |
|----------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 4 | 1 | 1 : 17,515 |
| Bartholomew | 76,794 | 5 | 0 | 1 : 15,358 |
| Boone | 56,640 | 4 | 0 | 1 : 14,160 |
| Delaware | 117,671 | 7 | 0 | 1 : 16,810 |
| Hancock | 70,002 | 5 | 0 | 1 : 14,000 |
| Howard* | 82,752 | 6 | 2 | 1 : 13,792 |
| Kosciusko | 77,358 | 7 | 3 | 1 : 11,051 |
| Madison | 131,636 | 5 | 0 | 1 : 26,327 |
| Morgan | 68,894 | 4 | 0 | 1 : 17,223 |
| Wayne | 68,917 | 6 | 0 | 1 : 11,486 |
| Average | | | | 1 : 15,579 |

*Did not include contracted positions

** Positions in this department include Human Resources, County Administrators, Commissioners, and their Administrative Staff.

| County | Full-time County Employees | Full-time Department Employees | Commissioners' Employees to Full-time County Employees Ratio |
|----------------|-----------------------------------|---------------------------------------|---------------------------------------------------------------------|
| Grant | 337 | 4 | 1 : 84 |
| Bartholomew | 323 | 5 | 1 : 65 |
| Boone | 188 | 4 | 1 : 47 |
| Delaware | 498 | 7 | 1 : 71 |
| Hancock | 256 | 5 | 1 : 51 |
| Howard | 401 | 6 | 1 : 67 |
| Kosciusko | 287 | 7 | 1 : 41 |
| Madison | 472 | 5 | 1 : 94 |
| Morgan | 261 | 4 | 1 : 65 |
| Wayne | 331 | 6 | 1 : 55 |
| Average | | | 1 : 62 |

Findings:

1) Mail delivery services could be done by the postal carrier or assigned as an additional duty to another employee, such as a floatcr.

Recommendations:

- 1) Contact U.S. Postal Service and request mail to be delivered to individual offices and departments.
- 2) If Postal Service will not make deliveries, assign to another employee.
- 3) In the event that the position is vacated, it is recommended that the position not be filled. Duties should be assigned to another position.

| Coroner | | | | |
|----------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 0 | 1 | |
| Bartholomew | 76,794 | 0 | 0 | |
| Boone | 56,640 | 0 | 1 | |
| Delaware | 117,671 | 0 | 1 | |
| Hancock | 70,002 | 0 | 1 | |
| Howard | 82,752 | 0 | 2 | |
| Kosciusko | 77,358 | 0 | 1 | |
| Madison | 131,636 | 0 | 4 | |
| Morgan | 68,894 | 0 | 1 | |
| Wayne | 68,917 | 0 | 6 | |

Findings:

- 1) Department is located in the basement.
- 2) Paper files from 1900's with mold and leaking sanitary pipes.
- 3) Inefficient equipment.
- 4) County paying for bodies to be stored elsewhere, transport, autopsies, forensic pathology, etc.

Recommendations:

- 1) Purchase of equipment may cut costs. Retractable (battery operated) gurney would reduce need for 2 people lift and possible Worker's Compensation claim. Body cooler would reduce cost of transporting and storing bodies at other facilities. (Local Hospital only has 2 coolers, if they are full, Coroner must transport bodies to be stored at another location).
- 2) Could other departments assist in scanning/microfilming documents being stored in inadequate location?

| Correctional Services | | | | |
|------------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 14 | 0 | 1 : 5,004 |
| Bartholomew | 76,794 | 27 | 0 | 1 : 2,844 |
| Boone | 56,640 | 9 | 3 | 1 : 6,293 |
| Delaware | 117,671 | 28 | 0 | 1 : 4,202 |
| Hancock | 70,002 | 24 | 0 | 1 : 2,916 |
| Howard | 82,752 | 11 | 1 | 1 : 7,522 |
| Kosciusko | 77,358 | 4 | 0 | 1 : 19,339 |
| Madison | 131,636 | 21 | 1 | 1 : 6,268 |
| Morgan | 68,894 | 5 | 3 | 1 : 13,778 |
| Wayne | 68,917 | 5 | 0 | 1 : 13,783 |
| Average | | | | 1 : 8,549 |

Findings:

- 1) This Department includes Adult and Juvenile Probation and Community Corrections.
- 2) Department has a total budget of \$3,113,322 with \$1,546,217 of the budget funded by grant sources, including 5 federal grants, and \$387,289 of the budget funded by user fees.
- 3) Grant County is a pilot county for evidence-based practices. The Department participates in state and national pilots to create innovative services and programs.
- 4) Department has a contract for the collection of user fees and receive a percentage of collection.
- 5) Department reported that a reduction in workforce could not be done without cutting services and reducing supervision of clients. Employees are currently over their target amounts for number of case loads.
- 6) Department reported they have difficulty attracting and retaining qualified part-time employees due to low wages.
- 7) Department reported they looked into outsourcing drug-screens but have found it to be more cost effective to conduct drug-screens in-house.

Recommendations:

- 1) Department currently prepares charges filed for juvenile cases. This function could be transferred to the Prosecutor's Office.
- 2) Field work performed by staff could be done by the Sheriff's Department.

| County Extension | | | | |
|-------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 2 | 2 | 1 : 35,030 |
| Bartholomew | 76,794 | 2 | 0 | 1 : 38,397 |
| Boone | 56,640 | 3 | 0 | 1 : 18,880 |
| Delaware | 117,671 | 2 | 0 | 1 : 58,835 |
| Hancock | 70,002 | 2 | 0 | 1 : 35,001 |
| Howard | 82,752 | 2 | 1 | 1 : 41,376 |
| Kosciusko | 77,358 | 1 | 1 | 1 : 77,358 |
| Madison | 131,636 | 2 | 0 | 1 : 65,818 |
| Morgan | 68,894 | 2 | 0 | 1 : 34,447 |
| Wayne | 68,917 | 1 | 0 | 1 : 68,917 |
| Average | | | | 1 : 48,781 |

Findings:

1) Purdue establishes all responsibilities and wants an office in every County.

Recommendations:

- 1) Evaluate whether there is enough work to support two (2) full-time County employees.
- 2) Can some of the "extra" services be performed by another department to reduce staff? For example: Office Manager serves on BZA board to have fairgrounds for emergency clinic. Is this a necessary job requirement? Can another department cover building rental and contracts?

| Data Processing/IT | | | | |
|---------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 3 | 0 | 1 : 23,353 |
| Bartholomew | 76,794 | 4 | 0 | 1 : 19,198 |
| Boone | 56,640 | 0 | 0 | |
| Delaware | 117,671 | 0 | 0 | |
| Hancock | 70,002 | 3 | 0 | 1 : 23,334 |
| Howard | 82,752 | 5 | 0 | 1 : 16,550 |
| Kosciusko | 77,358 | 0 | 0 | |
| Madison | 131,636 | 7 | 0 | 1 : 18,805 |
| Morgan | 68,894 | 2 | 0 | 1 : 34,447 |
| Wayne | 68,917 | 7 | 1 | 1 : 9,845 |
| Average | | | | 1 : 20,363 |

| County | Full-time County Employees | Full-time Department Employees | Data Processing Employees to Full-time County Employees Ratio |
|----------------|-----------------------------------|---------------------------------------|----------------------------------------------------------------------|
| Grant | 337 | 3 | 1 : 112 |
| Bartholomew | 323 | 4 | 1 : 81 |
| Boone | 188 | 0 | |
| Delaware | 498 | 0 | |
| Hancock | 256 | 3 | 1 : 85 |
| Howard | 401 | 5 | 1 : 80 |
| Kosciusko | 287 | 0 | |
| Madison | 472 | 7 | 1 : 67 |
| Morgan | 261 | 2 | 1 : 131 |
| Wayne | 331 | 7 | 1 : 47 |
| Average | | | 1 : 82 |

Findings:

- 1) Outside Contractor was used in past for IT; were not quick to respond or solve problems so employees were going home "emergency closing" if they can't do work. Much more cost effective to have in-house IT.
- 2) Many upfront costs for projects/updates. Once projects are completed, budget should come down.
- 3) Several department heads reported that in-house IT is a major asset to County.
- 4) Both external data comparisons show Grant County Data Processing/IT at low staffing levels.

Recommendations:

- 1) Continue investigation uses of technology for record retention and retrieval, and delivery of on-line services for interactive document and fee collections.

| Drainage Board | | | | |
|-----------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 1 | 0 | 1 : 70,061 |
| Bartholomew | 76,794 | 0 | 0 | |
| Boone | 56,640 | 0 | 0 | |
| Delaware | 117,671 | 0 | 0 | |
| Hancock | 70,002 | 0 | 0 | |
| Howard | 82,752 | 0 | 0 | |
| Kosciusko | 77,358 | 3 | 0 | 1 : 25,786 |
| Madison | 131,636 | 1 | 0 | 1 : 131,636 |
| Morgan | 68,894 | 0 | 0 | |
| Wayne | 68,917 | 0 | 0 | |
| Average | | | | 1 : 78,711 |

Findings:

- 1) Could employee duties and responsibilities be combined with another position?

Recommendations:

- 1) Evaluate amount of work assignments and workload to determine whether position could be restructured and/or eliminated.

| EMA | | | | |
|----------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 1 | 2 | 1 : 70,061 |
| Bartholomew | 76,794 | 2 | 0 | 1 : 38,397 |
| Boone | 56,640 | 1 | 2 | 1 : 56,640 |
| Delaware | 117,671 | 3 | 0 | 1 : 39,223 |
| Hancock | 70,002 | 1 | 1 | 1 : 70,002 |
| Howard | 82,752 | 3 | 0 | 1 : 27,585 |
| Kosciusko | 77,358 | 2 | 0 | 1 : 38,679 |
| Madison | 131,636 | 2 | 1 | 1 : 65,818 |
| Morgan | 68,894 | 3 | 0 | 1 : 22,964 |
| Wayne | 68,917 | 3 | 1 | 1 : 22,972 |
| Average | | | | 1 : 42,476 |

Findings:

- 1) This department is fully self-sufficient. Has 1 full-time Director; Deputy Director works sporadically. All salaries covered by grants along with travel/conferences/training and membership. Director does not take County insurance.
- 2) Will reduce vehicle fleet when vehicles need major work; not replace. \$17,000 department budget with \$12,000 fleet maintenance.
- 3) If this department cuts staff, may lose grant funding as most have requirement of at least 2 full-time equivalent staff.
- 4) This department has taken on other "duties" for County, such as issuing County employee identification badges and updating lobby electronic bulletin board.
- 5) Grant County EMA has a comparatively low staffing level.

Recommendations:

- 1) None. This Department is a model for efficiency.

| EMS | | | | |
|----------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 4 | 41 | 1 : 17,515 |
| Bartholomew | 76,794 | 0 | 0 | |
| Boone | 56,640 | 0 | 0 | |
| Delaware | 117,671 | 58 | 1 | 1 : 2,028 |
| Hancock | 70,002 | 0 | 0 | |
| Howard | 82,752 | 0 | 0 | |
| Kosciusko | 77,358 | 0 | 0 | |
| Madison | 131,636 | 0 | 0 | |
| Morgan | 68,894 | 17 | 3 | 1 : 4,052 |
| Wayne | 68,917 | 0 | 0 | |
| Average | | | | 1 : 3,040 |

Findings:

- 1) Department operates primarily through part-time employees and volunteers. Currently utilize 41 part-time employees and 81 unpaid volunteers to staff 9 stations.
- 2) Marion General Hospital provides ambulance service at no charge to City.
- 3) Grant County has mutual aid agreements with Blackford, Miami, and Wells counties.
- 4) Department reported in 2017 collected \$160,000 more than their budget.
- 5) Department has implemented an electronic medical billing system.
- 6) Grant County EMS has a comparatively low staffing level.

Recommendations:

- 1) Evaluate costs and options to outsource ambulance billing.
- 2) Review current fee structure and make necessary changes.
- 3) Department is a model for efficiency.

| E-911 | | | | |
|----------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 11 | 0 | 1 : 6,369 |
| Bartholomew | 76,794 | 26 | 0 | 1 : 2,953 |
| Boone | 56,640 | 0 | 0 | |
| Delaware | 117,671 | 31 | 0 | 1 : 2,614 |
| Hancock | 70,002 | 19 | 0 | 1 : 3,684 |
| Howard | 82,752 | 25 | 2 | 1 : 3,310 |
| Kosciusko | 77,358 | 14 | 1 | 1 : 5,525 |
| Madison | 131,636 | 40 | 0 | 1 : 3,290 |
| Morgan | 68,894 | 17 | 0 | 1 : 4,052 |
| Wayne | 68,917 | 24 | 3 | 1 : 3,445 |
| Average | | | | 1 : 3,609 |

Findings:

- 1) Grant County does not have a county-wide E-911 dispatching unit.

Recommendations:

- 1) Combine County E-911 emergency department with other municipal dispatching operations.

| Health | | | | |
|----------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 9 | 0 | 1 : 7,784 |
| Bartholomew | 76,794 | 19 | 4 | 1 : 4,041 |
| Boone | 56,640 | 13 | 6 | 1 : 4,356 |
| Delaware | 117,671 | 16 | 1 | 1 : 7,354 |
| Hancock | 70,002 | 6 | 0 | 1 : 11,667 |
| Howard | 82,752 | 13 | 6 | 1 : 6,365 |
| Kosciusko | 77,358 | 14 | 8 | 1 : 5,525 |
| Madison | 131,636 | 18 | 0 | 1 : 7,313 |
| Morgan | 68,894 | 11 | 0 | 1 : 6,263 |
| Wayne | 68,917 | 37 | 2 | 1 : 1,862 |
| Average | | | | 1 : 6,083 |

Findings:

- 1) Allowing employees to accrue over 100 comp hours due to loss of part-time positions.
- 2) Concerned that more comp time may be earned if they ever lose grant funded positions and County doesn't fill.
- 3) They have converted part-time to full-time and now part-time positions are grant funded.
- 4) There is no policy against personal use of social media or internet so they do not consider it an issue.
- 5) Certificate copy fees have not been changed in over 20 years.

Recommendations:

- 1) Evaluate whether there are there any non-mandated functions of the department that could be cut from services provided? (Do they need a CPR Instructor if classes offered through local hospital?)
- 2) Evaluate copy fees for certified documents.

| Highway | | | | |
|----------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 30* | 3* | 1 : 2,335 |
| Bartholomew | 76,794 | 20 | 4 | 1 : 3,839 |
| Boone | 56,640 | 32 | 1 | 1 : 1,770 |
| Delaware | 117,671 | 45 | 0 | 1 : 2,614 |
| Hancock | 70,002 | 30 | 0 | 1 : 2,333 |
| Howard | 82,752 | 37 | 0 | 1 : 2,236 |
| Kosciusko | 77,358 | 39 | 5 | 1 : 1,983 |
| Madison | 131,636 | 38 | 0 | 1 : 3,464 |
| Morgan | 68,894 | 29 | 0 | 1 : 2,375 |
| Wayne | 68,917 | 31 | 0 | 1 : 2,223 |
| Average | | | | 1 : 2,537 |

*Includes Recycle: 1 FT, 2 PT.

Findings:

- 1) In 1995, Highway Department had 45 full-time employees, reduced to 30 full-time employees currently.
- 2) County has 800 miles of roads requiring maintenance and snow plowing.
- 3) County has 190 bridges and 800 small culverts.
- 4) Highway Department newly paves an average of 12-15 miles of road each year.
- 5) Highway Department experiencing high employee turnover in the past 5 years with CDL requirement. Hard to keep employees at \$14.76 to \$15.02 per hour.
- 6) All neighboring counties have a wheel tax. A wheel tax would generate \$1.4 million that could be used to replenish the Bridge Fund that comes from the General Fund levy.

Recommendations:

- 1) Evaluate adopting a wheel tax.
- 2) Conduct compensation review to address employee retention challenge.

| Jail | | | | |
|----------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 40* | 0 | 1 : 1,751 |
| Bartholomew | 76,794 | 58 | 0 | 1 : 1,324 |
| Boone | 56,640 | 14 | 0 | 1 : 4,045 |
| Delaware | 117,671 | 62 | 0 | 1 : 1,897 |
| Hancock | 70,002 | 25 | 0 | 1 : 2,800 |
| Howard | 82,752 | 58 | 4 | 1 : 1,426 |
| Kosciusko | 77,358 | 41 | 3 | 1 : 1,886 |
| Madison | 131,636 | 53 | 1 | 1 : 2,483 |
| Morgan | 68,894 | 47 | 0 | 1 : 1,465 |
| Wayne | 68,917 | 63 | 0 | 1 : 1,093 |
| Average | | | | 1 : 2,047 |

| County | Full-time Employees | Total Number of Inmates Booked 2017 | Employee to Inmate Ratio |
|----------------|----------------------------|--------------------------------------------|---------------------------------|
| Grant | 40* | 3,454 | 1 : 86 |
| Bartholomew | 58 | 3,797 | 1 : 65 |
| Boone | 14 | 3,035 | 1 : 217 |
| Delaware | 62 | 4,592 | 1 : 74 |
| Hancock | 25 | 2,844 | 1 : 114 |
| Howard | 58 | 4,434 | 1 : 76 |
| Kosciusko | 41 | 3,840 | 1 : 94 |
| Madison | 53 | 7,593 | 1 : 143 |
| Morgan | 47 | DNR | DNR |
| Wayne | 63 | 3,518 | 1 : 56 |
| Average | | | 1 : 105 |

*Also provide security at Youth Detention Center.

Findings:

- 1) The size and configuration of the jail creates a concern for properly classifying and housing male and female inmates.
- 2) Corrections Officers are currently cross-trained to provide security at both the Jail and Youth Detention Center.

Recommendations:

- 1) Research closing the Youth Detention Center and repurpose for use as a Jail for 60 female inmates. (See 3.8.2 Youth Detention Center)

| Youth Detention Center | | | | |
|-------------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 23 | 0 | 1 : 3,046 |
| Bartholomew | 76,794 | 0 | 0 | |
| Boone | 56,640 | 0 | 0 | |
| Delaware | 117,671 | 0 | 0 | |
| Hancock | 70,002 | 0 | 0 | |
| Howard | 82,752 | 18 | 2 | 1 : 4,597 |
| Kosciusko | 77,358 | 0 | 0 | |
| Madison | 131,636 | 47 | 0 | 1 : 2,800 |
| Morgan | 68,894 | 0 | 0 | |
| Wayne | 68,917 | 0 | 0 | |
| Average | | | | 1 : 3,699 |

Findings:

- 1) Youth Detention facility has the capacity of 47 juveniles.
- 2) On the day of the interview with Sheriff Reggie Nevels, January 23, 2018, the Youth Detention Center population consisted of 9 juveniles, 6 of which resided outside of Grant County. The Detention is staffed with 5 Sheriff Department employees.
- 3) Annual income for housing juveniles totaled \$156,650. The annual expenditure for operating the facility was \$1,010,483.
- 4) It is reasonable to conclude that this operation necessitates an in-depth evaluation respective of re-allocating County resources to maximize use of the facility and the workforce.

Recommendations:

- 1) Redesign the Youth Detention Center and repurpose for use as a Jail for up to 60 female inmates.
- 2) Redesign the Youth Detention Center and repurpose for use as a Jail for up to 46 female inmates and continue housing the existing level of juveniles.

| Maintenance | | | | |
|--------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 6 | 1 | 1 : 11,676 |
| Bartholomew | 76,794 | 15 | 2 | 1 : 5,119 |
| Boone | 56,640 | 0 | 0 | |
| Delaware | 117,671 | 5 | 0 | 1 : 23,534 |
| Hancock | 70,002 | 0 | 1 | |
| Howard | 82,752 | 13 | 1 | 1 : 6,365 |
| Kosciusko | 77,358 | 4 | 3 | 1 : 19,339 |
| Madison | 131,636 | 0 | 0 | |
| Morgan | 68,894 | 4 | 0 | 1 : 17,223 |
| Wayne | 68,917 | 0 | 0 | |

Findings:

- 1) County has hired a Contractor to train Janitors on how to clean and use chemicals. Contractor comes in during month to review. This has freed up Maintenance Supervisors' workload and training responsibilities.
- 2) Maintenance is responsible for six different buildings and grounds.

Recommendations:

- 1) Evaluate the contractor's cost effectiveness.
- 2) Evaluate outsourcing janitorial functions for cost savings as opposed to performing functions in house.

| Probation | | | | |
|------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 26 | 0 | 1 : 2,694 |
| Bartholomew | 76,794 | 19 | 0 | 1 : 4,041 |
| Boone | 56,640 | 10 | 1 | 1 : 5,664 |
| Delaware | 117,671 | 28 | 0 | 1 : 4,202 |
| Hancock | 70,002 | 20 | 0 | 1 : 3,500 |
| Howard | 82,752 | 28 | 3 | 1 : 2,955 |
| Kosciusko | 77,358 | 17 | 2 | 1 : 4,550 |
| Madison | 131,636 | 26 | 0 | 1 : 5,062 |
| Morgan | 68,894 | 18 | 1 | 1 : 3,827 |
| Wayne | 68,917 | 17 | 1 | 1 : 4,053 |
| Average | | | | 1 : 4,206 |

Findings:

- 1) Courts provide case-load statistics and requirements issued by State.
- 2) Judicial Conference establishes salary schedule for Probation Officer pay.
- 3) Work assignments make it difficult to make a comparative evaluation.

| Prosecuting Attorney | | | | |
|-----------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 13 | 1 | 1 : 5,389 |
| Bartholomew | 76,794 | 10 | 1 | 1 : 7,679 |
| Boone | 56,640 | 17 | 1 | 1 : 3,331 |
| Delaware | 117,671 | 21 | 0 | 1 : 5,603 |
| Hancock | 70,002 | 16 | 1 | 1 : 4,375 |
| Howard | 82,752 | 16 | 0 | 1 : 5,172 |
| Kosciusko | 77,358 | 7 | 4 | 1 : 11,051 |
| Madison | 131,636 | 21 | 0 | 1 : 6,268 |
| Morgan | 68,894 | 5 | 0 | 1 : 13,778 |
| Wayne | 68,917 | 10 | 0 | 1 : 6,891 |
| Average | | | | 1 : 7,128 |

Findings:

- 1) The County continues to respond to increased drug-related incidents without increasing staff.
- 2) County can justify Deputy Prosecutors' salaries to help cover nights, holidays, weekends, and 18 hour days that are not "computed/tracked."

Recommendations:

- 1) Evaluate the costs of having an outside contractor do transcribing, or having it done in Clerk's Office.
- 2) Work assignments make it difficult to make a comparative evaluation.

| Prosecutor IV-D | | | | |
|------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 15 | 1 | 1 : 4,670 |
| Bartholomew | 76,794 | 7 | 0 | 1 : 10,970 |
| Boone | 56,640 | 1 | 2 | 1 : 56,640 |
| Delaware | 117,671 | 18 | 0 | 1 : 6,537 |
| Hancock | 70,002 | | | |
| Howard | 82,752 | 12 | 0 | 1 : 6,896 |
| Kosciusko | 77,358 | 12 | 2 | 1 : 6,446 |
| Madison | 131,636 | 10 | 0 | 1 : 13,163 |
| Morgan | 68,894 | 6 | 0 | 1 : 11,482 |
| Wayne | 68,917 | 8 | 1 | 1 : 8,614 |
| Average | | | | 1 : 15,097 |

Findings:

- 1) Work assignments make it difficult to make a comparative evaluation.

| Public Defender | | | | |
|------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 13 | 0 | 1 : 5,389 |
| Bartholomew | 76,794 | 0 | 0 | |
| Boone | 56,640 | 0 | 0 | |
| Delaware | 117,671 | 25 | 0 | 1 : 4,706 |
| Hancock | 70,002 | 0 | 0 | |
| Howard | 82,752 | 19 | 0 | 1 : 4,355 |
| Kosciusko | 77,358 | 0 | 0 | |
| Madison | 131,636 | 24 | 2 | 1 : 5,484 |
| Morgan | 68,894 | 0 | 0 | |
| Wayne | 68,917 | 7 | 1 | 1 : 9,845 |
| Average | | | | 1 : 6,098 |

Findings:

- 1) Staffing levels in this department need to be "at par" with Prosecutor for reimbursement requirements.
- 2) Investigator in this department is not always busy; however, reimbursement requirements state this is a full-time position. Can other duties be assigned?

Recommendations:

- 1) Re-evaluate duties and workload of Investigator.

| Recorder | | | | |
|-----------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 3 | 0 | 1 : 23,353 |
| Bartholomew | 76,794 | 4 | 0 | 1 : 19,198 |
| Boone | 56,640 | 4 | 2 | 1 : 14,160 |
| Delaware | 117,671 | 5 | 0 | 1 : 23,534 |
| Hancock | 70,002 | 4 | 0 | 1 : 17,500 |
| Howard | 82,752 | 4 | 0 | 1 : 20,688 |
| Kosciusko | 77,358 | 3 | 1 | 1 : 25,786 |
| Madison | 131,636 | 2 | 0 | 1 : 65,818 |
| Morgan | 68,894 | 4 | 0 | 1 : 17,223 |
| Wayne | 68,917 | 4 | 2 | 1 : 17,229 |
| Average | | | | 1 : 24,571 |

| County | Number of Documents Recorded 2016 | Number of Documents Recorded 2017 | Employee to Recordings Ratio 2017 |
|----------------|------------------------------------------|------------------------------------------|------------------------------------------|
| Grant | 10,549 | 10,091 | 1 : 3,364 |
| Bartholomew | 12,938 | 12,226 | 1 : 3,057 |
| Boone | 13,104 | 12,511 | 1 : 3,128 |
| Delaware | 16,977 | 17,264 | 1 : 3,453 |
| Hancock | 14,280 | 14,717 | 1 : 3,679 |
| Howard | 23,335 | 21,879 | 1 : 5,470 |
| Kosciusko | 15,292 | 15,087 | 1 : 5,029 |
| Madison | 18,563 | 18,697 | 1 : 9,349 |
| Morgan | 10,000-12,000 | 10,000-12,000 | |
| Wayne | 10,710 | 10,368 | 1 : 2,592 |
| Average | | | 1 : 4,470 |

Findings:

- 1) This department is full-funded through fees. 2017 brought in \$289,204.57 with 2018 budget of \$113,597.00.
- 2) Has budget for 3 part-time employees, but feels would make too much "down time".
- 3) With only 3 full-time, there is a concern of being short staffed.

Recommendations:

- 1) Possible to "job share" or have a "floater" to cover staff shortages in departments?
- 2) One (1) possible floater employee.

| Sheriff | | | | |
|----------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 59 | 0 | 1 : 1,187 |
| Bartholomew | 76,794 | 43 | 0 | 1 : 1,785 |
| Boone | 56,640 | 27 | 0 | 1 : 2,097 |
| Delaware | 117,671 | 49 | 0 | 1 : 2,401 |
| Hancock | 70,002 | 38 | 0 | 1 : 1,842 |
| Howard | 82,752 | 49 | 1 | 1 : 1,688 |
| Kosciusko | 77,358 | 40 | 3 | 1 : 1,933 |
| Madison | 131,636 | 47 | 0 | 1 : 2,800 |
| Morgan | 68,894 | 29 | 0 | 1 : 2,375 |
| Wayne | 68,917 | 38 | 2 | 1 : 1,813 |
| Average | | | | 1 : 2,082 |

Findings:

1) The Sheriff Department operates Grant County Dispatch with 11 full-time and 3 part-time employees. The City of Marion and City of Gas City operate their own dispatch operations for their public safety departments.

Recommendations:

1) Establish a combined emergency call center with other municipalities in the County.

| Superior Court I | | | | |
|-------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 3 | 0 | 1 : 23,353 |
| Bartholomew | 76,794 | 4 | 0 | 1 : 19,198 |
| Boone | 56,640 | 3 | 1 | 1 : 18,880 |
| Delaware | 117,671 | | | |
| Hancock | 70,002 | 4 | 0 | 1 : 17,500 |
| Howard | 82,752 | 5 | 1 | 1 : 16,550 |
| Kosciusko | 77,358 | | | |
| Madison | 131,636 | 0 | 0 | |
| Morgan | 68,894 | 4 | 0 | 1 : 17,223 |
| Wayne | 68,917 | | | |
| Average | | | | 1 : 17,870 |

Findings:

- 1) Court staff is taking on responsibility of electronic filing and record keeping.
 - 2) Level VI felonies are no longer sent to Department of Corrections; have to be offered supervision locally such as local lock-up, probation, house arrest, or drug court which causes need for more Probation Officers, Court Personnel, Public Defenders, etc.
- Population size is not comparable data as much as number of Level VI felonies and CHINS/Parental Services which continue to increase and have most court staff interaction
See Appendix B for all courts comparable data.

| Superior Court II | | | | |
|--------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 6 | 0 | 1 : 11,676 |
| Bartholomew | 76,794 | 9 | 0 | 1 : 8,532 |
| Boone | 56,640 | 6 | 1 | 1 : 9,440 |
| Delaware | 117,671 | | | |
| Hancock | 70,002 | 5 | 0 | 1 : 14,000 |
| Howard | 82,752 | 5 | 0 | 1 : 16,550 |
| Kosciusko | 77,358 | 7 | 0 | 1 : 11,076 |
| Madison | 131,636 | 0 | 0 | |
| Morgan | 68,894 | 3 | 0 | 1 : 22,964 |
| Wayne | 68,917 | | | |
| Average | | | | 1 : 13,760 |

Findings:

- 1) Court staff is taking on responsibility of electronic filing and record keeping.
- 2) Level VI felonies are no longer sent to Department of Corrections; have to be offered supervision locally such as local lock-up, probation, house arrest, or drug court which causes need for more Probation Officers, Court Personnel, Public Defenders, etc. Population size is not reliable comparable data as much as number of Level VI felonies and CHINS/Parental Services which continue to increase and have most court staff interaction. See Appendix B for all Courts comparable data.

| Superior Court III | | | | |
|---------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 3 | 0 | 1 : 23,353 |
| Bartholomew | 76,794 | 0 | 0 | |
| Boone | 56,640 | 0 | 0 | |
| Delaware | 117,671 | | | |
| Hancock | 70,002 | 0 | 0 | |
| Howard | 82,752 | 7 | 0 | 1 : 11,821 |
| Kosciusko | 77,358 | | | |
| Madison | 131,636 | 0 | 0 | |
| Morgan | 68,894 | 5 | 0 | 1 : 13,778 |
| Wayne | 68,917 | 8 | 0 | 1 : 8,614 |
| Average | | | | 1 : 11,404 |

Findings:

- 1) Court staff is taking on responsibility of electronic filing and record keeping.
 - 2) Level VI felonies are no longer sent to Department of Corrections; have to be offered supervision locally such as local lock-up, probation, house arrest, or drug court which causes need for more Probation Officers, Court Personnel, Public Defenders, etc.
- Population size is not reliable comparable data as much as number of Level VI felonies and CHINS/Parental Services which continue to increase and have most court staff interaction. See Appendix B for all Courts comparable data.

| Surveyor | | | | |
|-----------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 2 | 0 | 1 : 35,030 |
| Bartholomew | 76,794 | 7 | 0 | 1 : 10,970 |
| Boone | 56,640 | 5 | 1 | 1 : 11,328 |
| Delaware | 117,671 | 3 | 0 | 1 : 39,223 |
| Hancock | 70,002 | 5 | 0 | 1 : 14,000 |
| Howard | 82,752 | 3 | 1 | 1 : 27,584 |
| Kosciusko | 77,358 | 2 | 0 | 1 : 38,769 |
| Madison | 131,636 | 3 | 0 | 1 : 43,878 |
| Morgan | 68,894 | 2 | 0 | 1 : 34,447 |
| Wayne | 68,917 | 3 | 0 | 1 : 22,972 |
| Average | | | | 1 : 27,019 |

Findings:

1) When asked if positions could be converted from full-time to part-time response was "no, because employees need insurance."

Recommendations:

1) Evaluate workload of staff; can drainage secretary position duties be performed by Surveyor's secretary?

| Treasurer | | | | |
|------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 3 | 2 to 4 | 1 : 23,353 |
| Bartholomew | 76,794 | 3 | 0 | 1 : 25,598 |
| Boone | 56,640 | 3 | 1 | 1 : 18,880 |
| Delaware | 117,671 | 6 | 0 | 1 : 19,611 |
| Hancock | 70,002 | 3 | 0 | 1 : 23,334 |
| Howard | 82,752 | 4 | 1 | 1 : 20,688 |
| Kosciusko | 77,358 | 4 | 2 | 1 : 19,384 |
| Madison | 131,636 | 5 | 0 | 1 : 26,327 |
| Morgan | 68,894 | 4 | 0 | 1 : 17,223 |
| Wayne | 68,917 | 5 | 1 | 1 : 13,783 |
| Average | | | | 1 : 20,536 |

Findings:

- 1) The department's peak business is performed during the spring and fall for tax collection.
- 2) Department reported no down time- they have bank deposits on a daily basis.
- 3) Over the last few years, Department has reduced staff from 4 full-time employees to 3 full-time and has reduced the number of part-time employees.
- 4) Department offers taxpayers the option of paying bills online with credit card.
- 5) Taxpayers may also sign up for e-billings. The e-billings program is in its third year and has resulted in cost savings.
- 6) Department reported their biggest expense is purchasing specialized paper to print tax bills.

Recommendations:

- 1) One (1) possible floater employee.

| Veterans Affairs | | | | |
|-------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 2 | 0 | 1 : 35,030 |
| Bartholomew | 76,794 | 1 | 0 | 1 : 76,794 |
| Boone | 56,640 | 0 | 1 | |
| Delaware | 117,671 | 1 | 0 | 1 : 117,671 |
| Hancock | 70,002 | 1 | 0 | 1 : 70,002 |
| Howard | 82,752 | 3 | 1 | 1 : 27,584 |
| Kosciusko | 77,358 | 0 | 1 | |
| Madison | 131,636 | 2 | 0 | 1 : 65,818 |
| Morgan | 68,894 | 1 | 0 | 1 : 68,894 |
| Wayne | 68,917 | 0 | 1 | |
| Average | | | | 1 : 71,127 |

Findings:

- 1) Has only been VSO since October 2017.

Recommendations:

- 1) Department is claiming they are getting lots of "comp time" to get caught up from previous VSO. Is comp time calculated correctly? (Admin Asst has 50.25 comp hours at the end of December, 2017)
- 2) Are there services provided by County that could be served through major VA hospital that is located in County?

| Victims Assistance | | | | |
|---------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 1 | 0 | 1 : 70,061 |
| Bartholomew | 76,794 | 1 | 0 | 1 : 76,794 |
| Boone | 56,640 | 2 | 0 | 1 : 28,320 |
| Delaware | 117,671 | 0 | 0 | |
| Hancock | 70,002 | 1 | 1 | 1 : 70,002 |
| Howard | 82,752 | 0 | 0 | |
| Kosciusko | 77,358 | 0 | 0 | |
| Madison | 131,636 | 1 | 0 | 1 : 131,636 |
| Morgan | 68,894 | 1 | 0 | 1 : 68,894 |
| Wayne | 68,917 | 1 | 0 | 1 : 68,917 |
| Average | | | | 1 : 73,261 |

| Weights & Measures | | | | |
|-------------------------------|-------------------|----------------------------|----------------------------|----------------------------------|
| County | Population | Full-time Employees | Part-time Employees | Employee Population Ratio |
| Grant | 70,061 | 1 | 0 | 1 : 70,061 |
| Bartholomew | 76,794 | 1 | 0 | 1 : 76,794 |
| Boone | 56,640 | 1 | 0 | 1 : 56,640 |
| Delaware | 117,671 | 1 | 0 | 1 : 117,671 |
| Hancock | 70,002 | 1 | 0 | 1 : 70,002 |
| Howard | 82,752 | 1 | 0 | 1 : 82,752 |
| Kosciusko | 77,358 | 1 | 0 | 1 : 77,358 |
| Madison | 131,636 | 1 | 0 | 1 : 131,636 |
| Morgan | 68,894 | 0 | 0 | |
| Wayne | 68,917 | 0 | 0 | |
| Average | | | | 1 : 87,550 |

GRANT COUNTY COURT SERVICES PROBLEM SOLVING COURTS PROGRAMS

During communication with Circuit Court Judge Mark Spitzer, WIS staff learned of the Problem Solving Courts programs offered throughout the State of Indiana.

Problem Solving Courts are intended to accommodate offenders with specific needs and problems (drug abuse, mental illness, and domestic violence). These courts are having a positive impact on offenders and victims and reduce recidivism in the county court systems.

Grant County began their first Problem Solving Court Program in 2005 with the establishment of Adult Drug Court. Since that time they have added Re-entry Court in 2008 and Veterans' Court in 2012. Within the past few years Family Dependency Drug Court has been established.

Information provided in the March 2018 Grant County Drug Court Evaluation Report stated that as of December 31, 2017, over a twelve year period, 583 participants have been enrolled in the program. Analysis of Grant County's Drug Court program participation for July 2012 - June 2015 estimated the program prevented approximately 37 individuals from being rearrested during the three-year tracked period.

The following chart illustrates Grant County Courts are among the top eight counties in the State for providing Problem Solving Courts and rank second in population to Problem Solving Courts ratio.

| County | Population | Number of Programs Offered (reported June 2018) | Ratio of Population to Programs |
|-------------|------------|-------------------------------------------------|---------------------------------|
| Grant | 70,061 | 4 | 1 : 17,515 |
| Monroe | 137,974 | 4 | 1 : 34,494 |
| Porter | 164,343 | 4 | 1 : 41,086 |
| Lake | 496,005 | 4 | 1 : 124,001 |
| Howard | 82,752 | 5 | 1 : 16,550 |
| Marion | 903,393 | 5 | 1 : 180,679 |
| Vanderburgh | 179,703 | 6 | 1 : 29,951 |
| Allen | 355,329 | 6 | 1 : 59,222 |

The success of Grant County's Problem Solving Courts has allowed them to play an important part in helping other counties initiate or enhance similar programs including Miami Delaware, Howard, Huntington, Allen, and Noble Counties. The burden of the problem solving courts to address mental health issues, manage relapses, and assist addicts in reintegrating into society requires staff to commit more time and effort than what is considered "typical". As of June 2018, 42 Indiana Counties still do not offer any problem solving court programs. Grant County's court staff should be commended for their willingness to put the time and effort into the success of Problem Solving Courts.

TOTAL CASES FILED PER YEAR

| <u>YEAR</u> | <u>FELONIES FILED</u> | <u>DCS CASES</u> |
|-------------|-----------------------|------------------|
| 2002 | 699 | |
| 2003 | 741 | |
| 2004 | 818 | |
| 2005 | 796 | |
| 2006 | 906 | |
| 2007 | 854 | |
| 2008 | 855 | |
| 2009 | 845 | |
| 2010 | 831 | |
| 2011 | 849 | |
| 2012 | 727 | |
| 2013 | 758 | 172 |
| 2014 | 766 | 179 |
| 2015 | 760 | 185 |
| 2016 | 819 | 201 |
| 2017 | 929 | 293 |

Communication with Judge Spitzer provided the following opinion regarding the increase in felonies filed in Grant County "This increase is largely attributable to the substance abuse crisis which grips our county, state, and nation. As a result, the above stats demonstrate that the local criminal justice system is as busy as it has ever been."

2017 New Criminal Cases Filed

| County | Population | Misdemeanor | Murder | Felony 6 | Felony 5 | Felony 4 | Felony 3 | Felony 2 | Felony 1 | Post Conviction | Miscellaneous Criminal | Class A Felony | Class B Felony | Class C Felony | Class D Felony |
|-------------|------------|-------------|--------|----------|----------|----------|----------|----------|----------|-----------------|------------------------|----------------|----------------|----------------|----------------|
| Grant | 70,061 | 1824 | 1 | 660 | 154 | 60 | 22 | 22 | 6 | 15 | 565 | 1 | 0 | 2 | 1 |
| Bartholomew | 76,794 | 1916 | 0 | 544 | 94 | 22 | 11 | 16 | 0 | 5 | 483 | 0 | 0 | 3 | 0 |
| Boone | 56,640 | 1901 | 2 | 589 | 117 | 25 | 19 | 8 | 0 | 0 | 383 | 1 | 2 | 0 | 0 |
| Delaware | 117,671 | 3392 | 8 | 885 | 198 | 64 | 60 | 44 | 18 | 15 | 142 | 5 | 4 | 4 | 1 |
| Hancock | 70,002 | 1551 | 0 | 604 | 144 | 39 | 18 | 11 | 3 | 2 | 299 | 0 | 0 | 2 | 0 |
| Howard | 82,752 | 1758 | 2 | 1014 | 195 | 71 | 50 | 38 | 11 | 17 | 349 | 0 | 0 | 1 | 3 |
| Kosciusko | 77,358 | 1485 | 1 | 700 | 211 | 52 | 37 | 27 | 3 | 9 | 238 | 1 | 0 | 17 | 1 |
| Madison | 131,636 | 4237 | 3 | 1327 | 282 | 94 | 81 | 59 | 18 | 53 | 1070 | 4 | 1 | 7 | 19 |
| Morgan | 68,894 | 1366 | 0 | 722 | 96 | 38 | 23 | 15 | 5 | 6 | 782 | 1 | 0 | 3 | 0 |
| Wayne | 68,917 | 1302 | 1 | 642 | 125 | 37 | 14 | 20 | 3 | 9 | 226 | 0 | 1 | 0 | 0 |

| 2017 New Juvenile Cases | | | |
|-------------------------|-------|--------------------------------|------------------------|
| | CHINS | Termination of Parental Rights | Juvenile Miscellaneous |
| Grant | 148 | 94 | 42 |
| Bartholomew | 179 | 41 | 154 |
| Boone | 130 | 34 | 89 |
| Delaware | 448 | 57 | 253 |
| Hancock | 68 | 8 | 51 |
| Howard | 257 | 74 | 3 |
| Kosciusko | 130 | 5 | 99 |
| Madison | 480 | 110 | 542 |
| Morgan | 193 | 41 | 136 |
| Wayne | 303 | 19 | 166 |

2017 TEMPORARY ADJUSTED WEIGHTED CASELOAD MEASURES

(Amended 4/26/18)

Indiana's weighted caseload measures system is intended to apply only to new case filings. Until the Temporary Adjusted Weighted Caseload Report was created, all reports reflected trial court utilization statistics based solely on the number of new cases filed in each court. Each year, the baseline utilization figures shift somewhat during the year due to the transfer of cases among the courts (because of change of venue from the county or the judge and judicial recusals), senior judge service and other shifts of judicial time and cases.

For 2017, we have calculated the temporary, adjusted weighted caseload utilization figures. The temporary adjusted statistics have been calculated by:

- Adding to the court's total minutes the cases in which the reporting judge assumed jurisdiction as a special judge in other courts.
- Adding to the court's total minutes the venued in and transferred in cases.
- Subtracting from the court's total minutes the number of cases in which another judge assumed jurisdiction as a special judge in the reporting court.
- Subtracting from the court's total minutes the venued out and transferred out cases.
- Adding to the reporting court's total minutes the time that senior judges serve in the reporting court.

The information in the "Temporary Adjusted Weighted Caseload Report" does not change the fundamental filing patterns in the trial courts. It reflects some of the ways that courts shift caseloads and resources, sometimes to deal with uneven caseloads. Because these shifts are temporary, they should only be used as an additional reference and not as the baseline for weighted caseload statistics. The temporary data is reported so that courts could see how the shifting of caseloads and judicial officer resources played out in 2017.

| County | Court | Court Name | 2017 Weighted Caseload Measures | | | 2017 Temporary Adjusted Weighted Caseload Measures | | | Change |
|---------------------|---------------------|------------------|---------------------------------|--------------|-------------|----------------------------------------------------|--------------|-------------|--------------|
| | | | Need | Have | Util | Need | Have | Util | |
| ADAMS | 01C01 | Circuit Court | 1.05 | 1.00 | 1.05 | 1.09 | 1.12 | 0.98 | -0.07 |
| | 01D01 | Superior Court | 0.91 | 1.00 | 0.91 | 0.90 | 1.37 | 0.66 | -0.25 |
| | County Total | | | 1.96 | 2.00 | 0.98 | 2.00 | 2.49 | 0.80 |
| ALLEN | 02C01 | Circuit Court | 3.61 | 3.00 | 1.20 | 3.76 | 3.15 | 1.20 | -0.01 |
| | 02D01 | Superior Court 1 | 2.01 | 2.00 | 1.01 | 1.98 | 2.03 | 0.98 | -0.03 |
| | 02D02 | Superior Court 2 | 2.13 | 2.00 | 1.06 | 2.11 | 2.03 | 1.04 | -0.02 |
| | 02D03 | Superior Court 3 | 2.19 | 2.00 | 1.09 | 2.16 | 2.01 | 1.08 | -0.02 |
| | 02D04 | Superior Court 4 | 2.48 | 2.00 | 1.24 | 2.92 | 2.31 | 1.26 | 0.02 |
| | 02D05 | Superior Court 5 | 3.34 | 2.00 | 1.67 | 3.08 | 2.08 | 1.48 | -0.19 |
| | 02D06 | Superior Court 6 | 2.86 | 2.00 | 1.43 | 2.72 | 2.09 | 1.30 | -0.13 |
| | 02D07 | Superior Court 7 | 3.75 | 3.00 | 1.25 | 3.66 | 3.01 | 1.22 | -0.03 |
| | 02D08 | Superior Court 8 | 3.94 | 3.00 | 1.31 | 4.01 | 3.00 | 1.34 | 0.02 |
| | 02D09 | Superior Court 9 | 2.28 | 2.00 | 1.14 | 2.33 | 2.01 | 1.16 | 0.02 |
| County Total | | | 28.59 | 23.01 | 1.24 | 28.74 | 23.72 | 1.21 | -0.03 |
| BARTHOLOMEW | 03C01 | Circuit Court | 1.71 | 2.01 | 0.85 | 1.83 | 2.20 | 0.83 | -0.02 |
| | 03D01 | Superior Court 1 | 1.41 | 1.07 | 1.33 | 1.45 | 1.07 | 1.36 | 0.03 |
| | 03D02 | Superior Court 2 | 2.24 | 2.05 | 1.09 | 2.16 | 2.05 | 1.05 | -0.04 |
| | County Total | | | 5.36 | 5.13 | 1.05 | 5.44 | 5.32 | 1.02 |

| County | Court | Court Name | 2017 Weighted Caseload Measures | | | 2017 Temporary Adjusted Weighted Caseload Measures | | | Change |
|-----------|--------------|------------------|---------------------------------|-------------|-------------|----------------------------------------------------|-------------|-------------|--------------|
| | | | Need | Have | Util | Need | Have | Util | |
| BENTON | 04C01 | Circuit Court | 0.50 | 1.00 | 0.50 | 0.49 | 1.02 | 0.48 | -0.02 |
| | County Total | | 0.50 | 1.00 | 0.50 | 0.49 | 1.02 | 0.48 | -0.02 |
| BLACKFORD | 05C01 | Circuit Court | 0.48 | 1.00 | 0.48 | 0.47 | 1.00 | 0.47 | -0.01 |
| | 05D01 | Superior Court | 0.34 | 1.00 | 0.34 | 0.36 | 1.00 | 0.36 | 0.02 |
| | County Total | | 0.82 | 2.00 | 0.41 | 0.84 | 2.00 | 0.42 | 0.01 |
| BOONE | 06C01 | Circuit Court | 2.31 | 2.00 | 1.15 | 2.31 | 2.03 | 1.14 | -0.02 |
| | 06D01 | Superior Court 1 | 1.14 | 1.00 | 1.14 | 1.13 | 1.00 | 1.13 | -0.01 |
| | 06D02 | Superior Court 2 | 1.25 | 1.22 | 1.02 | 1.25 | 1.22 | 1.03 | 0.01 |
| | County Total | | 4.69 | 4.22 | 1.11 | 4.69 | 4.25 | 1.10 | -0.01 |
| BROWN | 07C01 | Circuit Court | 1.14 | 2.00 | 0.57 | 1.21 | 2.00 | 0.61 | 0.04 |
| | County Total | | 1.14 | 2.00 | 0.57 | 1.21 | 2.00 | 0.61 | 0.04 |
| CARROLL | 08C01 | Circuit Court | 0.56 | 1.00 | 0.56 | 0.56 | 1.01 | 0.56 | 0.00 |
| | 08D01 | Superior Court | 0.62 | 1.00 | 0.62 | 0.64 | 1.01 | 0.64 | 0.02 |
| | County Total | | 1.18 | 2.00 | 0.59 | 1.20 | 2.02 | 0.60 | 0.01 |
| CASS | 09C01 | Circuit Court | 1.21 | 1.00 | 1.21 | 1.26 | 1.02 | 1.24 | 0.03 |
| | 09D01 | Superior Court 1 | 1.01 | 1.00 | 1.01 | 1.02 | 1.11 | 0.92 | -0.10 |
| | 09D02 | Superior Court 2 | 1.25 | 1.00 | 1.25 | 1.30 | 1.10 | 1.18 | -0.08 |
| | County Total | | 3.48 | 3.00 | 1.16 | 3.58 | 3.23 | 1.11 | -0.05 |
| CLARK | 10C01 | Circuit Court 1 | 2.32 | 2.00 | 1.16 | 2.35 | 2.19 | 1.07 | -0.09 |
| | 10C02 | Circuit Court 2 | 2.93 | 2.00 | 1.47 | 3.10 | 2.23 | 1.39 | -0.07 |
| | 10C03 | Circuit Court 3 | 3.39 | 2.00 | 1.69 | 3.58 | 2.27 | 1.57 | -0.12 |
| | 10C04 | Circuit Court 4 | 2.43 | 2.00 | 1.21 | 2.66 | 2.32 | 1.14 | -0.07 |
| | County Total | | 11.06 | 8.00 | 1.38 | 11.68 | 9.01 | 1.30 | -0.09 |
| CLAY | 11C01 | Circuit Court | 1.17 | 1.00 | 1.17 | 1.20 | 1.02 | 1.18 | 0.00 |
| | 11D01 | Superior Court | 0.90 | 1.00 | 0.90 | 0.91 | 1.01 | 0.90 | 0.00 |
| | County Total | | 2.07 | 2.00 | 1.04 | 2.10 | 2.03 | 1.04 | 0.00 |
| CLINTON | 12C01 | Circuit Court | 1.53 | 1.00 | 1.53 | 1.55 | 1.17 | 1.33 | -0.21 |
| | 12D01 | Superior Court | 1.03 | 1.00 | 1.03 | 1.04 | 1.07 | 0.97 | -0.06 |
| | County Total | | 2.57 | 2.00 | 1.28 | 2.59 | 2.24 | 1.16 | -0.13 |
| CRAWFORD | 13C01 | Circuit Court | 1.03 | 1.20 | 0.85 | 1.03 | 1.25 | 0.83 | -0.02 |
| | County Total | | 1.03 | 1.20 | 0.85 | 1.03 | 1.25 | 0.83 | -0.02 |
| DAVISS | 14C01 | Circuit Court | 1.04 | 1.30 | 0.80 | 1.05 | 1.32 | 0.80 | 0.00 |
| | 14D01 | Superior Court | 1.36 | 1.00 | 1.36 | 1.36 | 1.08 | 1.26 | -0.10 |
| | County Total | | 2.40 | 2.30 | 1.04 | 2.41 | 2.39 | 1.01 | -0.04 |
| DEARBORN | 15C01 | Circuit Court | 1.70 | 1.50 | 1.13 | 1.74 | 1.60 | 1.09 | -0.04 |
| | 15D01 | Superior Court 1 | 1.04 | 1.00 | 1.04 | 1.05 | 1.05 | 1.00 | -0.05 |
| | 15D02 | Superior Court 2 | 1.01 | 1.00 | 1.01 | 1.03 | 1.05 | 0.98 | -0.03 |
| | County Total | | 3.75 | 3.50 | 1.07 | 3.82 | 3.71 | 1.03 | -0.04 |
| DECATUR | 16C01 | Circuit Court | 1.65 | 1.00 | 1.65 | 1.64 | 1.00 | 1.64 | -0.01 |
| | 16D01 | Superior Court | 1.25 | 1.00 | 1.25 | 1.31 | 1.02 | 1.28 | 0.03 |
| | County Total | | 2.91 | 2.00 | 1.45 | 2.94 | 2.02 | 1.46 | 0.01 |

| County | Court | Court Name | 2017 Weighted Caseload Measures | | | 2017 Temporary Adjusted Weighted Caseload Measures | | | Change |
|----------|---------------------|------------------|---------------------------------|--------------|-------------|----------------------------------------------------|--------------|-------------|--------------|
| | | | Need | Have | Util | Need | Have | Util | |
| DEKALB | 17C01 | Circuit Court | 1.05 | 1.00 | 1.05 | 0.99 | 1.14 | 0.86 | -0.19 |
| | 17D01 | Superior Court 1 | 1.38 | 1.00 | 1.38 | 1.37 | 1.05 | 1.30 | -0.08 |
| | 17D02 | Superior Court 2 | 0.92 | 1.00 | 0.92 | 1.05 | 1.07 | 0.98 | 0.06 |
| | County Total | | 3.36 | 3.00 | 1.12 | 3.40 | 3.27 | 1.04 | -0.08 |
| DELAWARE | 18C01 | Circuit Court 1 | 1.25 | 1.12 | 1.11 | 1.29 | 1.12 | 1.15 | 0.04 |
| | 18C02 | Circuit Court 2 | 2.68 | 2.52 | 1.06 | 2.68 | 2.52 | 1.06 | 0.00 |
| | 18C03 | Circuit Court 3 | 1.20 | 1.12 | 1.07 | 1.28 | 1.15 | 1.11 | 0.04 |
| | 18C04 | Circuit Court 4 | 1.27 | 1.00 | 1.27 | 1.27 | 1.00 | 1.27 | 0.00 |
| | 18C05 | Circuit Court 5 | 1.20 | 1.24 | 0.97 | 1.21 | 1.24 | 0.97 | 0.00 |
| | County Total | | 7.60 | 7.00 | 1.09 | 7.73 | 7.03 | 1.10 | 0.01 |
| DUBOIS | 19C01 | Circuit Court | 1.69 | 1.00 | 1.69 | 1.71 | 1.24 | 1.38 | -0.31 |
| | 19D01 | Superior Court | 1.13 | 1.00 | 1.13 | 1.17 | 1.01 | 1.16 | 0.04 |
| | County Total | | 2.82 | 2.00 | 1.41 | 2.88 | 2.24 | 1.28 | -0.12 |
| ELKHART | 20C01 | Circuit Court | 3.07 | 2.00 | 1.53 | 3.16 | 2.08 | 1.52 | -0.01 |
| | 20D01 | Superior Court 1 | 2.20 | 2.40 | 0.92 | 2.16 | 3.19 | 0.68 | -0.24 |
| | 20D02 | Superior Court 2 | 1.34 | 1.20 | 1.11 | 1.43 | 1.20 | 1.19 | 0.07 |
| | 20D03 | Superior Court 3 | 1.05 | 1.08 | 0.97 | 1.19 | 1.18 | 1.01 | 0.04 |
| | 20D04 | Superior Court 4 | 1.50 | 1.02 | 1.47 | 1.48 | 1.18 | 1.26 | -0.21 |
| | 20D05 | Superior Court 5 | 1.84 | 1.43 | 1.29 | 1.78 | 1.55 | 1.15 | -0.14 |
| | 20D06 | Superior Court 6 | 3.00 | 2.05 | 1.46 | 3.01 | 2.05 | 1.47 | 0.01 |
| | County Total | | 13.99 | 11.18 | 1.25 | 14.22 | 12.42 | 1.14 | -0.11 |
| FAYETTE | 21C01 | Circuit Court | 1.19 | 1.00 | 1.19 | 1.12 | 1.08 | 1.03 | -0.16 |
| | 21D01 | Superior Court | 1.16 | 1.00 | 1.16 | 1.15 | 1.15 | 1.00 | -0.16 |
| | County Total | | 2.35 | 2.00 | 1.18 | 2.27 | 2.23 | 1.02 | -0.16 |
| FLOYD | 22C01 | Circuit Court | 2.03 | 1.40 | 1.45 | 2.06 | 1.68 | 1.23 | -0.22 |
| | 22D01 | Superior Court 1 | 1.54 | 1.10 | 1.40 | 1.59 | 1.22 | 1.29 | -0.10 |
| | 22D02 | Superior Court 2 | 1.57 | 1.20 | 1.30 | 1.56 | 1.25 | 1.25 | -0.06 |
| | 22D03 | Superior Court 3 | 1.29 | 1.20 | 1.08 | 1.31 | 1.33 | 0.99 | -0.09 |
| | County Total | | 6.42 | 4.90 | 1.31 | 6.53 | 5.49 | 1.19 | -0.12 |
| FOUNTAIN | 23C01 | Circuit Court | 1.23 | 1.40 | 0.88 | 1.25 | 1.43 | 0.88 | 0.00 |
| | County Total | | 1.23 | 1.40 | 0.88 | 1.25 | 1.43 | 0.88 | 0.00 |
| FRANKLIN | 24C01 | Circuit Court 1 | 0.55 | 1.00 | 0.55 | 0.55 | 1.00 | 0.55 | 0.00 |
| | 24C02 | Circuit Court 2 | 0.62 | 1.00 | 0.62 | 0.65 | 1.00 | 0.65 | 0.02 |
| | County Total | | 1.18 | 2.00 | 0.59 | 1.20 | 2.00 | 0.60 | 0.01 |
| FULTON | 25C01 | Circuit Court | 0.95 | 1.00 | 0.95 | 0.97 | 1.04 | 0.93 | -0.02 |
| | 25D01 | Superior Court | 0.74 | 1.00 | 0.74 | 0.76 | 1.00 | 0.76 | 0.02 |
| | County Total | | 1.69 | 2.00 | 0.85 | 1.73 | 2.04 | 0.85 | 0.00 |
| GIBSON | 26C01 | Circuit Court | 1.44 | 1.00 | 1.44 | 1.51 | 1.15 | 1.31 | -0.13 |
| | 26D01 | Superior Court | 1.04 | 1.00 | 1.04 | 0.99 | 1.16 | 0.85 | -0.19 |
| | County Total | | 2.48 | 2.00 | 1.24 | 2.50 | 2.31 | 1.08 | -0.16 |

| County | Court | Court Name | 2017 Weighted Caseload Measures | | | 2017 Temporary Adjusted Weighted Caseload Measures | | | Change |
|--------------|--------------|------------------|---------------------------------|-------|------|----------------------------------------------------|-------|------|--------|
| | | | Need | Have | Util | Need | Have | Util | |
| GRANT | 27C01 | Circuit Court | 1.54 | 1.10 | 1.40 | 1.63 | 1.10 | 1.49 | 0.09 |
| | 27D01 | Superior Court 1 | 1.01 | 1.10 | 0.92 | 1.21 | 1.10 | 1.10 | 0.18 |
| | 27D02 | Superior Court 2 | 2.09 | 1.80 | 1.16 | 2.09 | 1.83 | 1.15 | -0.01 |
| | 27D03 | Superior Court 3 | 1.01 | 1.00 | 1.01 | 0.98 | 1.02 | 0.96 | -0.05 |
| | County Total | | | 5.65 | 5.00 | 1.13 | 5.91 | 5.05 | 1.17 |
| GREENE | 28C01 | Circuit Court | 1.08 | 1.50 | 0.72 | 1.11 | 1.51 | 0.74 | 0.02 |
| | 28D01 | Superior Court | 1.05 | 1.50 | 0.70 | 1.08 | 1.50 | 0.72 | 0.02 |
| | County Total | | | 2.13 | 3.00 | 0.71 | 2.20 | 3.01 | 0.73 |
| HAMILTON | 29C01 | Circuit Court | 1.92 | 1.51 | 1.27 | 1.99 | 1.53 | 1.30 | 0.02 |
| | 29D01 | Superior Court 1 | 2.47 | 1.82 | 1.36 | 2.58 | 1.99 | 1.29 | -0.06 |
| | 29D02 | Superior Court 2 | 1.39 | 1.21 | 1.15 | 1.37 | 1.25 | 1.09 | -0.06 |
| | 29D03 | Superior Court 3 | 2.10 | 1.45 | 1.45 | 2.01 | 1.50 | 1.34 | -0.11 |
| | 29D04 | Superior Court 4 | 1.59 | 1.39 | 1.15 | 1.62 | 1.39 | 1.17 | 0.02 |
| | 29D05 | Superior Court 5 | 1.65 | 1.38 | 1.20 | 1.79 | 2.94 | 0.61 | -0.59 |
| | 29D06 | Superior Court 6 | 1.30 | 1.24 | 1.05 | 1.32 | 1.24 | 1.06 | 0.01 |
| County Total | | | 12.43 | 10.00 | 1.24 | 12.67 | 11.85 | 1.07 | -0.17 |
| HANCOCK | 30C01 | Circuit Court | 1.64 | 1.00 | 1.64 | 1.67 | 1.00 | 1.67 | 0.03 |
| | 30D01 | Superior Court 1 | 1.48 | 1.32 | 1.12 | 1.47 | 1.32 | 1.11 | -0.01 |
| | 30D02 | Superior Court 2 | 1.43 | 1.30 | 1.10 | 1.42 | 1.30 | 1.09 | -0.01 |
| | County Total | | | 4.55 | 3.62 | 1.26 | 4.56 | 3.62 | 1.26 |
| HARRISON | 31C01 | Circuit Court | 1.22 | 1.40 | 0.87 | 1.24 | 1.41 | 0.88 | 0.00 |
| | 31D01 | Superior Court | 1.28 | 1.00 | 1.28 | 1.35 | 1.16 | 1.16 | -0.12 |
| | County Total | | | 2.50 | 2.40 | 1.04 | 2.59 | 2.58 | 1.01 |
| HENDRICKS | 32C01 | Circuit Court | 1.20 | 1.10 | 1.10 | 1.21 | 1.13 | 1.07 | -0.03 |
| | 32D01 | Superior Court 1 | 1.37 | 1.30 | 1.05 | 1.40 | 1.36 | 1.03 | -0.02 |
| | 32D02 | Superior Court 2 | 1.36 | 1.45 | 0.94 | 1.37 | 1.46 | 0.94 | 0.00 |
| | 32D03 | Superior Court 3 | 1.50 | 1.20 | 1.25 | 1.56 | 1.20 | 1.30 | 0.05 |
| | 32D04 | Superior Court 4 | 1.26 | 1.45 | 0.87 | 1.36 | 1.48 | 0.92 | 0.05 |
| | 32D05 | Superior Court 5 | 1.44 | 1.50 | 0.96 | 1.49 | 1.50 | 0.99 | 0.03 |
| County Total | | | 8.13 | 8.00 | 1.02 | 8.39 | 8.13 | 1.03 | 0.02 |
| HENRY | 33C01 | Circuit Court 1 | 1.41 | 1.30 | 1.08 | 1.43 | 1.36 | 1.05 | -0.03 |
| | 33C02 | Circuit Court 2 | 1.43 | 1.30 | 1.10 | 1.44 | 1.36 | 1.06 | -0.04 |
| | 33C03 | Circuit Court 3 | 1.09 | 1.00 | 1.09 | 1.11 | 1.00 | 1.11 | 0.03 |
| | County Total | | | 3.93 | 3.60 | 1.09 | 3.98 | 3.71 | 1.07 |
| HOWARD | 34C01 | Circuit Court | 2.57 | 1.60 | 1.60 | 2.60 | 1.72 | 1.51 | -0.09 |
| | 34D01 | Superior Court 1 | 1.58 | 1.00 | 1.58 | 1.58 | 1.19 | 1.34 | -0.24 |
| | 34D02 | Superior Court 2 | 1.18 | 1.00 | 1.18 | 1.19 | 1.05 | 1.13 | -0.05 |
| | 34D03 | Superior Court 3 | 1.27 | 1.00 | 1.27 | 1.30 | 1.00 | 1.30 | 0.03 |
| | 34D04 | Superior Court 4 | 1.06 | 1.00 | 1.06 | 1.06 | 1.00 | 1.05 | -0.01 |
| County Total | | | 7.66 | 5.60 | 1.37 | 7.73 | 5.95 | 1.30 | -0.07 |
| HUNTINGTON | 35C01 | Circuit Court | 1.04 | 1.00 | 1.04 | 1.06 | 1.04 | 1.02 | -0.02 |
| | 35D01 | Superior Court | 1.32 | 1.20 | 1.10 | 1.32 | 1.20 | 1.10 | -0.01 |
| | County Total | | | 2.36 | 2.20 | 1.07 | 2.38 | 2.24 | 1.06 |

| County | Court | Court Name | 2017 Weighted Caseload Measures | | | 2017 Temporary Adjusted Weighted Caseload Measures | | | Change |
|-----------|---------------------|--------------------------|---------------------------------|-------------|-------------|----------------------------------------------------|-------------|-------------|-------------|
| | | | Need | Have | Util | Need | Have | Util | |
| JACKSON | 36C01 | Circuit Court | 1.36 | 1.00 | 1.36 | 1.36 | 1.26 | 1.08 | -0.28 |
| | 36D01 | Superior Court 1 | 1.05 | 1.00 | 1.05 | 1.05 | 1.05 | 0.99 | -0.05 |
| | 36D02 | Superior Court 2 | 1.28 | 1.40 | 0.91 | 1.31 | 1.41 | 0.93 | 0.01 |
| | County Total | | | 3.68 | 3.40 | 1.08 | 3.71 | 3.72 | 1.00 |
| JASPER | 37C01 | Circuit Court | 1.24 | 1.00 | 1.24 | 1.21 | 1.16 | 1.05 | -0.19 |
| | 37D01 | Superior Court | 0.99 | 1.00 | 0.99 | 1.01 | 1.11 | 0.91 | -0.07 |
| | County Total | | | 2.23 | 2.00 | 1.11 | 2.23 | 2.27 | 0.98 |
| JAY | 38C01 | Circuit Court | 0.62 | 1.00 | 0.62 | 0.58 | 1.00 | 0.58 | -0.04 |
| | 38D01 | Superior Court | 0.61 | 1.00 | 0.61 | 0.58 | 1.00 | 0.58 | -0.02 |
| | County Total | | | 1.22 | 2.00 | 0.61 | 1.16 | 2.00 | 0.58 |
| JEFFERSON | 39C01 | Circuit Court | 1.59 | 1.00 | 1.59 | 1.59 | 1.19 | 1.34 | -0.25 |
| | 39D01 | Superior Court | 1.35 | 1.00 | 1.35 | 1.39 | 1.16 | 1.19 | -0.16 |
| | County Total | | | 2.95 | 2.00 | 1.47 | 2.98 | 2.35 | 1.27 |
| JENNINGS | 40C01 | Circuit Court | 1.68 | 1.00 | 1.68 | 1.67 | 1.39 | 1.20 | -0.48 |
| | 40D01 | Superior Court | 1.45 | 1.00 | 1.45 | 1.46 | 1.16 | 1.26 | -0.19 |
| | County Total | | | 3.13 | 2.00 | 1.57 | 3.13 | 2.55 | 1.23 |
| JOHNSON | 41C01 | Circuit Court | 2.66 | 2.20 | 1.21 | 2.88 | 2.20 | 1.31 | 0.10 |
| | 41D01 | Superior Court 1 | 1.15 | 1.20 | 0.96 | 1.15 | 1.21 | 0.95 | -0.01 |
| | 41D02 | Superior Court 2 | 1.19 | 1.20 | 0.99 | 1.22 | 1.62 | 0.75 | -0.23 |
| | 41D03 | Superior Court 3 | 1.26 | 1.20 | 1.05 | 1.22 | 1.25 | 0.98 | -0.07 |
| | 41D04 | Superior Court 4 | 1.27 | 1.20 | 1.06 | 1.31 | 1.20 | 1.09 | 0.03 |
| | County Total | | | 7.52 | 7.00 | 1.07 | 7.79 | 7.48 | 1.04 |
| KNOX | 42C01 | Circuit Court | 1.21 | 1.00 | 1.21 | 1.24 | 1.13 | 1.10 | -0.10 |
| | 42D01 | Superior Court 1 | 1.42 | 1.00 | 1.42 | 1.43 | 1.23 | 1.17 | -0.26 |
| | 42D02 | Superior Court 2 | 0.87 | 1.00 | 0.87 | 0.86 | 1.02 | 0.84 | -0.03 |
| | County Total | | | 3.49 | 3.00 | 1.16 | 3.53 | 3.38 | 1.05 |
| KOSCIUSKO | 43C01 | Circuit Court | 1.40 | 1.00 | 1.40 | 1.40 | 1.14 | 1.23 | -0.17 |
| | 43D01 | Superior Court 1 | 1.93 | 1.00 | 1.93 | 1.93 | 1.09 | 1.78 | -0.15 |
| | 43D02 | Superior Court 2 | 0.95 | 1.00 | 0.95 | 1.04 | 1.06 | 0.98 | 0.03 |
| | 43D03 | Superior Court 3 | 1.06 | 1.00 | 1.06 | 1.05 | 1.08 | 0.98 | -0.09 |
| | County Total | | | 5.35 | 4.00 | 1.34 | 5.43 | 4.37 | 1.24 |
| LAGRANGE | 44C01 | Circuit Court | 0.98 | 1.00 | 0.98 | 1.00 | 1.05 | 0.95 | -0.03 |
| | 44D01 | Superior Court | 0.95 | 1.00 | 0.95 | 0.95 | 1.03 | 0.92 | -0.03 |
| | County Total | | | 1.93 | 2.00 | 0.96 | 1.95 | 2.08 | 0.94 |
| LAKE | 45C01 | Circuit Court | 3.90 | 3.40 | 1.15 | 3.78 | 3.40 | 1.11 | -0.04 |
| | 45D01 | Superior Court, Civil 1 | 0.73 | 1.00 | 0.73 | 0.71 | 1.00 | 0.71 | -0.01 |
| | 45D02 | Superior Court, Civil 2 | 0.85 | 1.00 | 0.85 | 0.90 | 1.00 | 0.90 | 0.04 |
| | 45D03 | Superior Court, Civil 3 | 1.27 | 2.00 | 0.64 | 1.34 | 2.11 | 0.64 | 0.00 |
| | 45D04 | Superior Court, Civil 4 | 1.02 | 1.00 | 1.02 | 1.09 | 1.05 | 1.04 | 0.02 |
| | 45D05 | Superior Court, Civil 5 | 1.46 | 2.00 | 0.73 | 1.34 | 2.00 | 0.67 | -0.06 |
| | 45D06 | Superior Court, Juvenile | 7.22 | 7.50 | 0.96 | 7.21 | 7.52 | 0.96 | 0.00 |
| | 45D07 | Superior Court, County 1 | 1.68 | 2.00 | 0.84 | 1.69 | 2.00 | 0.84 | 0.01 |

| County | Court | Court Name | 2017 Weighted Caseload Measures | | | 2017 Temporary Adjusted Weighted Caseload Measures | | | Change |
|----------|---------------------|----------------------------|---------------------------------|--------------|--------------|----------------------------------------------------|--------------|--------------|-------------|
| | | | Need | Have | Util | Need | Have | Util | |
| LAKE | 45D08 | Superior Court, County 2 | 2.43 | 2.00 | 1.22 | 2.39 | 2.08 | 1.15 | -0.07 |
| | 45D09 | Superior Court, County 3 | 2.60 | 2.44 | 1.07 | 2.52 | 2.44 | 1.03 | -0.03 |
| | 45D10 | Superior Court, Civil 6 | 0.89 | 1.00 | 0.89 | 0.85 | 1.13 | 0.76 | -0.14 |
| | 45D11 | Superior Court, Civil 7 | 0.98 | 1.00 | 0.98 | 0.91 | 1.05 | 0.86 | -0.12 |
| | 45D12 | Superior Court, County 4 | 1.30 | 1.30 | 1.00 | 1.30 | 1.30 | 1.00 | 0.00 |
| | 45G01 | Superior Court, Criminal 1 | 1.45 | 1.50 | 0.97 | 1.42 | 1.52 | 0.93 | -0.03 |
| | 45G02 | Superior Court, Criminal 2 | 1.21 | 1.50 | 0.81 | 1.24 | 1.50 | 0.82 | 0.02 |
| | 45G03 | Superior Court, Criminal 3 | 1.20 | 1.50 | 0.80 | 1.27 | 1.55 | 0.82 | 0.02 |
| | 45G04 | Superior Court, Criminal 4 | 1.26 | 1.50 | 0.84 | 1.31 | 1.52 | 0.86 | 0.02 |
| | County Total | | | 31.45 | 33.64 | 0.93 | 31.26 | 34.18 | 0.91 |
| LAPORTE | 46C01 | Circuit Court | 2.95 | 3.00 | 0.98 | 3.05 | 3.08 | 0.99 | 0.01 |
| | 46D01 | Superior Court 1 | 1.27 | 1.00 | 1.27 | 1.28 | 1.00 | 1.28 | 0.01 |
| | 46D02 | Superior Court 2 | 1.32 | 1.00 | 1.32 | 1.32 | 1.12 | 1.18 | -0.14 |
| | 46D03 | Superior Court 3 | 1.04 | 1.00 | 1.04 | 1.04 | 1.12 | 0.93 | -0.11 |
| | 46D04 | Superior Court 4 | 2.10 | 2.00 | 1.05 | 2.15 | 2.29 | 0.94 | -0.11 |
| | County Total | | | 8.68 | 8.00 | 1.08 | 8.85 | 8.61 | 1.03 |
| LAWRENCE | 47C01 | Circuit Court | 1.82 | 2.00 | 0.91 | 1.91 | 2.04 | 0.94 | 0.03 |
| | 47D01 | Superior Court 1 | 0.95 | 1.00 | 0.95 | 0.94 | 1.11 | 0.85 | -0.10 |
| | 47D02 | Superior Court 2 | 1.36 | 1.00 | 1.36 | 1.39 | 1.05 | 1.33 | -0.03 |
| | County Total | | | 4.13 | 4.00 | 1.03 | 4.24 | 4.20 | 1.01 |
| MADISON | 48C01 | Circuit Court 1 | 2.14 | 1.89 | 1.13 | 2.14 | 1.89 | 1.13 | 0.00 |
| | 48C02 | Circuit Court 2 | 3.17 | 2.11 | 1.50 | 3.21 | 2.18 | 1.47 | -0.03 |
| | 48C03 | Circuit Court 3 | 1.73 | 1.68 | 1.03 | 1.77 | 1.83 | 0.97 | -0.06 |
| | 48C04 | Circuit Court 4 | 1.70 | 1.50 | 1.13 | 1.80 | 1.50 | 1.19 | 0.06 |
| | 48C05 | Circuit Court 5 | 1.51 | 1.36 | 1.11 | 1.47 | 1.36 | 1.08 | -0.03 |
| | 48C06 | Circuit Court 6 | 1.47 | 1.83 | 0.80 | 1.53 | 1.90 | 0.80 | 0.00 |
| | County Total | | | 11.72 | 10.38 | 1.13 | 11.90 | 10.67 | 1.12 |
| MARION | 49C01 | Circuit Court | 4.85 | 8.00 | 0.61 | 4.88 | 8.13 | 0.60 | -0.01 |
| | 49D01 | Superior, Civil 1 | 1.48 | 1.80 | 0.82 | 1.69 | 1.84 | 0.92 | 0.10 |
| | 49D02 | Superior, Civil 2 | 1.63 | 2.70 | 0.60 | 1.63 | 2.70 | 0.61 | 0.00 |
| | 49D03 | Superior, Civil 3 | 1.67 | 1.80 | 0.93 | 1.67 | 1.80 | 0.93 | 0.00 |
| | 49D04 | Superior, Civil 4 | 1.84 | 1.90 | 0.97 | 1.80 | 1.99 | 0.90 | -0.07 |
| | 49D05 | Superior, Civil 5 | 1.62 | 2.10 | 0.77 | 1.67 | 2.12 | 0.79 | 0.01 |
| | 49D06 | Superior, Civil 6 | 1.81 | 1.70 | 1.06 | 1.69 | 1.70 | 0.99 | -0.07 |
| | 49D07 | Superior, Civil 7 | 1.61 | 1.70 | 0.95 | 1.68 | 1.74 | 0.97 | 0.02 |
| | 49D08 | Superior, Probate | 3.24 | 2.00 | 1.62 | 3.24 | 2.45 | 1.32 | -0.30 |
| | 49D09 | Superior, Juvenile | 16.44 | 11.80 | 1.39 | 16.11 | 11.80 | 1.37 | -0.03 |
| | 49D10 | Superior, Civil 10 | 1.76 | 1.80 | 0.98 | 1.69 | 1.80 | 0.94 | -0.04 |
| | 49D11 | Superior, Civil 11 | 1.70 | 1.70 | 1.00 | 1.71 | 1.70 | 1.00 | 0.00 |
| | 49D12 | Superior, Civil 12 | 1.69 | 1.90 | 0.89 | 1.85 | 1.90 | 0.97 | 0.08 |
| | 49D13 | Superior, Civil 13 | 1.59 | 1.70 | 0.94 | 1.61 | 1.70 | 0.95 | 0.01 |
| | 49D14 | Superior, Civil 14 | 1.61 | 1.69 | 0.95 | 1.62 | 1.74 | 0.93 | -0.02 |

| County | Court | Court Name | 2017 Weighted Caseload Measures | | | 2017 Temporary Adjusted Weighted Caseload Measures | | | Change | |
|---------------------|---------------------|----------------------------|---------------------------------|--------------|--------------|----------------------------------------------------|--------------|--------------|--------------|--------------|
| | | | Need | Have | Util | Need | Have | Util | | |
| MARION | 49G01 | Superior, Criminal 1 | 1.51 | 1.83 | 0.82 | 1.60 | 1.83 | 0.87 | 0.05 | |
| | 49G02 | Superior, Criminal 2 | 1.60 | 2.01 | 0.80 | 1.70 | 2.01 | 0.84 | 0.05 | |
| | 49G03 | Superior, Criminal 3 | 1.62 | 2.17 | 0.75 | 1.74 | 2.17 | 0.80 | 0.06 | |
| | 49G04 | Superior, Criminal 4 | 1.60 | 2.58 | 0.62 | 1.69 | 2.58 | 0.65 | 0.03 | |
| | 49G05 | Superior, Criminal 5 | 1.63 | 1.74 | 0.94 | 1.74 | 1.78 | 0.98 | 0.04 | |
| | 49G06 | Superior, Criminal 6 | 1.65 | 1.74 | 0.95 | 1.90 | 1.75 | 1.09 | 0.14 | |
| | 49G07 | Superior, Criminal 7 | 1.14 | 1.44 | 0.79 | 1.10 | 1.46 | 0.75 | -0.04 | |
| | 49G08 | Superior, Criminal 8 | 2.13 | 1.67 | 1.28 | 2.22 | 1.70 | 1.30 | 0.02 | |
| | 49G09 | Superior, Criminal 9 | 1.70 | 1.57 | 1.09 | 1.78 | 1.58 | 1.13 | 0.04 | |
| | 49G10 | Superior, Criminal 10 | 1.13 | 1.32 | 0.85 | 1.08 | 1.35 | 0.80 | -0.05 | |
| | 49G12 | Superior, Criminal 12 | 1.16 | 1.14 | 1.02 | 1.16 | 1.14 | 1.01 | 0.00 | |
| | 49G13 | Criminal 13, Traffic Court | 3.99 | 1.29 | 3.09 | 3.88 | 1.29 | 3.00 | -0.09 | |
| | 49G14 | Superior, Criminal 14 | 3.23 | 2.34 | 1.38 | 3.97 | 2.34 | 1.70 | 0.32 | |
| | 49G15 | Superior, Criminal 15 | 1.69 | 1.57 | 1.08 | 1.76 | 1.57 | 1.12 | 0.04 | |
| | 49G16 | Superior, Criminal 16 | 2.21 | 1.87 | 1.18 | 2.27 | 1.89 | 1.20 | 0.02 | |
| | 49G17 | Superior, Criminal 17 | 2.19 | 1.85 | 1.19 | 2.24 | 1.85 | 1.21 | 0.03 | |
| | 49G18 | Superior, Criminal 18 | 1.60 | 1.42 | 1.13 | 1.69 | 1.42 | 1.19 | 0.06 | |
| | 49G19 | Superior, Criminal 19 | 1.12 | 1.34 | 0.84 | 1.06 | 1.45 | 0.73 | -0.10 | |
| | 49G20 | Superior, Criminal 20 | 2.79 | 2.14 | 1.30 | 2.91 | 2.14 | 1.36 | 0.06 | |
| | 49G21 | Superior, Criminal 21 | 2.74 | 2.14 | 1.28 | 2.65 | 2.14 | 1.24 | -0.04 | |
| | 49G24 | Superior, Criminal 24 | 1.55 | 1.44 | 1.07 | 1.63 | 1.49 | 1.09 | 0.02 | |
| | 49G25 | Superior, Criminal 25 | 1.84 | 1.52 | 1.21 | 1.99 | 1.52 | 1.31 | 0.10 | |
| | County Total | | | 86.37 | 82.41 | 1.05 | 88.27 | 83.56 | 1.06 | 0.01 |
| | MARSHALL | 50C01 | Circuit Court | 1.11 | 1.00 | 1.11 | 1.17 | 1.08 | 1.08 | -0.02 |
| | | 50D01 | Superior Court 1 | 1.04 | 1.00 | 1.04 | 1.10 | 1.08 | 1.01 | -0.03 |
| 50D02 | | Superior Court 2 | 1.52 | 1.00 | 1.52 | 1.52 | 1.11 | 1.37 | -0.16 | |
| County Total | | | 3.68 | 3.00 | 1.23 | 3.78 | 3.27 | 1.16 | -0.07 | |
| MARTIN | 51C01 | Circuit Court | 0.87 | 1.00 | 0.87 | 0.89 | 1.10 | 0.80 | -0.07 | |
| | County Total | | | 0.87 | 1.00 | 0.87 | 0.89 | 1.10 | 0.80 | -0.07 |
| MIAMI | 52C01 | Circuit Court | 0.81 | 1.00 | 0.81 | 0.84 | 1.10 | 0.76 | -0.05 | |
| | 52D01 | Superior Court 1 | 1.11 | 1.00 | 1.11 | 1.11 | 1.05 | 1.06 | -0.05 | |
| | 52D02 | Superior Court 2 | 1.08 | 1.00 | 1.08 | 1.10 | 1.06 | 1.03 | -0.05 | |
| | County Total | | | 3.00 | 3.00 | 1.00 | 3.05 | 3.21 | 0.95 | -0.05 |
| MONROE | 53C01 | Circuit Court 1 | 0.57 | 1.02 | 0.56 | 0.57 | 1.04 | 0.55 | -0.01 | |
| | 53C02 | Circuit Court 2 | 1.19 | 1.14 | 1.05 | 1.26 | 1.27 | 0.99 | -0.06 | |
| | 53C03 | Circuit Court 3 | 1.10 | 1.10 | 1.00 | 1.14 | 1.11 | 1.03 | 0.02 | |
| | 53C04 | Circuit Court 4 | 0.93 | 1.02 | 0.91 | 1.24 | 1.04 | 1.19 | 0.28 | |
| | 53C05 | Circuit Court 5 | 1.18 | 1.19 | 0.99 | 1.29 | 1.19 | 1.08 | 0.09 | |
| | 53C06 | Circuit Court 6 | 0.88 | 1.06 | 0.83 | 0.74 | 1.07 | 0.69 | -0.13 | |
| | 53C07 | Circuit Court 7 | 1.31 | 1.35 | 0.97 | 1.38 | 1.35 | 1.02 | 0.05 | |
| | 53C08 | Circuit Court 8 | 0.86 | 1.02 | 0.84 | 1.27 | 1.08 | 1.18 | 0.34 | |
| | 53C09 | Circuit Court 9 | 1.10 | 1.10 | 1.00 | 1.11 | 1.11 | 0.99 | -0.01 | |
| | County Total | | | 9.12 | 10.00 | 0.91 | 9.99 | 10.26 | 0.97 | 0.06 |

| County | Court | Court Name | 2017 Weighted Caseload Measures | | | 2017 Temporary Adjusted Weighted Caseload Measures | | | Change |
|------------|--------------|------------------|---------------------------------|--------------|-------------|----------------------------------------------------|--------------|--------------|-------------|
| | | | Need | Have | Util | Need | Have | Util | |
| MONTGOMERY | 54C01 | Circuit Court | 1.13 | 1.00 | 1.13 | 1.12 | 1.08 | 1.04 | -0.09 |
| | 54D01 | Superior Court 1 | 1.20 | 1.00 | 1.20 | 1.13 | 1.12 | 1.01 | -0.19 |
| | 54D02 | Superior Court 2 | 0.91 | 1.00 | 0.91 | 1.03 | 1.07 | 0.96 | 0.05 |
| | County Total | | | 3.24 | 3.00 | 1.08 | 3.29 | 3.27 | 1.01 |
| MORGAN | 55C01 | Circuit Court | 1.51 | 1.20 | 1.26 | 1.48 | 1.22 | 1.22 | -0.04 |
| | 55D01 | Superior Court 1 | 1.19 | 1.25 | 0.95 | 1.19 | 1.33 | 0.90 | -0.06 |
| | 55D02 | Superior Court 2 | 1.03 | 1.25 | 0.82 | 1.22 | 1.28 | 0.95 | 0.12 |
| | 55D03 | Superior Court 3 | 1.12 | 1.04 | 1.08 | 1.14 | 1.05 | 1.09 | 0.01 |
| | County Total | | | 4.85 | 4.74 | 1.02 | 5.03 | 4.88 | 1.03 |
| NEWTON | 56C01 | Circuit Court | 0.47 | 1.00 | 0.47 | 0.50 | 1.00 | 0.50 | 0.03 |
| | 56D01 | Superior Court | 0.76 | 1.00 | 0.76 | 0.78 | 1.00 | 0.78 | 0.02 |
| | County Total | | | 1.24 | 2.00 | 0.62 | 1.28 | 2.00 | 0.64 |
| NOBLE | 57C01 | Circuit Court | 1.00 | 1.00 | 1.00 | 1.06 | 1.17 | 0.90 | -0.10 |
| | 57D01 | Superior Court 1 | 1.30 | 1.00 | 1.30 | 1.28 | 1.02 | 1.25 | -0.06 |
| | 57D02 | Superior Court 2 | 1.14 | 1.00 | 1.14 | 1.14 | 1.05 | 1.09 | -0.05 |
| | County Total | | | 3.45 | 3.00 | 1.15 | 3.48 | 3.24 | 1.07 |
| OHIO | 58C01 | Circuit Court | 0.40 | 0.50 | 0.79 | 0.41 | 0.54 | 0.75 | -0.04 |
| | County Total | | | 0.40 | 0.50 | 0.79 | 0.41 | 0.54 | 0.75 |
| ORANGE | 59C01 | Circuit Court | 1.00 | 1.00 | 1.00 | 1.06 | 1.10 | 0.97 | -0.04 |
| | 59D01 | Superior Court | 1.04 | 1.00 | 1.04 | 1.10 | 1.00 | 1.10 | 0.06 |
| | County Total | | | 2.04 | 2.00 | 1.02 | 2.16 | 2.10 | 1.03 |
| OWEN | 60C01 | Circuit Court 1 | 0.91 | 1.00 | 0.91 | 0.80 | 1.04 | 0.77 | -0.14 |
| | 60C02 | Circuit Court 2 | 0.88 | 1.30 | 0.68 | 3.44 | 1.35 | 2.56 | 1.88 |
| | County Total | | | 1.78 | 2.30 | 0.78 | 4.25 | 2.39 | 1.78 |
| PARKE | 61C01 | Circuit Court | 1.29 | 1.00 | 1.29 | 1.30 | 1.06 | 1.22 | -0.07 |
| | County Total | | | 1.29 | 1.00 | 1.29 | 1.30 | 1.06 | 1.22 |
| PERRY | 62C01 | Circuit Court | 1.95 | 2.00 | 0.97 | 1.91 | 2.01 | 0.95 | -0.02 |
| | County Total | | | 1.95 | 2.00 | 0.97 | 1.91 | 2.01 | 0.95 |
| PIKE | 63C01 | Circuit Court | 1.37 | 1.50 | 0.91 | 1.35 | 1.57 | 0.86 | -0.05 |
| | County Total | | | 1.37 | 1.50 | 0.91 | 1.35 | 1.57 | 0.86 |
| PORTER | 64C01 | Circuit Court | 2.90 | 2.20 | 1.32 | 2.86 | 2.28 | 1.26 | -0.06 |
| | 64D01 | Superior Court 1 | 2.07 | 2.20 | 0.94 | 2.04 | 2.20 | 0.93 | -0.01 |
| | 64D02 | Superior Court 2 | 1.99 | 2.20 | 0.90 | 1.98 | 2.41 | 0.82 | -0.09 |
| | 64D03 | Superior Court 3 | 1.47 | 1.10 | 1.34 | 1.48 | 1.10 | 1.34 | 0.00 |
| | 64D04 | Superior Court 4 | 1.37 | 1.10 | 1.24 | 1.38 | 1.10 | 1.26 | 0.01 |
| | 64D06 | Superior Court 6 | 1.15 | 1.10 | 1.05 | 1.17 | 1.10 | 1.06 | 0.01 |
| | County Total | | | 10.96 | 9.90 | 1.11 | 10.91 | 10.19 | 1.07 |
| POSEY | 65C01 | Circuit Court | 0.86 | 1.00 | 0.86 | 0.87 | 1.02 | 0.85 | -0.01 |
| | 65D01 | Superior Court | 0.82 | 1.00 | 0.82 | 0.86 | 1.02 | 0.84 | 0.01 |
| | County Total | | | 1.69 | 2.00 | 0.84 | 1.73 | 2.05 | 0.85 |
| PULASKI | 66C01 | Circuit Court | 0.50 | 1.00 | 0.50 | 1.31 | 1.01 | 1.30 | 0.80 |
| | 66D01 | Superior Court | 0.69 | 1.00 | 0.69 | 0.32 | 1.10 | 0.29 | -0.40 |
| | County Total | | | 1.19 | 2.00 | 0.59 | 1.63 | 2.10 | 0.78 |

| County | Court | Court Name | 2017 Weighted Caseload Measures | | | 2017 Temporary Adjusted Weighted Caseload Measures | | | Change |
|---------------------|---------------------|------------------|---------------------------------|-------------|--------------|----------------------------------------------------|-------------|--------------|--------------|
| | | | Need | Have | Util | Need | Have | Util | |
| PUTNAM | 67C01 | Circuit Court | 1.32 | 1.01 | 1.31 | 1.30 | 1.16 | 1.12 | -0.18 |
| | 67D01 | Superior Court | 1.23 | 1.00 | 1.23 | 1.25 | 1.19 | 1.05 | -0.18 |
| | County Total | | 2.55 | 2.01 | 1.27 | 2.55 | 2.35 | 1.09 | -0.18 |
| RANDOLPH | 68C01 | Circuit Court | 0.81 | 1.00 | 0.81 | 0.81 | 1.01 | 0.80 | 0.00 |
| | 68D01 | Superior Court | 0.87 | 1.00 | 0.87 | 0.87 | 1.02 | 0.85 | -0.02 |
| | County Total | | 1.68 | 2.00 | 0.84 | 1.68 | 2.02 | 0.83 | -0.01 |
| RIPLEY | 69C01 | Circuit Court | 1.30 | 1.00 | 1.30 | 1.37 | 1.02 | 1.34 | 0.04 |
| | 69D01 | Superior Court | 0.72 | 1.00 | 0.72 | 0.85 | 1.06 | 0.80 | 0.08 |
| | County Total | | 2.03 | 2.00 | 1.01 | 2.22 | 2.08 | 1.07 | 0.05 |
| RUSH | 70C01 | Circuit Court | 0.77 | 1.00 | 0.77 | 0.76 | 1.02 | 0.74 | -0.03 |
| | 70D01 | Superior Court | 0.88 | 1.00 | 0.88 | 0.91 | 1.01 | 0.90 | 0.02 |
| | County Total | | 1.65 | 2.00 | 0.83 | 1.67 | 2.03 | 0.82 | 0.00 |
| ST. JOSEPH | 71C01 | Circuit Court | 3.10 | 4.00 | 0.78 | 3.19 | 4.00 | 0.80 | 0.02 |
| | 71D01 | Superior Court 1 | 1.78 | 1.50 | 1.18 | 1.90 | 1.54 | 1.23 | 0.05 |
| | 71D02 | Superior Court 2 | 1.46 | 1.50 | 0.97 | 1.49 | 1.55 | 0.96 | -0.01 |
| | 71D03 | Superior Court 3 | 1.31 | 1.50 | 0.87 | 1.28 | 1.61 | 0.79 | -0.08 |
| | 71D04 | Superior Court 4 | 1.24 | 1.50 | 0.82 | 1.24 | 1.53 | 0.81 | -0.01 |
| | 71D05 | Superior Court 5 | 1.77 | 1.50 | 1.18 | 1.80 | 1.61 | 1.11 | -0.06 |
| | 71D06 | Superior Court 6 | 1.33 | 1.50 | 0.88 | 1.36 | 1.56 | 0.87 | -0.01 |
| | 71D07 | Superior Court 7 | 1.29 | 1.50 | 0.86 | 1.34 | 1.54 | 0.87 | 0.01 |
| | 71D08 | Superior Court 8 | 1.42 | 1.50 | 0.95 | 1.48 | 1.55 | 0.96 | 0.01 |
| | 71J01 | Probate Court | 5.59 | 4.00 | 1.40 | 5.60 | 4.36 | 1.28 | -0.11 |
| County Total | | 20.30 | 20.03 | 1.01 | 20.67 | 20.86 | 0.99 | -0.02 | |
| SCOTT | 72C01 | Circuit Court | 1.87 | 1.10 | 1.70 | 1.00 | 1.67 | 0.60 | -1.10 |
| | 72D01 | Superior Court | 1.09 | 1.02 | 1.07 | 0.29 | 1.38 | 0.21 | -0.86 |
| | County Total | | 2.96 | 2.12 | 1.40 | 1.29 | 3.06 | 0.42 | -0.97 |
| SHELBY | 73C01 | Circuit Court | 1.19 | 1.30 | 0.92 | 1.32 | 1.33 | 0.99 | 0.07 |
| | 73D01 | Superior Court 1 | 1.55 | 1.30 | 1.19 | 1.58 | 1.36 | 1.16 | -0.03 |
| | 73D02 | Superior Court 2 | 1.39 | 1.30 | 1.07 | 1.40 | 1.36 | 1.03 | -0.03 |
| | County Total | | 4.13 | 3.90 | 1.06 | 4.30 | 4.05 | 1.06 | 0.00 |
| SPENCER | 74C01 | Circuit Court | 1.42 | 1.00 | 1.42 | 1.42 | 1.08 | 1.31 | -0.11 |
| | County Total | | 1.42 | 1.00 | 1.42 | 1.42 | 1.08 | 1.31 | -0.11 |
| STARKE | 75C01 | Circuit Court | 1.38 | 2.00 | 0.69 | 1.16 | 2.01 | 0.58 | -0.11 |
| | County Total | | 1.38 | 2.00 | 0.69 | 1.16 | 2.01 | 0.58 | -0.11 |
| STEUBEN | 76C01 | Circuit Court | 1.31 | 1.60 | 0.82 | 1.32 | 1.60 | 0.82 | 0.01 |
| | 76D01 | Superior Court | 0.87 | 1.40 | 0.62 | 0.86 | 1.46 | 0.59 | -0.03 |
| | County Total | | 2.17 | 3.00 | 0.72 | 2.18 | 3.06 | 0.71 | -0.01 |
| SULLIVAN | 77C01 | Circuit Court | 1.03 | 1.50 | 0.68 | 0.86 | 1.52 | 0.57 | -0.12 |
| | 77D01 | Superior Court | 0.63 | 1.00 | 0.63 | 0.66 | 1.08 | 0.61 | -0.02 |
| | County Total | | 1.66 | 2.50 | 0.66 | 1.52 | 2.59 | 0.59 | -0.08 |
| SWITZERLAND | 78C01 | Circuit Court | 0.70 | 1.00 | 0.70 | 0.73 | 1.05 | 0.69 | -0.01 |
| | County Total | | 0.70 | 1.00 | 0.70 | 0.73 | 1.05 | 0.69 | -0.01 |

| County | Court | Court Name | 2017 Weighted Caseload Measures | | | 2017 Temporary Adjusted Weighted Caseload Measures | | | Change |
|---------------------|---------------------|--------------------------|---------------------------------|--------------|-------------|----------------------------------------------------|--------------|-------------|--------------|
| | | | Need | Have | Util | Need | Have | Util | |
| TIPPECANOE | 79C01 | Circuit Court | 1.26 | 1.22 | 1.03 | 1.29 | 1.30 | 0.99 | -0.03 |
| | 79D01 | Superior Court 1 | 1.16 | 1.12 | 1.03 | 1.17 | 1.16 | 1.01 | -0.02 |
| | 79D02 | Superior Court 2 | 1.52 | 1.22 | 1.24 | 1.57 | 1.29 | 1.22 | -0.02 |
| | 79D03 | Superior Court 3 | 1.84 | 2.36 | 0.78 | 1.83 | 2.40 | 0.76 | -0.02 |
| | 79D04 | Superior Court 4 | 1.98 | 1.23 | 1.61 | 2.02 | 1.41 | 1.44 | -0.17 |
| | 79D05 | Superior Court 5 | 1.78 | 1.16 | 1.53 | 1.76 | 1.17 | 1.50 | -0.03 |
| | 79D06 | Superior Court 6 | 1.99 | 1.14 | 1.74 | 1.99 | 1.18 | 1.68 | -0.06 |
| | County Total | | | 11.53 | 9.46 | 1.22 | 11.64 | 9.91 | 1.17 |
| TIPTON | 80C01 | Circuit Court | 1.03 | 1.10 | 0.94 | 1.04 | 1.16 | 0.90 | -0.04 |
| | County Total | | | 1.03 | 1.10 | 0.94 | 1.04 | 1.16 | 0.90 |
| UNION | 81C01 | Circuit Court | 0.47 | 1.00 | 0.47 | 0.51 | 1.00 | 0.51 | 0.04 |
| | County Total | | | 0.47 | 1.00 | 0.47 | 0.51 | 1.00 | 0.51 |
| VANDERBURGH | 82C01 | Circuit Court | 4.04 | 3.00 | 1.35 | 3.97 | 3.33 | 1.19 | -0.16 |
| | 82D01 | Superior Court 1 | 2.23 | 1.75 | 1.27 | 2.36 | 1.79 | 1.32 | 0.05 |
| | 82D02 | Superior Court 2 | 1.82 | 1.20 | 1.52 | 1.95 | 1.28 | 1.53 | 0.02 |
| | 82D03 | Superior Court 3 | 1.67 | 1.50 | 1.11 | 1.92 | 1.55 | 1.24 | 0.13 |
| | 82D04 | Superior Court 4 | 3.56 | 2.30 | 1.55 | 3.59 | 2.30 | 1.56 | 0.01 |
| | 82D05 | Superior Court 5 | 2.24 | 1.75 | 1.28 | 2.34 | 1.80 | 1.30 | 0.01 |
| | 82D06 | Superior Court 6 | 2.21 | 1.75 | 1.26 | 2.24 | 1.84 | 1.22 | -0.05 |
| | 82D07 | Superior Court 7 | 2.18 | 1.75 | 1.25 | 2.33 | 1.78 | 1.31 | 0.07 |
| County Total | | | 19.96 | 15.00 | 1.33 | 20.71 | 15.67 | 1.32 | -0.01 |
| VERMILLION | 83C01 | Circuit Court | 1.40 | 1.00 | 1.40 | 1.40 | 1.12 | 1.24 | -0.15 |
| | County Total | | | 1.40 | 1.00 | 1.40 | 1.40 | 1.12 | 1.24 |
| VIGO | 84C01/D03 | Circuit/Superior Court 3 | 3.69 | 2.20 | 1.68 | 3.65 | 2.29 | 1.59 | -0.09 |
| | 84D01 | Superior Court 1 | 1.30 | 1.05 | 1.24 | 1.33 | 1.11 | 1.20 | -0.04 |
| | 84D02 | Superior Court 2 | 1.22 | 1.00 | 1.22 | 1.22 | 1.00 | 1.22 | 0.00 |
| | 84D04 | Superior Court 4 | 1.43 | 1.00 | 1.43 | 1.42 | 1.12 | 1.27 | -0.16 |
| | 84D05 | Superior Court 5 | 1.09 | 1.00 | 1.09 | 1.08 | 1.12 | 0.97 | -0.11 |
| | 84D06 | Superior Court 6 | 1.31 | 1.00 | 1.31 | 1.33 | 1.07 | 1.24 | -0.06 |
| County Total | | | 10.03 | 7.25 | 1.38 | 10.03 | 7.71 | 1.30 | -0.08 |
| WABASH | 85C01 | Circuit Court | 1.22 | 1.00 | 1.22 | 1.19 | 1.10 | 1.08 | -0.15 |
| | 85D01 | Superior Court | 1.15 | 1.00 | 1.15 | 1.15 | 1.05 | 1.09 | -0.06 |
| | County Total | | | 2.38 | 2.00 | 1.19 | 2.33 | 2.15 | 1.09 |
| WARREN | 86C01 | Circuit Court | 0.56 | 1.00 | 0.56 | 0.61 | 1.21 | 0.51 | -0.06 |
| | County Total | | | 0.56 | 1.00 | 0.56 | 0.61 | 1.21 | 0.51 |
| WARRICK | 87C01 | Circuit Court | 1.40 | 1.20 | 1.17 | 1.39 | 1.21 | 1.15 | -0.02 |
| | 87D01 | Superior Court 1 | 1.45 | 1.40 | 1.03 | 1.44 | 1.49 | 0.97 | -0.06 |
| | 87D02 | Superior Court 2 | 1.24 | 1.40 | 0.88 | 1.24 | 1.40 | 0.89 | 0.00 |
| | County Total | | | 4.08 | 4.00 | 1.02 | 4.07 | 4.10 | 0.99 |
| WASHINGTON | 88C01 | Circuit Court | 1.00 | 1.00 | 1.00 | 1.15 | 1.05 | 1.10 | 0.09 |
| | 88D01 | Superior Court | 0.97 | 1.00 | 0.97 | 0.93 | 1.00 | 0.93 | -0.04 |
| | County Total | | | 1.98 | 2.00 | 0.99 | 2.08 | 2.05 | 1.02 |

| County | Court | Court Name | 2017 Weighted Caseload Measures | | | 2017 Temporary Adjusted Weighted Caseload Measures | | | Change |
|--------------|--------------|------------------|---------------------------------|--------|------|----------------------------------------------------|--------|------|--------|
| | | | Need | Have | Util | Need | Have | Util | |
| WAYNE | 89C01 | Circuit Court | 1.04 | 1.17 | 0.89 | 1.09 | 1.17 | 0.94 | 0.05 |
| | 89D01 | Superior Court 1 | 1.07 | 1.17 | 0.91 | 1.05 | 1.22 | 0.86 | -0.05 |
| | 89D02 | Superior Court 2 | 1.02 | 1.17 | 0.88 | 1.03 | 1.23 | 0.84 | -0.03 |
| | 89D03 | Superior Court 3 | 2.08 | 2.00 | 1.04 | 2.09 | 2.00 | 1.04 | 0.00 |
| | County Total | | | 5.21 | 5.51 | 0.95 | 5.26 | 5.62 | 0.94 |
| WELLS | 90C01 | Circuit Court | 0.95 | 1.00 | 0.95 | 0.98 | 1.05 | 0.92 | -0.03 |
| | 90D01 | Superior Court | 0.69 | 1.00 | 0.69 | 0.65 | 1.04 | 0.62 | -0.06 |
| | County Total | | | 1.64 | 2.00 | 0.82 | 1.62 | 2.09 | 0.78 |
| WHITE | 91C01 | Circuit Court | 0.90 | 1.00 | 0.90 | 1.02 | 1.04 | 0.98 | 0.08 |
| | 91D01 | Superior Court | 0.81 | 1.00 | 0.81 | 0.81 | 1.00 | 0.81 | 0.00 |
| | County Total | | | 1.71 | 2.00 | 0.86 | 1.83 | 2.04 | 0.90 |
| WHITLEY | 92C01 | Circuit Court | 1.27 | 1.01 | 1.26 | 1.27 | 1.23 | 1.03 | -0.23 |
| | 92D01 | Superior Court | 1.19 | 1.00 | 1.19 | 1.18 | 1.02 | 1.16 | -0.04 |
| | County Total | | | 2.47 | 2.01 | 1.23 | 2.45 | 2.25 | 1.09 |
| STATE TOTALS | | | 498.99 | 463.92 | 1.07 | 508.74 | 486.29 | 1.05 | -0.03 |