



city of  
**CINCINNATI**  
CINCINNATI, OHIO

FISCAL YEAR 2019  
**RECOMMENDED  
ALL FUNDS  
BUDGET UPDATE**



**Recommended Fiscal Year 2019  
All Funds Budget Update**

**Mayor**

John Cranley

**Vice-Mayor**

Christopher Smitherman

**Members of City Council**

Tamaya Dennard

Greg Landsman

David Mann

Amy Murray

Jeff Pastor

Chris Seelbach

P. G. Sittenfeld

Wendell Young

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Patrick A. Duhaney, Acting City Manager

Sheila Hill-Christian, Assistant City Manager

John Juech, Assistant City Manager

Christopher A. Bigham, Budget Director

Reginald Zeno, Finance Director

Karen Alder, Assistant Finance Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

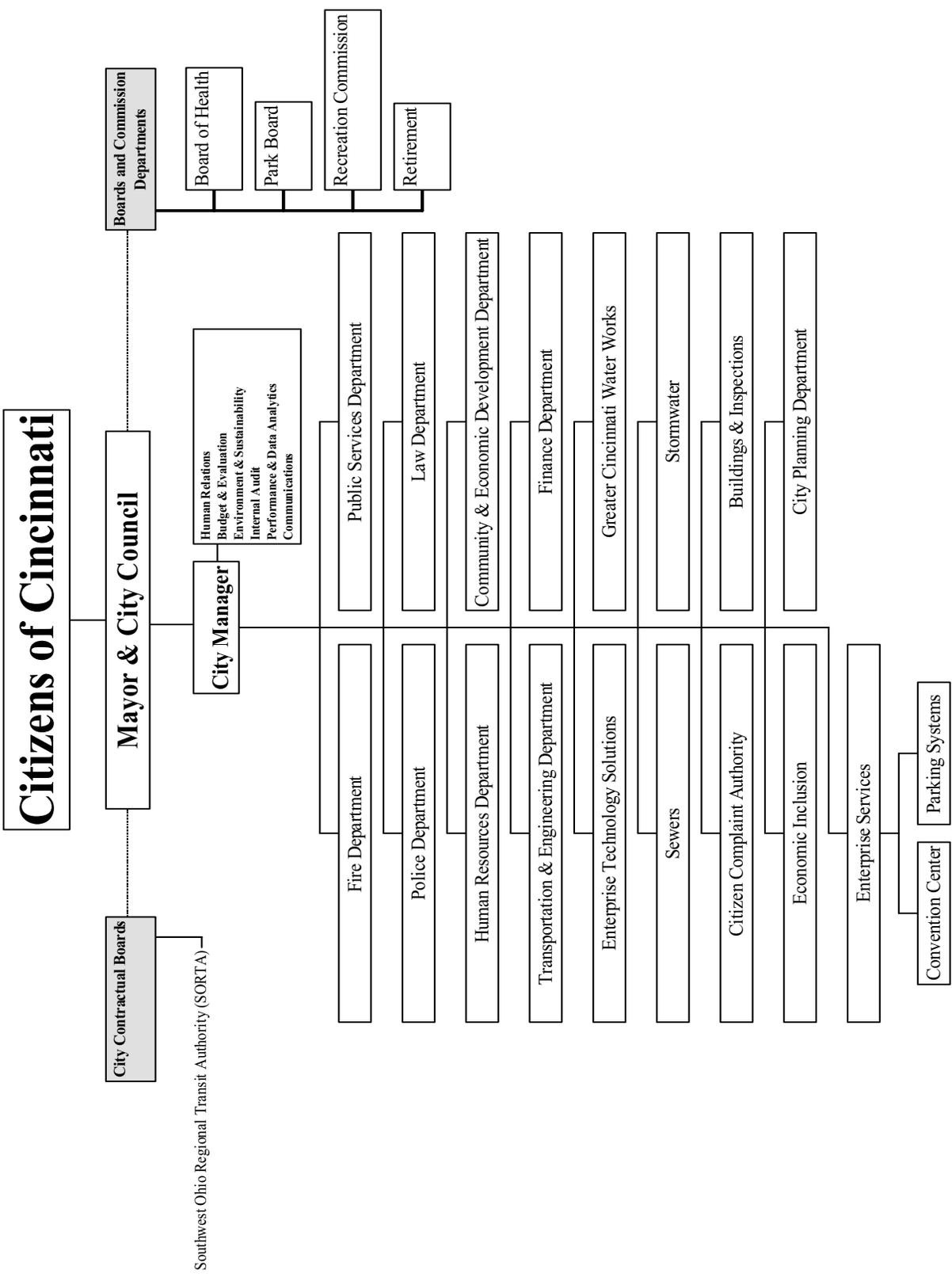
**City of Cincinnati  
Ohio**

For the Biennium Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director



# Citizens of Cincinnati

City Contractual Boards

Mayor & City Council

Southwest Ohio Regional Transit Authority (SORTA)

City Manager

Human Relations  
Budget & Evaluation  
Environment & Sustainability  
Internal Audit  
Performance & Data Analytics  
Communications

Fire Department

Police Department

Human Resources Department

Transportation & Engineering Department

Enterprise Technology Solutions

Sewers

Citizen Complaint Authority

Economic Inclusion

Enterprise Services

Convention Center

Parking Systems

Public Services Department

Law Department

Community & Economic Development Department

Finance Department

Greater Cincinnati Water Works

Stormwater

Buildings & Inspections

City Planning Department

Boards and Commission Departments

Board of Health

Park Board

Recreation Commission

Retirement

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The City of Cincinnati's Fiscal Year 2019 Recommended Budget Update is also available via the City of Cincinnati's web site – [www.cincinnati-oh.gov](http://www.cincinnati-oh.gov). Copies have also been provided to the Cincinnati/Hamilton County Public Library's Main Branch.



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## CITY OF CINCINNATI, OHIO



*Photograph by Katie Dale*

### MISSION

The mission of the Cincinnati City Council is to provide, in a democratic and transparent manner, efficient and effective services that will make Cincinnati a better place in which to live, work and play.

### HOW TO USE THE BUDGET DOCUMENT

The City of Cincinnati's FY 2019 Recommended Budget Update document is designed to help the residents of Cincinnati and the general public gain a better understanding of the City's budget process by highlighting the City's past, present and future operations. This document contains one volume, divided into major sections. The sections are described below to assist the reader with understanding the budget document.



## Recommended FY 2019 Budget Update

### Manager's Message:

This section provides an overview of the entire budget and highlights how the City is responding to the needs of our community and the policy direction of the Mayor and the City Council.

### Budget Summary:

This section provides an abridged overview of the City of Cincinnati's Recommended Fiscal Year (FY) 2019 Budget Update. Tables and charts show an overall picture of the City's budget from several perspectives. The section includes the following: budget assumptions describing various factors affecting the budget, information provided relating to the City's revenue sources and expenditures; and the City's departmental staffing plan and historical comparisons.

### Financial Summaries:

This section includes tables and charts that show the budget from various perspectives, such as: by fund; all funds by department; all departments by fund type; General Fund by department; and the non-department budgets. This section also includes fund tables for various principal restricted funds that summarize the revenues (resources), expenditures (uses), and fund balances for the respective funds.

### Departmental Budgets:

Following the City Council, Mayor, and City Manager's Office's budgets, each of the City's departments' budgets are provided alphabetically. The department budgets provide the respective department's program budgets and include a breakdown between the General Fund and Other Funds that support the program budgets.

### Capital Budget Update:

The Recommended FY 2019 Capital Budget Update is based on the City Council Approved FY 2019 Capital Budget with modifications and updates. The update provides recommended changes to the Approved FY 2019 Capital Budget, which is the second year of the Approved FY 2018-2019 Biennial Capital Budget.

### Capital Budget Exhibits:

This section provides summary reports of updates to the Capital Improvement Program (CIP) projects as well as projects by expenditure category, department, program, and neighborhood. Detail for projects that are new in the FY 2019 Budget Update or adjusted from the Approved FY 2018-2019 Biennial Capital Budget is also provided.

### Appendix:

Glossary of Terms: This section contains an alphabetical list of uncommon or specialized terms used throughout the budget documents.



## HISTORY<sup>(1)</sup>

The City of Cincinnati was founded on the north shore of the Ohio River in Hamilton County, Ohio in 1788, just after the American Revolution. It is the largest metropolitan area in a region totaling approximately 185 miles in diameter. Cincinnati was, for many years, the largest city west of the Appalachians. In Longfellow's commemoration, it was the "Queen City of the West." Churchill thought it was the "most beautiful inland city" in America.

Hamilton County is in the southwestern corner of the state and neighbors southeastern Indiana and Northern Kentucky, both of which are part of the 14-county region. To the east lies the Ohio county of Clermont, to the northeast is Warren, and to the north is Butler.

Development in Hamilton County was initially confined to a basin area consisting of 3.7 square miles that includes today's neighborhoods of Queensgate, West End, Over-the-Rhine, and the CBD-Riverfront (Central Business District-Riverfront). This basin area is surrounded by some of Cincinnati's best-known hills: Price Hill, Clifton, Mt. Auburn, Mt. Adams, and Walnut Hills. Cincinnati eventually developed these hilltops and the riverfront to the west and the east. However, before this happened, the basin area was one of the most densely populated urban areas in the world. It was primarily the well-to-do who could initially move to these hilltops; people who did not have to descend into the congested, polluted basin each day. The geographic barrier represented by the hills of the Ohio River Valley continues to separate and define our neighborhoods today.

Cincinnati began as a river town. Its busy port justified later investments in canals and then railroads, necessary adjuncts to the river transport system and ancillary warehouses along the river. While the river still handles more cargo than the Panama Canal, it is now merely an important component in the regional transportation system, and not the key component. As a result, the riverfront property that was dedicated to commerce 100 years ago has been gradually redeveloped for residential, recreational, and entertainment use. Neighborhoods with direct access to the Ohio River include Sayler Park, Riverside, Sedamsville, Lower Price Hill, Queensgate, the CBD, East End, and California.

Cincinnati was initially dependent upon river traffic and later benefited from the construction of the Miami-Erie Canal. Currently, the Ohio River remains an integral part of the 25,543-mile system of inland and inter-coastal waterways in the United States. There are 52 barge facilities along the banks of the Ohio and Licking Rivers in the Cincinnati area.

While most of Cincinnati lies between the floodplains of the Great and the Little Miami Rivers, another tributary of the Ohio played a more important role in the City's development than either of the Miami Rivers: the Mill Creek. The Mill Creek is heavily shaped by decades of flood control projects, and supplemented by storm water sewers, that one may discount its significance, and yet the Mill Creek Valley is as closely involved in Cincinnati's history as the Ohio River.

<sup>(1)</sup>Plan Cincinnati, History and Past Plans, (2013): [http://www.plancincinnati.org/sites/default/files/plan\\_cincinnati\\_pdf/6-historyplans.pdf](http://www.plancincinnati.org/sites/default/files/plan_cincinnati_pdf/6-historyplans.pdf)



Along the Mill Creek Valley are situated the Cincinnati neighborhoods of Lower Price Hill and North and South Fairmount to the west and West End and Camp Washington to the east. The Mill Creek hugs the base of the Clifton hill, with South Cumminsville, Northside, and Spring Grove Village on its western bank. It continues through the municipality of St. Bernard, which is completely surrounded by the City, and runs north between Roselawn on the east and Carthage and Hartwell on the west.

The Mill Creek provided an avenue for industrial development growing out of the basin in the 19th century, and all of the communities on the valley floor except for Roselawn are 19th century working-class communities. The industrialization of the valley was facilitated by the canal which ran through it and, later, Interstate 75, which traces its course.

The first railroad in the Cincinnati area was the Little Miami Railroad. Chartered in 1836, it connected Cincinnati with Springfield, Ohio. Railroads continue to play an important role in the region's transportation and economy. The north-south rail corridor has the most activity with lines connecting Detroit to Atlanta. Even today, Queensgate Yards handles over 5,000 cars a day. The railroads permitted the development of the first true commuter suburbs to the north. The City itself benefited most from these new transport technologies. Canals and railroads allowed Cincinnati to extend its economic reach to the north. After inclined railways were constructed to tie the basin area to the tops of Price Hill, Clifton Heights, Mt. Auburn, and Mt. Adams, the working class could finally live on the hilltops. The streetcar extended the urbanized area out as far as East Price Hill, Northside, Spring Grove Village, Madisonville, North Avondale, Oakley, and Hyde Park. Residents could travel downtown in 30-45 minutes from any of these communities. The streetcar system, with 222 miles of track in Cincinnati and Northern Kentucky, was dismantled in 1951.

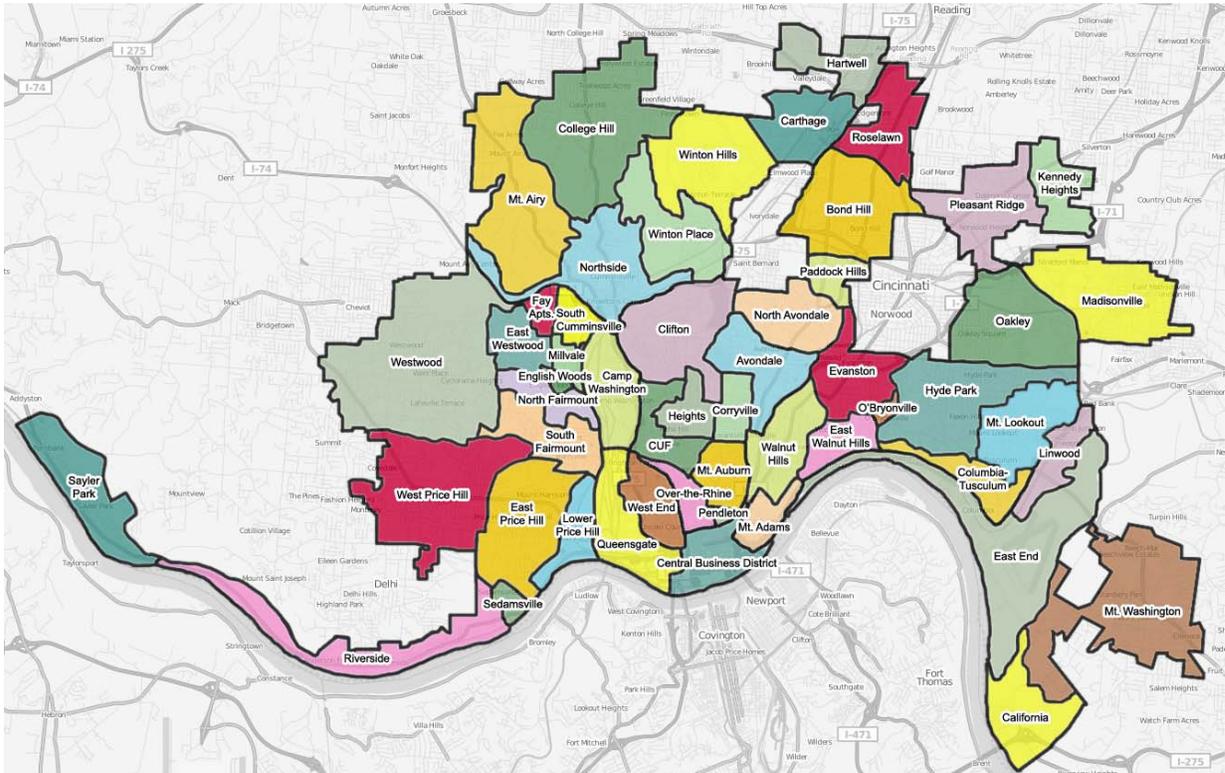
The City grew by annexation and was largely built out to the edges of these neighborhoods by 1920. The automobile facilitated the development of Cincinnati's outermost ring of communities: Westwood, Mt. Airy, College Hill, Roselawn, Pleasant Ridge, and Mt. Washington. For a brief period from 1930 to 1950, Cincinnatians were building and occupying large numbers of single-family detached homes. Traffic congestion soon followed. Although there was an attempt to construct a subway immediately after World War I, the plan was aborted and today Cincinnati's primary form of mass transit is the bus. The emphasis on automobile traffic, however, did produce the beautiful parkways of Cincinnati: Columbia (along the river), Central (up the Mill Creek Valley) and Victory (to the northeast). In September 2016, the Cincinnati Bell Connector Streetcar became operational. It is a modern streetcar system designed to link major employment centers in downtown with the historic Over-the-Rhine neighborhood. The route is 3.6 miles long and operates 18 hours most days, with a modified schedule on weekends and holidays.

The 1950s saw the beginning of the interstate system, and while the circle freeway (Interstate 275) was not completed until the late 1970s, the expressways eventually made it possible for people from well outside of Hamilton County to travel comfortably to work downtown in 30 minutes or less. The expressways also opened the "greenfields" of the surrounding area to a building boom that has lasted for more than 50 years and continues today.



## LOCATION

The City of Cincinnati is located in southwestern Ohio on the north side of the confluence of the Licking River and the Ohio River. The Ohio River forms the border between the states of Ohio and Kentucky. Cincinnati is a city and the county seat of Hamilton County, Ohio.





**PROFILE**

<b>City</b>	Seat of Hamilton County, Ohio Chartered as a Village in 1802 Incorporated as a City in 1819	
<b>Area</b>	79.54 square miles	
<b>Form of Government</b>	Stronger Mayor-Council	
<b>Land Use</b>	<b>Zone Type</b>	<b>Sq/mi</b>
	Residential	48.19
	Industrial/Manufacturing	11.16
	Parks & Recreation (community)	9.42
	Commercial	6.13
	Office	1.78
	Institutional	1.49
	Planned Development (open space)	1.39
	Urban Mixed	0.04
<b>Major Employers</b>	Cincinnati Children’s Hospital Fifth Third Bancorp Kroger Health Alliance of Greater Cincinnati Mercy Health Partners Archdiocese of Cincinnati Procter & Gamble TriHealth Inc University of Cincinnati Walmart Stores	
<b>Hospitals</b>	The Christ Hospital Mercy Health (West) Cincinnati Children’s Hospital Good Samaritan Hospital Bethesda North Hospital University of Cincinnati Medical Center Cincinnati Veterans Affairs Medical Center Jewish Hospital Mercy Health Mercy Health Anderson Hospital Summit Behavioral Healthcare	



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**Transportation**

**Interstates in Cincinnati**

I-71, I-75, I-74

**Public Transportation**

Southwest Ohio Regional Transit Authority (SORTA)

**Airport**

Cincinnati Municipal Lunken Airport

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**Educational Facilities**

Cincinnati Public Schools 55

Elementary schools 39

Combined K-12 schools 4

High Schools 12

Charter Schools 39

Private Schools 125

Higher Education 17

Antonelli College

Art Academy of Cincinnati

Athenaeum of Ohio

Brown Mackie College

Chatfield College

Cincinnati Christian University

Cincinnati College of Mortuary Science

Cincinnati State Technical and Community College

College of Mount St. Joseph

God's Bible School and College

Good Samaritan College of Nursing and Health Science

Hebrew Union College, Jewish Institute of Religion

National College of Business and Technology

Union Institute and University

University of Cincinnati

Wilmington College (at Cincinnati State)

Xavier University

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CINCINNATI AT A GLANCE

DEMOGRAPHICS (2,3)

Population	
2010	296,943
2017	301,301
% Change	1.47%

Racial Composition			
	2010	2016	% Change
White	49.5%	50.6%	2.1%
Black	44.8%	43.0%	-4.1%
Asian	2.0%	1.8%	-10.3%
Other	3.7%	5.4%	46.3%
Hispanic or Latino	2.7%	3.2%	17.5%

Labor Market Information		
	2010	2016
Civilian Labor Force	147,100	142,800
Employment	131,300	136,000
Avg. Unemployment Rate	10.7%	4.8%

Age Distribution			
	2010	2016	% Change
Under 5	7.2%	7.3%	1.4%
5-19	19.6%	18.9%	-3.6%
20-44	38.4%	39.1%	1.8%
45-64	23.8%	23.1%	-2.9%
65 and Over	11.2%	11.6%	3.6%
Median Age	32.7	32.3	1.2%

Cincinnati Resident Education Level (25 Years+)	
High School Graduate or Higher	86.2%
Some College	19.7%
Associate's Degree	7.0%
Bachelor's Degree	19.6%
Graduate/ Professional Degree	14.1%

City of Cincinnati Public School Enrollment	
Pre-K	3,482
Elementary (K-4)	11,503
Middle School (5-8)	10,128
High School (9-12)	10,484
<b>Total Enrollment</b>	<b>35,597</b>
College or Professional School	25,969

Household Statistics

	City of Cincinnati	Hamilton County	Ohio	United States
Number of Households	134,648	335,334	4,601,449	117,716,237
Number of Families	61,539	194,795	2,940,153	77,608,829
Average Household Size	2.12	2.35	2.45	2.64
Median Home Value*	125,900	148,400	140,800	203,600
Median Household Income	34,629	50,399	50,674	55,322
Per Capita Income	26,152	31,303	27,800	29,829



**SERVICE STATISTICS<sup>(4)</sup>**

**Utilities**

Water Customers	235,000
Sewer Customers	230,000
Service Area	290+ sq miles
Pump Stations	120
Garbage (tons per year)	68,345
Recycling (tons per year)	16,500

**Streets, Sidewalks, and Bridges**

Paved Lane Miles	3,060
Sidewalk Lane Miles	1,700
Bridges	65
Electric Street Lights	24,763
Gas Street Lights	1,104
Traffic Signals	777

**City-Owned Facilities Maintained 88**

**Fleet (# of units) 3,450**

**Health Department**

Patients	34,000
Visits	95,000
Food Facilities Inspections	6,607

**Public Safety<sup>(5)</sup>**

**Police**

Sworn	1,074.00
Civilian Employees	344.46
Neighborhood Police Districts	6

**Fire**

Sworn	859.00
Civilian Employees	49.00
Fire Districts	4
Fire Stations	26

**Enterprise Technology Solutions**

Civilian Employees	7.00
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(2) Demographic and Educational Data: Census Bureau American Community Survey (2016 Estimate)

(3) Labor Market Information: Ohio Department of Job and Family Services (Ohio Labor Market)

\* Median Home Value for housing units with mortgage

(4) Information as of FY 2016 - 2017

(5) Public Safety sworn and civilian employees reflect staffing included in the Recommended FY 2019 Budget Update



**PARKS**

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**East**

Alms Park	Daniel Drake Park	Larz Anderson Park
Annwood Park	French Park	Owls Nest Park
Ault Park	Geier Esplanade	Pioneer Cemetery
Bettman Nature Preserve	Hyde Park Square	Stanbery Park
California Woods Nature Preserve	Kennedy Heights Park	

**West**

Buttercup Valley	McEvoy Park	Parkers Woods
Fernbank Park	Mt. Airy Forest	Rapid Run Park
Glenway Woods	Mt. Airy Arboretum	Sayler Park
Hoffner Park	Mt. Echo Park	Wilson Commons
LaBoiteaux Woods	Olden View Park	Westwood Town Hall Park

**Central**

Avon Woods	Fleischmann Gardens	Mt. Storm Park
Bellevue Park	Hauck Botanical Gardens	Piatt Park
Burnet Woods	Hopkins Park	Rawson Woods Nature Preserve
Caldwell Nature Preserve	Inwood Park	Washington Park
Eden Park	Laurel Park	Ziegler Park
Fairview Park	Lytle Park	

**River Parks**

California Woods	Smale Riverfront Park
Otto Armleder Park	Sawyer Point & Yeatman's Cove
Magrish Preserve	Fernbank Park
Theodore M. Berry International Friendship Park	

**NATURE CENTERS**

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Avon Woods Nature Center	Krohn Conservatory
Bettman Natural Resource Center	LaBoiteaux Woods Nature Center
Buttercup Valley Preserve	Magrish Riverlands Preserve
Caldwell Nature Center	Rawson Woods Bird Preserve
California Woods Nature Center	Trailside Nature Center
Fox Preserve	



RECREATION CENTERS

Bond Hill	Hirsch	Oakley
Bush	LeBlond	Over-the-Rhine
Clifton	Lincoln	Pleasant Ridge
College Hill	Madisonville	Price Hill
Corryville	McKie	Sayler Park
Dunham	Millvale	Westwood Town Hall
Evanston	Mt. Washington	Winton Hills
Hartwell	North Avondale	

POOLS AND SPRAYGROUNDS

Deep Water Pools

Bond Hill	Lincoln	Oakley
Bush	Madisonville	Pleasant Ridge
Camp Washington	McKie	Ryan
Dickman	Millvale	Winton Hills
Filson	Mt. Washington	Ziegler
Hartwell		

Shallow Water Pools

Dempsey	Hanna-Otto Armleder	Mt. Adams
Dunham-Otto Armleder	Hirsch-Otto Armleder	Spring Grove Village
Evanston	LeBlond	

Indoor Pool

Mt. Auburn

Spraygrounds

Caldwell	McKie	Pleasant Ridge
College Hill	North Fairmont	South Fairmont
Dyer	Oyler	

COMMUNITY HEALTH CENTERS

Health Centers	Dental Clinic	Pharmacy
Braxton F. Cann Memorial Medical Center	No	Yes
Center for Reproductive Health & Wellness	No	Yes
Crest Smile Shoppe (Dental Clinic Only)	Yes	No
Elm Street Health Center	Yes	Yes
Millvale at Hopple Street Health Center	Yes	Yes
Northside Health Center	Yes	Yes
Price Hill Health Center	Yes	Yes



## BUDGET DEVELOPMENT PRINCIPLES

The Biennial Budget development process emphasizes budget policy review, budget education, and citizen involvement. The following principles guide the development of the City's Biennial Budget:

- The budget will be structurally balanced.
- The City government encourages citizen participation in budget development.
- The City government reflects efficiency and effectiveness in service delivery, asset maintenance, and capital improvements in the budget.
- The City government at all times emphasizes sound financial planning and management.
- The Biennial Budget will include a multi-year General Fund forecast, with adjustments in the Budget Update.

### Budget Engagement

The City has revamped the budget citizen engagement process to gather a variety of information for the City Council, the Mayor, and Administration to rely on as the FY 2018/2019 Biennial Budget and the FY 2019 Budget Update were created.

The revamped public engagement process included various information gathering techniques to maximize the input received including:

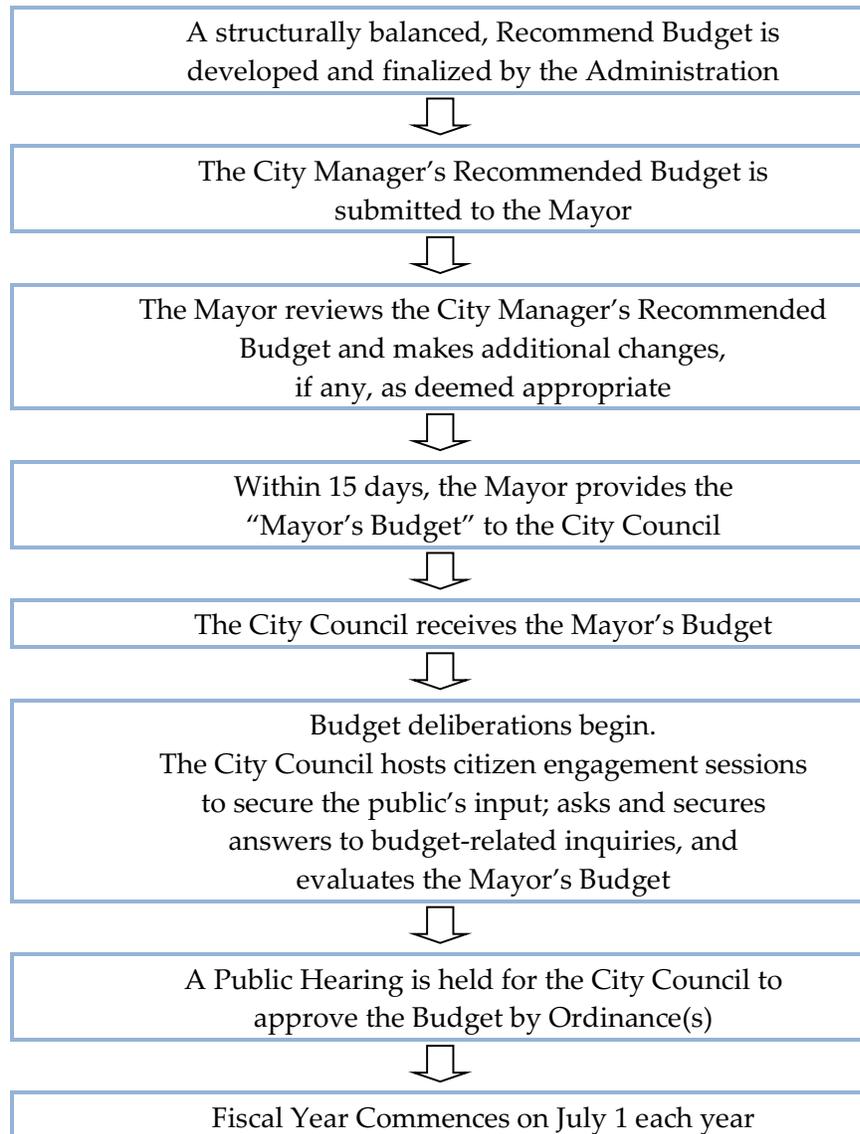
- Creating a budget engagement website to keep people informed of upcoming opportunities.
- Offering of two online surveys for the FY 2018-2019 Biennial Budget and two online surveys for the FY 2019 Budget Update to gather important feedback about budget engagement and City services.
- Publishing a short educational video about the City Budget.
- Collecting more than 80 project requests from Community Councils through the Community Budget Request (CBR) process for the FY 2018-2019 Biennial Budget. The process for collecting Community Budget Requests from Community Councils will begin again in May 2018 for the FY 2020-2021 Biennial Budget.
- Launching the Neighborhood Project Suggestion form on the City Planning website for the FY 2018-2019 Biennial Budget. More than 150 suggestions were collected, which City Departments reviewed and responded to.
- Offering three Budget Basics/Public Input sessions for both the FY 2018-2019 Biennial Budget and the FY 2019 Budget Update in different areas of the City to continue the education process and help collect feedback.

While this has been a great start to enhance engagement, the process will be continually improved and expanded as the City begins work on the Recommended FY 2020 - 2021 Biennial Budget.



## BUDGET PROCESS

The following steps summarize the activities that take place during the budget development process.



The City of Cincinnati's fiscal year starts on July 1 and runs through June 30. Every other year, the City develops a biennial budget. Following approval of the biennial budget, an update to the second year of the biennium is developed and approved.

Development of the budget commences with the assignment of available resources to a "continuation" budget. A continuation budget is that part of the City's budget necessary to continue the current level of services when adjusted for inflation, mandated rate increases, and/or applicable changes to salaries and



benefits. The continuation budget is balanced with available resources and targets are established for each department.

Departments are directed to develop their proposed continuation budget within the established resources. To meet this directive, departments conduct internal analyses of programs and services to determine service needs and delivery improvements, cost savings and opportunities, and required staffing levels. In addition, departments may identify possible trade-offs to balance resources between service and workload estimates.

Departments may find the resources provided are not sufficient to address new or enhanced programs, staff, or activities. They are given an opportunity to request on-going or one-time significant program changes to the continuation budget. One-time changes are expected to be requested and funded once. On-going changes are expected to be required annually and will result in a continuation expense in future years' budgets.

Departments submit their proposed budgets and supporting documentation to the Office of Budget and Evaluation. The Office performs an administrative review of all department budget proposals for consistency, reasonableness, and compliance with policies, direction, and guidelines.

The Office prepares executive summaries of the proposed operating budgets and hosts Executive Budget Review (EBR) team reviews of the departments' budgets with each of the departments. The EBR team includes the City Manager, Assistant City Managers, Finance Director, Assistant Finance Director, Budget Director, Human Resources Director, Operating Budget Supervisor, Chief Performance Officer, and an Assistant to the City Manager. The EBR team review allows the departments to answer questions and promote their proposed budget.

The City Manager reviews the recommendations of the EBR and, in turn, develops the recommendations which are submitted to the Mayor for further consideration prior to submission to the City Council. Public comment is solicited during public hearings. The City Council approves the budget and immediately amends the budget during the same meeting of the City Council. The amendments will be included in the Approved FY 2019 Budget Update.

## **BIENNIAL BUDGET**

In Cincinnati, the City Council approves a biennial budget which covers a two-year period. The Recommended FY 2019 Budget Update is the second year of the FY 2018-2019 Biennial Budget. The primary advantage of a biennial budget is that the multi-year horizon provides an opportunity to enhance planning for City programs and services. With a view toward the future, issues can be anticipated and resolved before they become crises. Programs can be phased in or out more readily and fluctuations in resources can be better managed. Another advantage of a biennial budget is the saving of time and effort by the City staff and the City Council in the second, or "off", year of the biennial cycle.

Although the City Council approves a multi-year budget, the State of Ohio requires cities to appropriate funds annually. For the first year of the biennium, the budget is "appropriated" by the City Council. The second year of the biennium is also "approved" by the City Council at that time. Subsequently, during the first year of the biennium, the City Council must formally appropriate the Approved FY 2019 Budget Update.



## **Operating Budget and Capital Budget**

The Operating Budget covers the day-to-day delivery of City services. It is similar to a family budget for living expenses, such as rent and utilities. Operating expenditures cover the hours worked by City employees and the supplies they use to deliver services. Examples include activities such as police officer patrols, the filling of potholes, trash collection, and operating the water treatment system.

The Capital Budget is for the improvement, construction, or purchase of City assets that cost \$10,000 or more and last at least five years, such as City buildings or fire trucks. Similar to a family that saves and borrows money to buy a house, the City uses a combination of cash and debt financing to invest in assets such as health clinic facilities, which serve citizens now and in the future.

The Operating and Capital Budgets are interrelated because many capital assets require operating resources to maintain them. If capital assets are not adequately maintained, the service life is decreased. In some cases, capital investments result in a decrease in operating costs to maintain a capital asset.

## **BASIS OF BUDGETING**

Governments use fund accounting to keep different types of revenue and expenditures separated from other types, depending upon the purpose of each fund. Each fund has a fund title and accounting code for reference purposes. The budget for the City of Cincinnati is prepared on a cash basis, with the exception of certain accrued personnel services and employee benefit costs. Encumbrances, which are amounts of funding, committed for the payment of goods or services ordered but not yet received, do not lapse at year-end. They are included as expenditures in the year for which the budget is adopted. The treatment of accounting and financial statement reporting for City funds is provided in the Measurement Focus section below.

There are more than 100 funds in use by the City of Cincinnati, and these funds are controlled by enabling legislation that sets the purpose and use of each fund. As an additional control, the City Council passes appropriation ordinances to approve the budgets for 23 of the largest and most active funds which are called principal restricted funds. An appropriation is a legislated authorization to make limited expenditures based on projected revenues.

In general, budgetary control for the use of a principal restricted fund's resources is established through the following expenditure account classifications: personnel services, non-personnel services, capital outlay, and debt service. Revisions of the appropriation level for any principal restricted fund must be approved by the City Council.

### **Measurement Focus**

Except for budgetary purposes, the basis of accounting used by the City conforms to accounting principles generally accepted in the United States of America as applicable to governmental units formally known as Generally Accepted Accounting Principles (GAAP). The accounting and financial reporting treatment applied to a fund is determined by its measurement focus.

The government-wide and proprietary funds' financial statements are reported using the economic resources measurement focus. The government-wide and proprietary funds' financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Non-exchange transac-



tions, in which the City gives (or receives) value without directly receiving (or giving) equal value in exchange, includes income taxes, property taxes, grants, shared revenues, and donations. On an accrual basis, revenue from income taxes is recognized in the period in which the taxpayer's liability occurs and revenue from property taxes is recognized in the fiscal year for which the taxes are levied. On an accrual basis, revenue in the form of shared revenue is recognized when the provider government recognizes its liability to the City. Revenue from grants and donations is recognized in the fiscal year in which all eligibility requirements have been satisfied.

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized in the accounting period in which they become both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within sixty days of the end of the current fiscal period. Expenditures generally are recorded when the related liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due. Inventories of materials and supplies may be considered expenditures either when purchased or when used, and prepaid expense items may be considered expenditures either when paid for or when consumed. Proceeds of general long-term debt are reported as other financing sources.

Income taxes, delinquent property taxes, liquor permits, fines, local government funds, gasoline taxes, and motor vehicle license fees for the current and prior periods are determined to be susceptible to accrual and are recognized as revenue in the current accounting period. All other major revenues of governmental funds are determined not to meet the criteria of either being measurable or available. The proprietary fund type statements are prepared utilizing the flow of economic resources measurement focus and the accrual basis of accounting for revenues, which are recognized when they are earned, and for expenses, which are recognized when they are incurred. Unbilled service receivables are recognized by proprietary funds when the services are provided.

The fiduciary fund types recognize revenue and expenditures/expenses on a basis consistent with the fund's accounting measurement objective. The pension trust fund and the mixed investment pool statements are prepared utilizing the flow of economic resources measurement focus and the accrual basis of accounting. Agency funds do not have a measurement focus. Their financial statements are prepared utilizing the accrual basis of accounting.

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board (GASB). Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The City has elected not to follow subsequent private-sector guidance.



The City of Cincinnati's Recommended FY 2019 Budget Update was developed and is maintained by funds. The following table shows the All Funds FY 2019 Recommended Budget Update, which includes both Operating and Capital.

The City reports the following major governmental funds:

GOVERNMENTAL FUNDS

	FY 2019 Recommended Budget Update	% of Total Budget (All Funds)
<b>OPERATING</b>		
<b>General Fund</b>	403,429,220	28.6%
<b>Special Revenue Funds*</b>		
Water Works	139,313,660	9.9%
Parking System Facilities	11,870,820	0.8%
Convention Center	9,274,940	0.7%
General Aviation	2,055,830	0.1%
Municipal Golf	6,139,800	0.4%
Stormwater Management	17,516,920	1.2%
Bond Retirement	125,171,620	8.9%
Street Construction Maintenance & Repair	11,912,340	0.8%
Income Tax-Infrastructure	20,509,450	1.5%
Municipal Motor Vehicle License Tax	3,053,650	0.2%
Sawyer Point	1,735,070	0.1%
Recreation Special Activities	5,050,420	0.4%
Cincinnati Riverfront Park	929,180	0.1%
Hazard Abatement	1,038,260	0.1%
Bond Hill Roselawn Stabilization & Revitalization Operations	200,000	0.0%
9-1-1 Cell Phone Fees	1,790,110	0.1%
Safe and Clean	50,000	0.0%
Community Health Center Activities	24,505,320	1.7%
Cincinnati Area Geographic Information Systems (CAGIS)	4,724,530	0.3%
County Law Enforcement Applied Regionally (CLEAR)	5,306,070	0.4%
Metropolitan Sewer District	217,521,990	15.4%
Income Tax-Transit	53,668,740	3.8%
Other Restricted Funds	23,122,260	1.6%
<b>TOTAL ALL FUNDS OPERATING BUDGET</b>	<b>\$ 1,089,890,200</b>	<b>77.4%</b>
<b>CAPITAL</b>		
<b>General Capital</b>	83,708,500	5.9%
<b>Restricted Capital Funds</b>		
General Aviation	703,400	0.0%
Convention Center	675,000	0.0%
Income Tax-Transit	100,000	0.0%
Stormwater Management	6,312,800	0.4%
Water Works	118,300	0.0%
Water Works PIF	81,667,500	5.8%
Metropolitan Sewer District	92,700	0.0%
Metropolitan Sewer District Capital Improvements	129,118,155	9.2%
Telecommunications Services	30,000	0.0%
Parking System Facilities	501,300	0.0%
<b>Special Revenue Capital Funds</b>		0.0%
Special Housing PIF	134,500	0.0%
<b>Grant and Matching Funds</b>		0.0%
Safety Improvement Grants	1,000,000	0.1%
Alternate Transportation Grants	560,000	0.0%
Road/Bridges Grants	13,782,050	1.0%
<b>TOTAL ALL FUNDS CAPITAL BUDGET</b>	<b>\$ 318,504,205</b>	<b>22.6%</b>
<b>TOTAL ALL FUNDS FY 2019 RECOMMENDED BUDGET</b>	<b>\$ 1,408,394,405</b>	<b>100.0%</b>

\*The Streetcar Operations Fund is not included in the Principal Restricted Funds total.



The **General Fund** is the accounting entity in which all governmental activities, except those that are required to be accounted for in other funds, are accounted for. Its revenues consist primarily of taxes, inter-governmental shared revenues, charges for services, and investment income. General Fund expenditures represent costs of general government, economic development, public safety, public services, public health, parks and recreation, and other costs.

The **General Capital Projects Fund** is used to account for resources designated to construct or acquire governmental fund capital assets. Such resources are derived principally from proceeds of Southern Railroad Notes, property tax supported debt, general obligation debt, federal and state grants, and the City income tax. It is the City's policy to use the proceeds derived from the sale of bonds only for the capital improvement purpose detailed in the bond-authorizing ordinance and in accordance with state statutes. Any premium and accrued interest received from the sale of bonds is deposited into the Bond Retirement Fund. The Bond Retirement Fund accounts for the resources accumulated and payments made for principal and interest on general obligation debt and capital lease payments of the governmental funds.

The City reports the following major proprietary fund:

The **Water Works Enterprise Fund** accounts for all activities of the City's Water Works Department. The City collects, purifies, and sells water to Greater Cincinnati area and Northern Kentucky residents (either directly or indirectly through wholesale contracts) and businesses. Revenue consists primarily of user charges.

The City reports the following fund types:

**Internal Service Funds** account for reproduction and printing, automotive repairs and maintenance services, stores, land sales and leasing, workers' compensation, and data processing services to other City departments or agencies and to other governments. Internal service funds are used to account for the financing of goods or services provided by one department or agency to another department or agency of the government, generally on a cost reimbursement basis.

The Pension, Investment, and Agency funds are reported in the Comprehensive Annual Financial Report (CAFR) and are not included in this budget document. The Pension Trust Fund is used to account for the receipts and expenditures of the City's Retirement System. The Investment Trust Fund is used to account for the Metropolitan Sewer District Fund portion of the City's pool of cash and investments. Agency funds are used to account for assets held by the City in a fiduciary capacity. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.



## FINANCIAL POLICIES

The City of Cincinnati is a political subdivision of the State of Ohio. It is governed with the powers of home rule by a directly elected mayor with a four-year term and a council of nine members who are elected at large for four-year terms. In 2001, Cincinnati converted from a city manager-council form of government, through which it had operated since 1926, to a stronger mayor-council form of government.

The City has long been recognized for its sound financial management. The Government Finance Officers Association (GFOA) has recognized the City for its annual financial report with the *Certificate of Achievement for Excellence in Financial Reporting* and for its budget document with the *Distinguished Budget Presentation Award*. The City's credit ratings are strong. What follows are the guiding financial policies for the City of Cincinnati concerning revenues, debt service, investments, accounting and auditing, reserves, and operating and capital budgeting.

### Accounting and Auditing Policies

- The financial statements of the City of Cincinnati are prepared in accordance with standards promulgated by the Governmental Accounting Standards Board (GASB). These standards include the effective pronouncements of the American Institute of Certified Public Accountants (AICPA) which are considered to be "generally accepted accounting principles" for state and local entities, until they are altered, amended, supplemented, revoked or superseded by a subsequent GASB pronouncement.
- The City performs periodic financial, program and contract internal audits to insure departmental compliance of City policies and to improve the overall operating efficiency of the organization.
- An independent audit is performed annually to render an opinion on the City's general-purpose financial statements.
- A Comparative Statement of Revenue and Expenditure is presented to the City Council monthly.
- For appropriation and expenditure control purposes, budgeted expenditure classifications that may not be exceeded are personnel service, non-personnel service, capital outlay, and debt service. The City Council must approve revisions of or transfers between expenditure classifications.

### Revenue Policies

- The City Council levies taxes or fees as specified in the City Charter, or as authorized under the laws of the State of Ohio, to generate revenue for service delivery and capital improvement purposes.
- The Biennial Budget is developed based on the current income tax and property tax structure in the City of Cincinnati.
- Income Tax: The City Income Tax is 2.1% of gross earnings by residents, non-residents who work in the City, and corporations located in the City. It is subdivided into four components: 1.55% for General Fund operating purposes, 0.3% for public transit, 0.15% for permanent



improvements (capital) and 0.10% for maintenance of the City's infrastructure. The biennial budget assumes no additional income tax credits or deductions other than those currently allowed.

- Property Tax: The City's current property tax total is 12.10 mills per \$1,000 of assessed value. Property tax is subdivided into two components: 5.54 mills for General Fund operating purposes, and 6.50 mills for debt requirements of the Capital Improvement Program for Calendar Year (CY) 2018. The CY 2019 Property Tax rate is 5.16 mills for General Fund operating purposes and 7.26 mills for debt requirements of the Capital Improvement Program.
- Intergovernmental revenues are sought from State, Federal, and other sources. The City is not obligated to continue financial support for non-City funded programs and projects after non-City funding has lapsed, except as agreed to as a condition of acceptance of intergovernmental revenues.
- The City ensures revenue collection through efficient collection systems.

### Debt Policies

- The City will issue bonds for capital improvements and not for recurring operating expenditures.
- The City publishes an Official Statement for each bond issue in accordance with rules promulgated by the Securities and Exchange Commission.
- The City fulfills all obligations for secondary market disclosure to keep bond market participants informed of significant financial activities of the City.
- The City primarily utilizes dedicated property tax proceeds to support debt service payments on general obligation bonds and notes. It also levies taxes on property based on debt limitations in the Ohio Revised Code and the City Charter as follows:
  - As a result of a prior Court decision, the City has the right to levy property taxes without limitation to support its lawfully issued bonds and notes, and the City's ability to incur debt will be limited only by the arithmetical (percentage) limitations set forth under Section 133.05 of the Ohio Revised Code.
  - Section 133.05 of the Ohio Revised Code provides that the principal amount of both voted and unvoted debt of the City may not exceed 10.5% of the City's assessed valuation, and that the principal amount of unvoted debt may not exceed 5.5% of the City's assessed valuation. The Code also provides several exemptions of debt from the 5.5% and 10.5% limitations.
  - The City retires approximately 64% of outstanding debt within 10 years.
  - Moody's rates the City's general obligation bonds "Aa2", their third highest rating. The City's bond rating by Standard and Poor is "AA", their third highest rating.



- Note #9, “Long-Term Debt” on Page 79 of the City of Cincinnati’s 2017 Comprehensive Annual Financial Report (CAFR) contains detail on the City’s long-term debt structure. Please refer to the CAFR for further information.

### Investment Policy

- Approved by the Mayor and the City Council, the City’s foremost objective of the investment policy for the funds that are pooled and deposited in the General Bank Depository Account and other accounts authorized by the City Treasurer is safety of principal. The investment policy minimizes credit risk by limiting investments to the safest types of securities, pre-qualifying the financial institutions with which the City will do business, and diversifying investments to minimize potential losses.

### Fund Balance Reserves Policy

- To achieve the Government Finance Officers Association’s (GFOA) recommended minimum fund balance reserves of two months of revenue by Fiscal Year 2020, the City Council approved Ordinance No. 0253-2015 on July 1, 2015. The Ordinance authorized the policy of managing the Stabilization Funds for the City of Cincinnati. The Stabilization of Funds of the City include the following:
  1. General Fund Carryover Balance: will maintain one and fifty-one hundredths percent (1.50%) of estimated General Fund operating revenues.
  2. General Fund Contingency Account: to be used for one-time unfunded events, shall have a balance which is one and twenty-five one hundredths percent (1.25%) of estimated general operating revenues.
  3. Emergency Reserve Account: to be used for a major one-time event or unforeseen event, has a balance which is sixty-six one hundredths percent (0.66%) of estimated general operating revenues.
  4. Working Capital Reserve: minimum reserve level of 13.29% of general operating revenues. Used only in the event of an emergency or a catastrophic need of the City.

### Operating Budget Policies

- The City prepares a General Fund Multi-year Forecast every two years, which provides estimates of income tax and property tax revenue changes and expenditure changes for the forecast period. Explanations of revenue and expenditure assumptions are included in the forecast.
- Mid-year budget monitoring exercises are conducted each year to identify budget issues at the department level to ensure budgets remain within their appropriated funding level.
- The City prepares Final Adjustment Ordinances for the General Fund and Principal Restricted Fund accounts at the end of each year for the purpose of realigning accounts and providing funds for the on-going needs of City departments in order to ensure that all departments have balanced budgets by year-end.
- At the beginning of budget development, targets are established for Operating Budget expenditures. These targets reflect adjustments for program changes, any applicable



increases in salaries and wages, and inflationary increases in non-personnel items and services. Budgetary requests in excess of the target amounts are considered exceptions and must meet one of the following criteria: legal mandates, City Council mandates, or City Manager initiatives.

- The City strives for a structurally balanced budget for the General Fund and each Principal Restricted Fund where annual total expenditures and encumbrances are equal to or less than the annual revenue estimate for the fund.
- A budget that provides for a positive net carryover balance in the fund at the end of the fiscal year is considered a balanced budget in order to comply with State Law.

### Capital Budget Policies

- A capital improvement or capital project is defined as the purchase or improvement of a City asset, including construction or rehabilitation which provides an asset for the City's use or, in the case of an existing asset, increases the value of the public asset or extends its useful life. Capital improvements are made to improve the value of City assets, and are relatively large expenditure items compared with operating budget items. The City Council may also designate a capital improvement through its authority to establish public policy and identify a public purpose when making capital improvement expenditures. A capital improvement is expected to have a useful life of at least five years, compared to operating budget items which are consumed in the daily delivery of City services.
- The following criteria were used in developing the Capital Budget, which are listed in descending priority sequence:
  1. Hazard Elimination: to eliminate or reduce definite and immediate health and safety hazards;
  2. Legal Mandates: to comply with a court order or other specific legal directive (consent decree, etc.);
  3. Regulatory Compliance: self-initiated improvement in compliance with a federal, state, or local rule or regulation affecting capital assets;
  4. Project Completion: to finish phased projects with related and already committed or expended funding;
  5. Prevent Failure: to systematically, and according to schedule, improve assets that would fail if not periodically improved;
  6. Extend Useful Life: to improve an asset by making a capital investment to increase the asset's service life;
  7. Cost-Benefit Justified: to make a capital investment that is supported by benefits equal to or greater than the cost of investment (e.g., benefits may be in jobs, revenue, cost savings, matching funds, etc.);
  8. Service Betterment: to accommodate growth in service demand, or to otherwise increase the quality of service provided by the capital asset.



## PLANNING AND THE BIENNIAL BUDGET

Under the leadership of the City Manager, five strategic priorities were identified that guided the FY 2016-2017 biennial budget development and have continued as the City’s strategic focus into the FY 2018-2019 biennium. The strategic priorities include:

-  **SAFER STREETS**
-  **THRIVING & HEALTHY NEIGHBORHOODS**
-  **A GROWING ECONOMY**
-  **INNOVATIVE GOVERNMENT**
-  **FISCAL SUSTAINABILITY & STRATEGIC INVESTMENT**

To develop a multi-year financial forecast, an econometric forecasting firm is contracted to provide the City with a five-year economic forecast. The forecast provides a fiscal context for the development of budget policies. In November 2017, the University of Cincinnati Economics Center, prepared and submitted an Economic Forecast for the five-year period of 2018 through 2023 that focused on income tax revenue. In May 2018, the projections were revised for 2018 through 2023 based on a reduction in FY 2018 collections.

In addition to the long-term financial planning, there are a number of other planning processes that have an impact on the development of the biennial budget which are described below.

In 2013, the City Council adopted “Plan Cincinnati,” the City’s first comprehensive plan in over 30 years. This Plan acts as a guide in future development of Cincinnati and has been implemented through the collaboration of many public and private stakeholders including residents, developers, businesses, City staff, and more. The comprehensive plan will also serve as a guide to developing the City’s Capital Improvement Program for years to come.

In addition to the comprehensive plan, the City adopted the five-year Consolidated Plan (2015-2019), which guides the use of the City’s major federal funds, such as the Community Development Block Grant (CDBG). The five-year Consolidated Plan incorporates the City’s Housing Policy and Economic Development strategies while focusing on three major objectives of providing decent affordable housing, creating suitable living environments, and creating economic opportunities. This document is considered and adopted as a separate process and not included in this document.

Since development of the 2013 budget, the City of Cincinnati implemented a citizen engagement process to ascertain the most important programs and services to the community. This tool provides data for prioritizing existing programs and services to identify opportunities for cost savings, revenue enhancements, and budget reductions based on community values. The process provides an ongoing foundation for examining services and programs for future budget development.



City departments also develop, update, and implement individual business plans focused around the areas of Public Safety, Neighborhood Investment, Economic Development and Service Excellence. Departments receive feedback throughout the year from the “Fix it Cincy!” app, which allows the community access to departments by submitting service requests such as bulk-item trash pickup, pothole repairs, etc. The app QR codes from both the Apple App Store and Google Play can be found below:



This technology not only allows departments to engage with the public throughout the year, but also informs their business plans for upcoming budget cycles. Each department’s business plan, which includes specific goals, objectives and performance measures, are presented in the Departmental Budgets section of this document.



**Mayor John Cranley:**

**May 31, 2018**

## **INTRODUCTION**

I am pleased to present a structurally balanced City Manager's Recommended Fiscal Year (FY) 2019 Budget Update (Proposed Budget). The All-Funds Operating Budget totals \$1.1 billion for FY 2019 and the Capital Budget totals \$318.5 million. All funds are balanced in the current fiscal year.

Creating this Proposed Budget for FY 2019 meant reconciling a \$32.1 million General Fund budget deficit. This gap represents the culmination of several factors resulting in operating expenses outpacing operating revenues. These include an \$8.6 million further reduction in the income tax projection and, also, State of Ohio shared revenue has decreased by \$25 million annually due to reductions – such as the loss of state and local government funding and the repeal of the estate tax – at the State level.

## **BUDGET POLICY DIRECTION**

Mr. Mayor, you, the City Council, and our residents have made it clear that you place the highest value on preserving core services and that making significant cuts to these services is not an acceptable method for balancing the budget. My FY 2019 Proposed Budget prioritizes important services such as Police, Fire, and Public Services, avoids furloughs and layoffs, and does not close any City health clinics, parks, or recreation facilities. All this is accomplished while maintaining the City's long-term fiscal stability, and maintaining the City's excellent financial management.

## **BALANCING THE BUDGET**

Achieving the aforementioned goal of preserving core services was a true balancing act. This budget includes targeted and responsible reductions to City departments, while providing opportunities for the City to enhance revenue. This balanced budget is based on the following reductions and revenue enhancements:



**KEY REDUCTIONS:**

- Department belt tightening: Departments submitted budget reduction solutions in the amount of \$9.4 million.
- External agencies (leveraged support), with exceptions, are recommended for an across the board 25% or 50% reduction resulting in \$2.5 million in savings. Without question, these agencies provide valuable services to the community. However, this is one of the few areas where we could look to reduce spending, without jeopardizing key City functions.
- The required \$5.0 million payment to the Cincinnati Public Schools will be paid out of the capital budget because the payment is related to debt service on capital improvements.
- Delaying the start date of the FY 2018 police recruit class by 6 months will save \$2.0 million. The overall size of the class will be 45 recruits.
- Stormwater maintenance costs, including litter pickup, recycling, and stormwater mitigation work in other departments, will be transferred to the Stormwater Management Fund. This will save \$3.2 million in the General Fund. An additional fee increase of approximately 16% is proposed to cover these additional costs, in addition to a General Capital allocation of \$1.2 million for Stormwater capital eligible expenditures.

**REVENUE ENHANCEMENTS:**

Expenditure reductions alone were insufficient to overcome the deficit, therefore \$10.4 million of recurring General Fund fee increases are proposed:

- Building permit fee increases and other program increases will result in an additional \$4.1 million.
- Parking meter rate increases proposed will yield an additional \$2.9 million annually.
- The waste hauler franchise fee is increased from 10% to 20% of gross revenues, consistent with the Green Cincinnati Plan that was adopted by the City Council in May 2018.
- Parking booting will go into effect November 1, 2018 resulting in additional parking fine revenue.
- Other proposed fees include an economic development fee on various development applications for developers and an Administrative Hearings fee.

**KEY SERVICES MAINTAINED AND ENHANCED**

The reductions and revenue enhancements outlined above allow the City to maintain and improve General Fund services to the community. Key services positively affected as a result of these actions include:



## **PUBLIC SAFETY:**

Public safety resources are not compromised in this budget. The Proposed Budget will continue efforts to maintain and enhance police and fire street strength including maintaining a budgeted sworn strength of 1,074 police officers and 859 firefighters.

The FY 2019 Proposed Budget includes a police recruit class of 45 police officers to begin in January 2019. This Proposed Budget also includes the resources to support the 40-person fire recruit class that began in April 2018 and will graduate in November 2018.

## **EMERGENCY COMMUNICATIONS:**

The ability to provide seamless emergency response to our residents and visitors in times of need is an essential function and top priority of the City of Cincinnati, and a top stated priority for the elected leadership. As such, this Proposed Budget continues the City's focus on enhancements to emergency communications and the Emergency Communications Center (ECC) in particular. This budget includes an additional 10 ECC staff and an increase of \$1 million to the Center's budget. The additional financial commitment represented here will complement the investment of more than \$9 million in technology and equipment upgrades around emergency communications in the previous two fiscal years (FY 2017 and FY 2018).

## **THRIVING & HEALTHY NEIGHBORHOODS:**

Thriving and healthy neighborhoods are essential to the quality of life of all Cincinnatians. As such, this Proposed Budget keeps all community recreation centers open at current hours, keeps all swimming pools operating, and maintains current service levels for garbage collection, street cleaning, snow removal, and litter pickup.

## **TRANSPARENCY AND TECHNOLOGY:**

With this Proposed Budget, the City continues the development of CincyInsights, available here: <https://insights.cincinnati-oh.gov/>. This site provides Cincinnatians with a tremendous amount of data to inform them about their City. It allows users to explore road conditions, potholes filled, heroin overdoses, crime statistics and much more in real time. These tools remain popular receiving over 1.5 million views since launch. Over the last fiscal year 18 new data sets and 35 new CincyInsights dashboards were added.

As an organization, we look for more opportunities to better use technology and stay ahead of current trends. Put simply, as an organization we must stay relevant, or we will become obsolete. The Smart Cities initiatives currently underway will provide new and exciting opportunities for the City to become even more efficient, financially stable and responsive to our customers.

Additionally, over the last few years, in keeping with evolving trends, the City has taken steps to make it easier for residents to engage their government by enhancing our CitiCable offerings across all media platforms, including mobile devices. CitiCable provides round-the-clock accessibility to Council meetings to those who cannot make it to City Hall. To enhance this mission of transparency and engagement, the Proposed Budget includes additional funding to implement necessary technical upgrades to improve the livestreaming and mobile user experience for the CitiCable audience.



**CAPITAL ACCELERATION PLAN (CAP):**

The Capital Acceleration Plan (CAP), which focuses on road and fleet improvements and covers FY 2016-2021, remains in progress. The CAP program has and will continue to improve our roads and modernize the City's fleet of vehicles. Maintaining this initiative is wise given it will lessen the need for spending on roads and fleet in the long-term, thus relieving future budget pressure.

In FY 2019, \$13.6 million is being invested to fix our roads and update our fleet of vehicles. As a direct result of CAP, an additional 26.3 lane miles will be repaved, and preventative maintenance will be performed on approximately 67.8 lane miles of streets.

**CONCLUSION**

Overcoming a \$32.1 million budget deficit to create a structurally balanced budget is no small task. Yet, we have managed to do that while protecting core services such as public safety and public services as well as vital community facilities like health clinics, parks, and recreation centers. We have also worked hard to avoid furloughs and layoffs to City Staff. All of this is done while improving the City's long-term fiscal stability.

This is only possible due to the many employees from every department across the City who have spent countless hours working to come up with solutions to address the difficult challenges we face this budget cycle.

To that end, I want to thank everyone who has contributed, especially Christopher Bigham and his team, who have once again guided this process in a professional and methodical manner.

I also want to express my gratitude to the hundreds of residents and interested individuals who have taken advantage of the re-vamped budget engagement process and participated in surveys, attended meetings, and submitted ideas during this biennium. This Proposed Budget is better because of your interest and action.

This Proposed Budget represents a strong starting point for your deliberations. However, as with every budget, you and the City Council will face complex and challenging decisions. To this end, the Administration is ready to work with you to gather information, address concerns and answer each and every question you may have.

A handwritten signature in blue ink that reads "Patrick A. Duhaney". The signature is fluid and includes a long, sweeping underline.

Patrick A. Duhaney  
Acting City Manager



## **Section 2: Budget Update**



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**All Funds Budget**

The Recommended FY 2019 Budget Update totals \$1.4 billion and includes a \$1.1 billion Operating Budget and a Capital Budget totaling \$318.5 million. As required by state law, all funds are balanced.

*Table I - Recommended FY 2019 All Funds Budget Update*

(\$ in Millions)	2018-2019 Biennial		Recommended FY 2019 Update	From 2018 Approved		From 2019 Biennial Approved	
	2018 Approved	2019 Approved		\$ Change	% Change	\$ Change	% Change
<b>Operating Budget</b>							
General Fund	\$395.7	\$393.2	\$403.4	\$7.7	1.9%	\$10.2	2.5%
Restricted Funds <sup>(1)</sup>	\$674.4	\$682.6	\$686.5	\$12.1	1.8%	\$3.9	0.6%
<b>Subtotal Operating Budget</b>	<b>\$1,070.1</b>	<b>\$1,075.8</b>	<b>\$1,089.9</b>	<b>\$19.8</b>	<b>1.9%</b>	<b>\$14.1</b>	<b>1.3%</b>
<b>Capital Budget</b>							
General Capital Budget	\$76.7	\$64.1	\$83.7	\$19.6	30.6%	\$19.6	23.4%
Restricted Funds Capital	\$394.0	\$200.3	\$219.3	\$19.0	9.5%	\$19.0	8.7%
Special Revenue/Matching Capital	\$34.1	\$6.8	\$15.5	\$8.7	127.9%	\$8.7	56.1%
<b>Subtotal Capital Budget</b>	<b>\$504.8</b>	<b>\$271.2</b>	<b>\$318.5</b>	<b>\$47.3</b>	<b>17.4%</b>	<b>\$47.3</b>	<b>14.9%</b>
<b>Total All Funds Budget</b>	<b>\$1,574.9</b>	<b>\$1,347.0</b>	<b>\$1,408.4</b>	<b>\$67.1</b>	<b>5.0%</b>	<b>\$61.4</b>	<b>4.4%</b>

<sup>(1)</sup> The Streetcar Operations Fund is not included in the Restricted Funds total.

The All Funds Operating Budget is summarized in this section and is followed by Financial Summaries and Departmental Budgets. The All Funds Capital Budget is summarized in the Capital Budget Update section.

The Operating Budget Summary is intended to provide an abridged overview of the City of Cincinnati's Recommended Fiscal Year (FY) 2019 Budget Update. The Recommended FY 2019 Operating Budget Update is structurally balanced and does not use one-time sources to balance.



**OPERATING BUDGET SUMMARY**

Developing the Recommended FY 2019 Budget Update commenced in November 2017.

*Recommended FY 2019 Operating Budget Update - Development Calendar*

	<b>2017 Dates</b>
Launch of FY 2019 Budget Update Home Page	November 1
Greater Cincinnati Survey Administered by University of Cincinnati (UC)	December 1
	<b>2018 Dates</b>
2019 Tentative Tax Budget Public Hearing	January 8
2019 Tentative Tax Budget Passage	January 10
Invest in Neighborhoods Meeting - "Your City Budget"	January 23
City departments developed proposed FY 2019 budgets	February 14 - March 13
Neighborhood Summit - "Your City Budget: A Two-Way Communication"	March 10
Departments submitted proposed FY 2019 budgets	March 13
Office of Budget and Evaluation analyzed proposed budgets and prepared for Executive Budget Review team meetings	March 13 – April 13
Public Hearing - Budget Policy Motion	April 2
Executive Budget Review team conducted Departmental Budget Review meetings	April 3 – April 13
Public Meeting - "Your City Budget" at Winton Hills Recreation Center	April 7
City Manager and Office of Budget and Evaluation prepared Recommended FY 2019 Budget Update	April 13 – May 31
City Manager's Recommended FY 2019 Budget Update presented to Mayor John Cranley	May 31
Mayor provides the City Council with the Recommended FY 2019 Budget Update	June 6
City Council Budget Deliberations	June 7 - June 27
Public Hearings	
Northside - McKie Recreation Center	June 11
Madisonville - Madisonville Recreation Center	June 12
Mt. Airy/College Hill - College Hill Recreation Center	June 13
Budget and Finance Committee Meeting	June 25
City Council adopts FY 2019 Budget Update	June 27
FY 2019 Commences	July 1



*Table II - Recommended FY 2019 All Funds Operating Budget Update*

(\$ in Millions)	2018-2019 Biennial		Recommended FY 2019 Update	From 2018 Approved		From 2019 Biennial Approved	
	2018 Approved	2019 Approved		\$ Change	% Change	\$ Change	% Change
Operating Budget							
General Fund <sup>(1)</sup>	\$395.8	\$398.2	\$406.0	\$10.2	2.6%	\$7.8	1.9%
Restricted Funds <sup>(2)</sup>	\$674.4	\$682.6	\$686.5	\$12.1	1.8%	\$3.9	0.6%
<b>Grand Total</b>	<b>\$1,070.2</b>	<b>\$1,080.8</b>	<b>\$1,092.5</b>	<b>\$22.3</b>	<b>2.1%</b>	<b>\$11.7</b>	<b>1.1%</b>

<sup>(1)</sup> Includes Transfers Out

<sup>(2)</sup> The Streetcar Operations Fund is not included in the Restricted Funds total.

The Recommended FY 2019 All Funds Operating Expense Budget Update totals \$1.1 billion and represents a 2.1% increase of \$22.3 million when compared to the Approved FY 2018 Budget. The increase is attributed to a \$12.1 million increase in the Restricted Funds which is in addition to a \$10.2 million increase in the General Fund. This is primarily attributed to: an \$8.0 million increase in the Bond Retirement Fund; a \$6.8 million increase in the Water Works Fund; a \$4.5 million increase in the Stormwater Management Fund; a \$1.3 million increase in the Income Tax-Infrastructure Fund; and various other increases and decreases in a variety of funds. All restricted funds' expenditure budgets are balanced to available resources in FY 2019. More details on the restricted funds are included in this section and the Financial Summaries section of the Recommended FY 2019 Budget Update document.

The Recommended FY 2019 General Fund Operating Expense Budget Update, including transfers out, totals \$406.0 million, which represents a \$10.2 million, or 2.6%, increase from the Approved FY 2018 Budget as shown in Table II.

**Budget Assumptions**

The City's Five Strategic Priorities guided and informed the development of the Recommended FY 2019 General Fund Operating Budget Update. The Recommended FY 2019 General Fund Operating Budget Update is structurally balanced. The following summary includes the major assumptions used in developing the Recommended FY 2019 Budget Update:

- For FY 2019, the following salary increases have been budgeted:
  - AFSCME (American Federation of State, County and Municipal Employees) represented employees are budgeted for a 4.0% increase in July 2018 per Ordinance No. 0330-2016.
  - AFSCME (American Federation of State, County and Municipal Employees) Municipal Workers (MW) represented part-time employees are budgeted for a 4.0% increase in July 2018 per the labor agreement signed in FY 2017.
  - IAFF (International Association of Fire Fighters) represented employees are budgeted for a 4.0% increase in July 2018 per Ordinance No. 0356-2016.

# Operating Budget Summary

## FY 2019 Operating Budget Update



- FOP (Fraternal Order of Police) represented employees are not budgeted for a salary increase in FY 2019. However, FOP represented employees received a 4.0% increase in May 2018 per the labor agreement signed in FY 2017.
- CODE (Cincinnati Organized and Dedicated Employees) represented employees received a 2.5% increase in March 2018 and are budgeted for a 1.5% increase in July 2018 per Ordinance No. 0330-2016.
- Teamsters represented employees are budgeted for a 4.0% increase in October 2018 per the labor agreement signed in FY 2017.
- Cincinnati Building Trades Council represented employees are budgeted for a 4.0% increase in July 2018 per Ordinance No. 0330-2016.
- Non-represented employees are scheduled for a 1.0% increase in July 2018.

Note: The Cincinnati Building Trades Council, IAFF, CODE, and FOP labor agreements are due to expire during FY 2019. Negotiations are expected to begin with each bargaining unit corresponding with each individual labor agreement expiration date. The AFSCME, AFSCME MWs, and Teamsters labor agreements are due to expire in early FY 2020.

2. Step increases are funded pursuant to labor agreements, which range from less than 2.0% to over 4.0% for most represented positions that are not at the top of the respective salary range. A 3.0% merit increase for non-represented employees is also budgeted in FY 2019. Note: More than 90.0% of all full-time employees are represented and less than 10.0% are non-represented.
3. Overtime expense is limited to emergencies for non-public safety staff. Table III provides the budgeted overtime expenses for all full-time employees, by employee group, in the General Fund, Restricted Funds (including Enterprise Funds), and in All Funds.

Table III - Budgeted Overtime

Department Type	General Fund	Restricted Funds	All Funds
Public Safety	\$ 11,094,307	\$ -	\$ 11,094,307
Non-Public Safety	383,997	4,368,879	4,752,876
<b>Grand Total</b>	<b>\$ 11,478,304</b>	<b>\$ 4,368,879</b>	<b>\$ 15,847,183</b>

4. The Mayor and members of the City Council have not voted for a raise; therefore, the approved budget includes a 0.0% salary increase for the Mayor and the City Council.
5. The Recommended FY 2019 Budget Update includes a 16.25% employer pension contribution rate for members of the Cincinnati Retirement System (CRS). This amount is consistent with the Collaborative Settlement Agreement entered into by the City of Cincinnati on April 30, 2015. The budget also provides for employer contributions to the Ohio Public Employees Retirement System (OPERS) at 14.0%, the Ohio Police & Fire Pension Fund (OP&F) at 19.5% for sworn police officers, and the Ohio Police & Fire Pension Fund at 24.0% for sworn firefighters.



6. Any City employee who is enrolled in an Anthem plan, is either in the traditional 80/20 plan or the High Deductible Health Plan (HDHP). Under the 80/20 plan, the employee pays 100% of a deductible and then pays 20% of all in-network healthcare expenses up to an out-of-pocket maximum. FOP members hired before September 2016 and IAFF members hired before April 2016 have an out-of-pocket maximum of \$1,500 for a single plan and \$3,000 for a family plan. All other employees have an out-of-pocket maximum of \$2,000 for a single plan and \$4,000 for a family plan. As of January 1, 2018, the premium share for all employees is 10%. Due to premium caps in all union contracts with the exception of Building Trades, the employee share will likely drop back below 10% in 2019 and moving forward. The 80/20 out-of-pocket maximum does not include prescription expenses. The 80/20 plan participants are enrolled in three-tier (\$10/\$20/\$30) prescription drug coverage through OptumRx. Under the HDHP, the employee pays 100% of a deductible and then pays 20% of all in-network healthcare expenses up to an out-of-pocket maximum. For all employees, the out-of-pocket maximum is \$3,400 for a single plan and \$6,800 for a family plan. The HDHP out-of-pocket maximum does include prescription drug expenses. The HDHP participants are also enrolled in prescription drug coverage through OptumRx. At this time, CODE employees are the only employees not eligible to participate in the HDHP plan.

All City employees also have the option to enroll in the City's Integrated Health Reimbursement Arrangement (HRA) if they have other group health coverage available to them. This allows them to receive reimbursement from the City for premiums and out-of-pocket medical expenses when enrolled in another group health plan.

Calendar Year 2019 health care expenses are budgeted to increase by approximately 28%. That increase is partially offset by reducing Healthy Lifestyles participant incentives from \$500 to \$300 per participant, instituting a spousal surcharge for non-represented employees of \$100 per month, and no longer covering specified lifestyle medications under the City's healthcare plan.

7. Fuel costs are budgeted at \$2.35 per gallon for gasoline and \$2.58 per gallon for diesel fuel. The Administration continues to use fuel hedging as a tool to help with level budgeting for fuel purchases in FY 2019; however, fuel hedging is not a long-term savings method since the City will ultimately pay for variances in the fuel price.
8. Within the Police, Fire, Enterprise Technology Solutions, and Law departments, an internal reorganization has resulted in a significant change in budget allocations within each department's programs. These departments were budgeted as single agency departments prior to FY 2019, and now each department will have multiple agencies. While the appropriation for each of these departments will reflect the new agencies, the existing program groups have not changed.
9. The Recommended FY 2019 Budget Update was prepared using data analytics and includes performance management outcomes as described by the City's Office of Performance and Data Analytics to maintain basic services and streamline service delivery at the highest quality and at the lowest possible cost to the citizens.
10. The FY 2018-2019 Biennial Budget included a 2.0% Consumer Price Index (CPI) inflationary increase across non-personnel expenses for FY 2019. This increase has been rolled back across a majority of non-personnel object codes as expenditure savings in the Recommended FY 2019 Budget Update.

# Operating Budget Summary

## FY 2019 Operating Budget Update



### Leveraged Support

The City of Cincinnati leverages funding and other resources to support neighborhood revitalization, economic development, human services, and violence prevention. The Recommended FY 2019 General Fund Budget Update includes the following leveraged support, which totals \$6.4 million, or 1.6% of the Recommended FY 2019 General Fund Budget Update. Among the \$6.4 million in total leveraged support, \$3.7 million or 0.9% of the Recommended FY 2019 General Fund Budget Update is dedicated to Human Services and Violence Prevention.

Table IV - Leveraged Support

	Approved FY 2018 Budget	FY 2019 Budget Update Targets	Recommended FY 2019 Budget Update	FY 2019 Budget Update Targets to Recommended FY 2019 Budget Update
<b>Neighborhood Support</b>				
Neighborhood Community Councils	\$353,600	\$353,600	\$265,200	(\$88,400)
Neighborhood Business Districts	\$172,800	\$172,800	\$129,600	(\$43,200)
Cincinnati Neighborhood Games	\$10,000	\$10,000	\$7,500	(\$2,500)
Invest In Neighborhoods	\$50,000	\$0	\$37,500	\$37,500
Summer Youth Jobs Initiative	\$250,000	\$250,000	\$187,500	(\$62,500)
Chamber of Commerce - Immigration Center Partnership	\$50,000	\$50,000	\$37,500	(\$12,500)
Keep Cincinnati Beautiful* (One-Time Additional Funding of \$133,178)	\$497,711	\$399,533	\$299,650	(\$99,883)
The Corporation for Findlay Market	\$6,000	\$6,000	\$4,500	(\$1,500)
Community Urban Agriculture	\$21,890	\$29,187	\$21,890	(\$7,297)
3CDC (For Fountain Square)	\$257,820	\$257,820	\$257,820	\$0
3CDC (Operating Support)	\$375,000	\$375,000	\$375,000	\$0
Engage Cincy Challenge Grant	\$50,000	\$50,000	\$0	(\$50,000)
<b>Total Neighborhood Support</b>	<b>\$2,094,821</b>	<b>\$1,953,940</b>	<b>\$1,623,660</b>	<b>(\$330,280)</b>
<b>Economic Development</b>				
Cinrifuse	\$360,000	\$360,000	\$0	(\$360,000)
Regional Economic Development Initiative (REDI)	\$250,000	\$250,000	\$125,000	(\$125,000)
African American Chamber of Commerce	\$325,000	\$325,000	\$162,500	(\$162,500)
CincyTech	\$250,000	\$250,000	\$0	(\$250,000)
Film Commission	\$56,250	\$56,250	\$28,125	(\$28,125)
Hillman Accelerator (One-Time Additional Funding)	\$100,000	\$0	\$0	\$0
MORTAR	\$65,000	\$65,000	\$32,500	(\$32,500)
MORTAR (One-Time Additional Funding)	\$35,000	\$0	\$0	\$0
CDC Association of Greater Cincinnati	\$225,000	\$225,000	\$112,500	(\$112,500)
Greater Cincinnati Redevelopment Authority (formerly Port Authority of Greater Cincinnati)	\$700,000	\$700,000	\$500,000	(\$200,000)
Greater Cincinnati Energy Alliance	\$75,000	\$100,000	\$37,500	(\$62,500)
<b>Total Economic Development</b>	<b>\$2,441,250</b>	<b>\$2,331,250</b>	<b>\$998,125</b>	<b>(\$1,333,125)</b>
<b>Human Services and Violence Prevention</b>				
City Human Services Fund (administered by United Way)	\$3,090,000	\$3,090,000	\$2,602,672	(\$487,328)
Violence Prevention Program (administered by United Way)	\$250,000	\$250,000	\$187,500	(\$62,500)
Additional Human Service Funding TBD by City Council (One-Time Additional Funding)	\$350,000	\$0	\$0	\$0
Center for Closing the Health Gap	\$750,000	\$750,000	\$562,500	(\$187,500)
Cincinnati Works Hand Up Initiative	\$250,000	\$250,000	\$187,500	(\$62,500)
Strategies to End Homelessness	\$45,000	\$45,000	\$45,000	\$0
Low-Income Owner-Occupied Housing Assistance Program (One-Time Additional Funding)	\$400,000	\$0	\$0	\$0
Hamilton County Heroin Coalition (One-Time Additional Funding)	\$200,000	\$0	\$0	\$0
Needle Exchange Program	\$150,000	\$150,000	\$150,000	\$0
Cincinnati Union Bethel	\$35,000	\$35,000	\$0	(\$35,000)
<b>Total Human Services</b>	<b>\$5,520,000</b>	<b>\$4,570,000</b>	<b>\$3,735,172</b>	<b>(\$834,828)</b>
<b>Grand Total</b>	<b>\$10,056,071</b>	<b>\$8,855,190</b>	<b>\$6,356,957</b>	<b>(\$2,498,233)</b>

\*\$35,000 for Keep Cincinnati Beautiful was shifted from the General Fund to the Safe and Clean Fund for FY 2018.

Note: Items marked as One-Time Additional Funding were included in the Approved FY 2018 Budget for the first year of the Biennial Budget only.



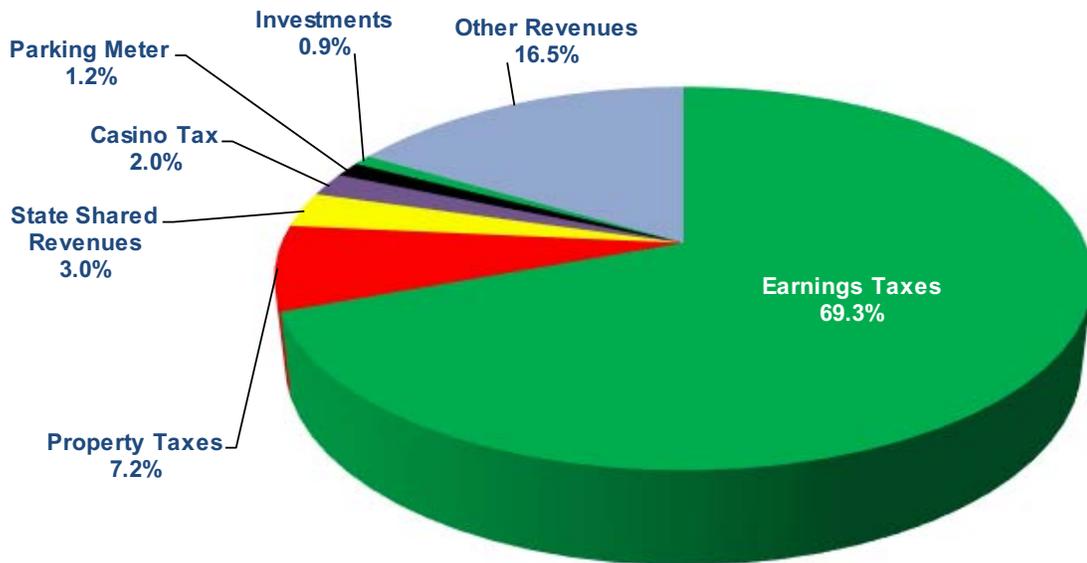
**General Fund Revenues**

The General Fund revenue estimate for the Recommended FY 2019 Budget Update in Table V totals \$404.8 million, which is a 3.3% (or \$13.2 million) increase over the Approved FY 2018 Budget amount of \$391.6 million.

*Table V - Recommended FY 2019 Budget Update General Fund Revenue Estimates*

Category	FY 2017 Actuals	Biennial Budget		Recommended FY 2019 Update	Approved FY 2018 to Recommended FY 2019 Update
		Approved FY 2018	Approved FY 2019		
Earnings Taxes	274,312	279,381	285,807	280,700	0.5%
Property Taxes	29,638	29,635	29,790	28,988	-2.2%
State Shared Revenues	12,360	12,500	12,000	12,000	-4.2%
Casino Tax	7,785	7,500	7,500	8,000	6.3%
Parking Meter	1,250	2,140	2,140	5,032	57.5%
Investments	3,814	3,300	3,400	3,500	5.7%
Other Revenues	60,686	57,189	57,331	66,628	14.2%
<b>Total</b>	<b>389,845</b>	<b>391,645</b>	<b>397,968</b>	<b>404,848</b>	<b>3.3%</b>

*Graph I - Recommended FY 2019 Budget Update General Fund Operating Revenue*





*City Income Tax*

The University of Cincinnati Economics Center reviewed and updated the FY 2019 earnings tax estimate in May 2018 to reflect an average annual increase of 2.5% from fiscal years 2018 to 2023. The earnings tax revenue projection for FY 2018 is \$273.5 million which is \$5.9 million lower than the FY 2018 Approved Budget amount of \$279.4 million. There is a \$7.1 million increase from FY 2018 projected income compared to the FY 2019 estimate. The new revenue estimate is \$280.7 million.

The General Fund receives 1.55% of the 2.1% locally levied tax applied to gross salaries, wages and other personal service compensation earned by residents of the City, and earnings of non-residents earned in the City. It also applies to net income of business organizations for business conducted in the City. The earnings tax is the largest single source of General Fund revenue and accounts for approximately 69.3% of those revenues in FY 2019.

*Property Tax*

Property taxes are levied on real property, which consists of residential, commercial, and industrial property. The City Charter authorizes a property tax levy of up to 6.1 mills for General Fund operating purposes. In recent years, City Council approved the rollback of property taxes for the operating budget. Based on property value estimates from the Hamilton County Auditor, the calendar year (CY) 2019 property tax millage for operating purposes is 5.16 mills, which is lower than the CY 2018 millage of 5.54 mills. The 5.16 millage rate will yield \$29.0 million, including rollback, in property tax revenue, which is a \$647,000 decrease as compared to the Approved FY 2018 Budget. Property tax is the second largest revenue source at approximately 7.2% of the Recommended FY 2019 General Fund estimated revenue.

*State Shared Revenues*

State Shared Revenues are the third largest single source of General Fund revenue accounting for approximately 3.0% of General Fund revenues for FY 2019. There is one major source of these revenues: the Local Government Fund.

The Local Government Fund revenues consist of portions of the State income, sales and use, public utilities, and corporate franchise taxes allocated to a fund for distribution to local governments. For FY 2019, the total allocated to the City is approximately \$12.0 million, which has been reduced significantly since the State imposed cuts in 2011 as shown in the following chart:

*Table VI - State Reductions from 2011 to 2017 on a Calendar Year Basis*

	Base Year							
	CY 2011	CY 2012	CY 2013	CY 2014	CY 2015	CY 2016	CY 2017	
Local Government Fund	\$ 21,533,062	\$ 14,735,401	\$ 11,171,423	\$ 10,922,828	\$ 11,945,974	\$ 11,670,956	\$ 11,793,767	
Local Government Fund - State	\$ 4,021,586	\$ 2,797,064	\$ 2,279,603	\$ 2,251,989	\$ 1,769,630	\$ 810,004	\$ 301,591	
Estate Tax	\$ 15,174,153	\$ 15,163,444	\$ 10,655,794	\$ 1,362,973	\$ 825,483	\$ -	\$ -	
<b>Total</b>	<b>\$ 40,728,801</b>	<b>\$ 32,695,909</b>	<b>\$ 24,106,820</b>	<b>\$ 14,537,790</b>	<b>\$ 14,541,086</b>	<b>\$ 12,480,960</b>	<b>\$ 12,095,358</b>	
Reduction from Base Year		\$ 8,032,893	\$ 16,621,982	\$ 26,191,011	\$ 26,187,715	\$ 28,247,841	\$ 28,633,443	
Percentage Cut from CY 2011		19.7%	40.8%	64.3%	64.3%	69.4%	70.3%	
Cumulative Amount of Reductions		\$ 8,032,893	\$ 24,654,874	\$ 50,845,886	\$ 77,033,601	\$ 105,281,442	\$ 133,914,885	

\* CY 2012 Estate Tax has been reduced by \$6.2 million due to County error in distribution, which was not identified until 2015, and paid back by the City over three years.



*Casino Tax*

In FY 2019, it is estimated that the Casino Tax will generate \$8.0 million. The Casino Tax accounts for 2.0% of the General Fund revenue in FY 2019 representing the fourth largest single source.

*Investments*

Investment earnings on short-term interim funds, which account for 0.9% of the General Fund revenue for FY 2019, are expected to increase by \$200,000 when compared to the Approved FY 2018 Budget.

*Parking Meter*

Parking Meter revenue in the General Fund totals \$5.0 million, or 1.2% of the General Fund revenue. For FY 2019, adding additional meters in Over-the-Rhine based on a parking recommendations report, charging for valet and meter bagging/closures, adding additional hours of meter operations both in the morning and evening, implementing dynamic pricing, and implementing meter rate increases throughout the entire on-street parking system are expected to generate an additional \$2.9 million.

*Other Revenues*

These various revenues included in the Other Revenue category comprise 16.5% of the General Fund revenues in the Recommended FY 2019 Budget Update. When compared to the Approved FY 2018 Budget, the revenues have increased \$9.4 million, or 14.2%. Other General Fund revenues and their variances are highlighted in the following chart:



*Table VII - Recommended FY 2019 Budget Update General Fund Other Revenues*

	<b>FY 2018</b>	<b>FY 2019</b>	
	<b>Approved</b>	<b>Recommended</b>	
	<b>Budget</b>	<b>Budget Update</b>	<b>Difference</b>
Buildings & Inspections Fees and Permits	\$ 12,272,560	\$ 17,430,480	\$ 5,157,920
Public Safety	11,377,000	11,637,000	260,000
Fines, Forfeits and Penalties	7,100,000	7,800,000	700,000
Charges for Services	8,085,000	8,825,000	740,000
License & Permits	7,719,000	10,005,620	2,286,620
Admission Taxes	5,600,000	5,680,000	80,000
Miscellaneous	2,687,393	3,516,080	828,687
Public Services	1,510,000	924,000	(586,000)
Public Health	658,400	615,000	(43,400)
Rent & Investments	170,000	185,000	15,000
Revenue from Private Sources	10,000	10,000	-
<b>Total Other Revenues</b>	<b>\$57,189,353</b>	<b>\$66,628,180</b>	<b>\$9,438,827</b>

***Buildings & Inspections Fees and Permits***

The Department of Buildings and Inspections engaged a consultant in FY 2016 to conduct a study of building permitting and inspection service levels and related fees with peer jurisdictions. Peer comparisons show that Cincinnati's building permit fees were competitive; however, in some cases the City charged far less than peer agencies. The Recommended FY 2019 Budget Update revenue for Buildings & Inspections includes increased permit fees based on actual receipts and new services approved in FY 2018. Additionally, the Recommended FY 2019 Budget Update includes the Department of Buildings and Inspections performing the electrical permits, plan reviews, and inspections program in-house effective January 1, 2019 which adds additional revenue. For FY 2019, these changes are estimated to increase revenues by \$5.2 million. The permit fee increase is 11.1%. Overall, Buildings & Inspections Fees and Permits revenue increases by 29.6% in FY 2019 as compared to FY 2018.

***Public Safety***

This revenue category includes various revenues from the Police and Fire departments including: emergency transport services, alarm registration fees, impounded vehicle fees, police detail charges, fire inspection fees, false alarm fees, and police auction proceeds. The projected increase in this revenue category is attributable to emergency transport services and miscellaneous public safety charges (e.g. fire alarm testing and fire marshal services) which are partially offset by decreases in police detail charges, storage of impounded vehicles, and protective services (burglary alarm fees). The Recommended FY 2019 Budget Update reflects a 2.2% increase in public safety revenues when compared to the Approved FY 2018 Budget.



### *Fines, Forfeits and Penalties*

When compared to the Approved FY 2018 Budget, this revenue category is projected to increase by 9.0% in FY 2019. This category includes parking, civil, and lot abatement fines as well as moving violation charges. Parking fines are projected to increase in FY 2019 by \$800,000. The Recommended FY 2019 Budget Update includes a parking booting contract effective November 1, 2018 that will generate \$400,000. Individuals with three or more unpaid parking citations could have their car booted and be required to pay their fines to have the boot electronically removed.

### *Charges for Services*

This category includes overhead charges from restricted and enterprise funds. The Recommended FY 2019 Budget Update is 8.4% higher than the Approved FY 2018 Budget primarily due to a \$700,000 increase in overhead charges.

### *License and Permits*

This revenue category includes fees charged for a variety of professional and occupational licenses. Some of the major revenue sources in this category include street privilege permits for gas, electric, and cable television, gas and electric aggregation permits, commercial solid waste permits, a variety of transportation related licenses (including chauffeurs, valets, taxicabs, pedicabs, and other livery vehicles), a variety of miscellaneous business licenses (including parking garages and lots, pawnbrokers, second hand dealers, peddlers, scrap processors, massage establishments and practitioners, and ticket sellers), and special events permit fees. License and permits revenues are projected to increase by 22.9% in the recommended budget, primarily due to a \$2,000,000 increase in the commercial solid waste permit fee. The commercial waste hauler franchise fee increase would result in a rate of 20.0% of the franchisee's gross revenues. The City bears significant financial burdens associated with commercial waste hauling. Large trucks cause vastly more damage to roadways than passenger vehicles, and trash trucks are among the heaviest vehicles, per axle, that use the City's roads. A significant percentage of the patching and repaving expenses incurred by the City are attributable to vehicles operated by commercial waste haulers.

### *Miscellaneous*

This revenue category includes projected refunds of prior year expenditures, tax abatement application fees, interest from other sources, and other miscellaneous revenues not otherwise classified. The miscellaneous revenues are projected to increase by 23.6% in the recommended budget, primarily due to a \$700,000 increase in miscellaneous revenues not otherwise classified. The FY 2019 Recommended Budget Update also includes three new miscellaneous fees: an increase in application fees for all economic development projects including residential and commercial Community Reinvestment Areas (CRA), Tax Increment Financing (TIF) projects, and Job Creation Tax Credit (JCTC) agreements that is expected to generate \$150,000 annually, a procurement fee of \$280,000 that allows the City to fund procurement initiatives that achieve strategic sourcing, better management and cost control of multi-year indefinite quantity, and indefinite delivery contracts such as office supply contracts and maintenance supply contracts, and an Administrative Hearings fee that is expected to generate \$90,000 annually.

### *Public Services*

Fees from the Department of Public Services, as well as recycling incentive fees and revenues from the Rumpke recycling contract, are included in this category. The projected 63.4% decline over FY 2018 is attributed to a \$600,000 public works revenue decrease from administration and inspection fees received by

# Operating Budget Summary

## FY 2019 Operating Budget Update



the Department of Transportation and Engineering as they have caught up with a backlog of work. This decrease is partially offset by small increases in recycling revenues and private lot litter and weed fees.

### Exploration of Alternative Revenue Sources Opportunities

The City of Cincinnati will begin exploring opportunities for alternate revenue streams in FY 2019. One potential opportunity is the establishment of a commercial advertising/sponsorship policy and program which will permit certain advertising on designated City assets such as City-owned fleet, exterior structures, and/or street furniture. By leveraging City assets as a mechanism for businesses to advertise in underutilized available public space, equipment, and fleet items, the City hopes to identify an untapped revenue source for future operating and capital needs.

Other potential revenue options could include the following:

Strategy	Additional Revenue Amount	Action Required
Increase Income Tax Rate	\$18.0 million per 0.1% increase	Voter Approval
Increase Admissions Tax	\$1.8 million per 1.0% increase	Voter Approval
Increase Operating Property Tax	\$5.3 million (CY) for maximum 6.1 mills	Council Approval
Eliminate Income Tax Credit (Residents)	\$6.0 million	Council Approval



**Restricted Funds Revenues**

The Principal Restricted Funds' revenue available to support the Recommended FY 2019 Operating Budget Update totals \$722.2 million, which is a \$12.7 million, or 1.7%, increase in revenues as compared to the Approved FY 2018 Budget.

*Table VIII - Principal Restricted Funds' Revenues*

<b>Principal Restricted Funds</b>	<b>Approved FY 2018 Budget</b>	<b>Recommended FY 2019 Budget Update</b>	<b>Difference</b>
9-1-1 Cell Phone Fees	\$ 1,300,000	\$ 1,340,000	\$ 40,000
Bond Hill Roselawn Stabilization & Revitalization Operations	-	-	-
Bond Retirement	110,142,104	109,290,472	(851,632)
Cincinnati Area Geographic Information System (CAGIS)	4,348,300	4,440,000	91,700
Cincinnati Riverfront Park	723,000	795,000	72,000
Community Health Center Activities	10,052,540	22,892,435	12,839,895
Convention Center	9,054,862	8,714,470	(340,392)
County Law Enforcement Applied Regionally (CLEAR)	5,565,000	5,137,533	(427,467)
General Aviation	2,050,000	2,050,000	-
Hazard Abatement	659,310	659,310	-
Income Tax-Infrastructure	18,387,097	18,110,000	(277,097)
Income Tax-Transit	54,198,800	54,454,032	255,232
Metropolitan Sewer District	288,291,873	278,490,000	(9,801,873)
Municipal Golf	5,900,000	5,900,000	-
Municipal Motor Vehicle License Tax	2,600,000	2,600,000	-
Parking System Facilities	10,824,500	10,924,500	100,000
Recreation Special Activities	4,625,000	4,900,000	275,000
Safe and Clean	50,000	50,000	-
Sawyer Point	1,057,500	1,057,500	-
Stormwater Management	11,461,000	16,743,400	5,282,400
Street Construction Maintenance & Repair	10,066,339	10,066,339	-
Water Works	158,160,000	163,632,000	5,472,000
<b>Total Principal Restricted Funds</b>	<b>\$ 709,517,225</b>	<b>\$ 722,246,991</b>	<b>\$ 12,729,766</b>

The following Principal Restricted Fund revenue changes in the Recommended FY 2019 Budget Update are highlighted below because the change is +/- \$1.0 million when compared to the Approved FY 2018 Budget.

***Community Health Center Activities***

Previously named the Health Services Fund, this fund receives revenue from third party claims and patient co-payments at all health center sites included in the Federally Qualified Health Centers' scope of operation. This fund supports wellness and preventive health maintenance for citizens. During FY 2018, Ordinance No. 0240-2017 was passed by the City Council which changed the name of the Health Services Fund to the Community Health Center Activities Fund. This Ordinance also merged all health center activity into the newly named fund by transferring the remaining balances in three other restricted funds: the State Health Program Income Fund, the Federal Health Program Income Fund, and the Health Stores Fund. Revenue previously deposited into these now defunct funds goes into the Community Health Center Activities Fund. For FY 2019, the revenue forecast for this fund calls for a \$12.8 million increase, which is attributed to the merging of these funds.



*Metropolitan Sewer District*

The Metropolitan Sewer District Fund is projecting a \$9.8 million decrease in CY 2019 as compared to CY 2018 due to a reduction in charges for services based on a rate increase that is no longer expected. The Metropolitan Sewer District's annual budget is approved by the Hamilton County Board of County Commissioners in December of each year. The County budget (including MSD) is on a calendar year basis, which runs from January 1st through December 31st. Therefore revenue projections for MSD will be updated closer to the start of their CY 2019 budget development process.

*Stormwater Management*

The revenue forecast for the Stormwater Management Fund is \$5.3 million higher in the Recommended FY 2019 Budget Update as compared to the Approved FY 2018 Budget. Ordinance No. 0068-2018 increased stormwater rates from \$3.54 per Equivalent Runoff Unit (ERU) to \$4.11 per ERU effective July 1, 2018 with subsequent increases for calendar years 2019 through 2021 to meet capital and operating budget needs for the Stormwater Management Utility (SMU). SMU intends to use the additional revenue to implement a Flood Mitigation Program, rehabilitate the Barrier Dam, maintain and replace aging stormwater collection infrastructure, improve enforcement of the Stormwater Management Code, and develop a Master Plan. This increase is expected to generate an additional \$3.3 million in revenue in FY 2019. Additionally, the Recommended FY 2019 Budget Update calls for an additional rate increase of approximately 16%, for a total increase of approximately 32%, to be implemented which would generate an additional \$2.0 million in revenue in FY 2019. The additional revenue will be used to shift General Fund expenses to the Stormwater Management Fund to divert litter, trash, and debris from the City's storm drains as well as offset a portion of the City's recycling expenses.

*Water Works*

The revenue forecast for the Water Works Fund is \$5.5 million higher in the Recommended FY 2019 Budget Update than in the Approved FY 2018 Budget. This 3.3% increase is attributed to an increase in receipts for billing services provided to the Metropolitan Sewer District (MSD) and the Stormwater Management Utility (SMU), water main extensions, and municipal business services. These increases are partially offset by decreases in interest from Treasury investments. Ordinance No. 0316-2016 implemented a 3.75% rate increase in each year from 2017 to 2021 that went into effect on January 1, 2017.



**Balancing the Recommended FY 2019 Budget Update**

**General Fund**

The Approved FY 2018 General Fund Budget totaled \$395.7 million. In January 2018, the City submitted a Tentative Tax Budget (TTB), which forecasted a FY 2019 General Fund Continuation Budget (a budget to provide the same level of services in FY 2019 as in FY 2018, which includes anticipated assumptions for wage and wage-based benefit increases) of \$427.8 million in expenses and \$402.9 million in revenues, which resulted in a structural deficit of \$24.9 million.

This deficit was increased to \$32.1 million due to the following:

***-\$8.6 million: Revision of City Income Tax Revenue***

In May 2018, the University of Cincinnati Economics Center revised projections for City Income Tax for fiscal years 2018 to 2023. The updated forecast was based on current FY 2018 collections and included an average annual increase of 2.5% resulting in a decrease of \$8.6 million to the income tax revenue projection.

***+\$1.4 million: Additional Revenue and Transfer In Adjustments***

A net increase of \$1.4 million was included due to revenue collection trends, including increases in the aggregation fee revenues and miscellaneous revenues, plus the final year transfer in of \$700,000 for the Police body worn camera system that was originally funded as a capital project with General Fund resources. These additional target adjustments are part of the calculation of a continuation budget.

**Balancing the Deficit of \$32.1 Million**

To balance the deficit, revenue increases and expenditure reductions are included in the Recommended FY 2019 Budget Update. Revenue increases total \$10.4 million and include:

***+\$4.1 million: Permit Fees Increase***

FY 2019 includes a buildings permit fee increase of 11.1% which generates an additional \$1.5 million. Plus, there are various increases related to current permit and inspection fees that will generate an additional \$2.6 million.

***+\$2.9 million: On-Street Parking Operations***

The Recommended FY 2019 Budget Update includes an increase of \$2.9 million related to the on-street parking operation. This increase includes adding additional meters in Over-the-Rhine based on a parking recommendations report, charging for valet and meter bagging/closures, adding additional hours of meter operations both in the morning and evening, implementing dynamic pricing and implementing meter rate increases throughout the entire on-street parking system.

***+\$2.0 million: Waste Hauler Franchise Fee Increase***

The Franchise Fee increase would set the rate at 20.0% of the franchisee's gross revenues. The City bears significant financial burdens associated with commercial waste hauling. Large trucks cause vastly more damage to roadways than passenger vehicles, and trash trucks are among the heaviest vehicles, per axle, that use



the City's roads. A significant percentage of the patching and repaving expenses incurred by the City are attributable to vehicles operated by commercial waste haulers.

***+\$0.5 million: Electrical Permits, Plan Reviews and Inspections***

The Recommended FY 2019 Budget Update includes the Department of Buildings and Inspections performing the electrical permits, plan reviews and inspections program effective January 1, 2019, resulting in an additional \$450,000 in fee revenue. Additional expenditures have been added to the program as noted in the expenditure increases portion of this section.

***+\$0.4 million: Parking Booting Contract***

The Recommended FY 2019 Budget Update includes a parking booting contract effective November 1, 2018 after the Request for Proposal (RFP) process concludes and a successful bidder is chosen. Individuals with three or more unpaid parking citations could have their car booted and be required to pay their fines to have the boot electronically removed.

***+\$0.3 million: Procurement Fee***

The Recommended FY 2019 Budget Update includes a procurement fee of \$280,000 which allows the City to fund procurement initiatives that achieve strategic sourcing, better management, and cost control of multi-year indefinite quantity and indefinite delivery contracts for as needed construction, commodities, and services (e.g., electronic procurement software, contract management training, vendor management programs) such as office supply contracts and maintenance supply contracts.

***+\$0.1 million: Economic Development Fee***

The Recommended FY 2019 Budget Update includes an increase in application fees for all economic development projects including residential and commercial Community Reinvestment Areas (CRA), Tax Increment Financing (TIF) projects, and Job Creation Tax Credit (JCTC) agreements.

***+\$0.1 million: Office of Administrative Hearings Fee***

The Recommended FY 2019 Budget Update includes an administrative fee that is required to be paid by the person cited in order to schedule a hearing with the Office of Administrative Hearings. The fee amounts were set to recover the costs incurred by the Office of Administrative Hearings when conducting hearings. The fee ranges from \$50 to \$500 depending on the type of offense.

Expenditure decreases total \$24.0 million and include:

***-\$5.0 million: Payment to Cincinnati Public Schools Shifted to Capital Budget***

The annual payment to the Cincinnati Public Schools (CPS) related to the 1999 agreement is for permanent improvements for a public purpose. This expenditure savings is a result of shifting this expenditure to the FY 2019 Capital Budget Update and is funded from a combination of income tax "cash" capital and other eligible capital resources. This includes reducing the current budgets of various projects, as well as sunseting older projects, and reprogramming funding to cover this additional cost in the capital budget.



***-\$3.6 million: Transfer of Expenditures to Other Eligible Funds***

This reduction bills back other city funds for direct expenditures related to that fund. Examples include Enterprise Technology Solutions (ETS) staff billing time worked on capital projects, City Planning staff using in-house staff for neighborhood plans related to capital projects instead of consultants, and Emergency Communications Center (ECC) generated savings in FY 2018 in the 9-1-1 Cell Phone Fees Fund that will be used for ECC staff and non-personnel costs. The Health Department, Parks Department, and the Department of Recreation will use special revenue funds to pay direct expenditures related to the funds' purposes.

***-\$3.2 million: Budget Target Savings***

Due to table of organization changes and departments that submitted budgets under the base budget targets, department budgets are now projected at \$3.2 million below the TTB estimates originally forecasted. Departments reviewed current expenditure trends as part of their FY 2019 budget reduction exercise which generated savings.

***-\$3.2 million: Litter Pickup Expenditures and Recycling Shifted to Stormwater Management Fund***

Stormwater fees are used to mitigate the impacts of stormwater runoff, which includes diverted litter, trash and debris from the City's storm drains. FY 2019 includes an additional \$3.2 million shifted for allowable expenditures. This increase in the Stormwater Management Fund is funded by shifting \$1.2 million of Stormwater Management Utility (SMU) capital eligible expenditures paid out of its operating budget to the General Capital Budget and also an additional approximate 16% rate increase that generates \$2.0 million, for a total increase of approximately 32%, effective July 1, 2018 over the current approved rates.

***-\$2.5 million: Reduction of Leveraged Funding***

To address the budget deficit, City departments' budgets were reduced. Similarly, budgets providing leveraged support were also reduced. The budget includes a 25.0% reduction to Human Services funding and neighborhood support with some exceptions, and a 50.0% reduction to the economic development leveraged support, also with some exceptions, for FY 2019. While this is an unpopular reduction, it is necessary to maintain current service levels and avoid layoffs. The net impact is a \$2.5 million savings (see Table IV - Leveraged Support).

***-\$2.1 million: Vacant Position Savings***

Holding miscellaneous positions vacant across multiple departments for all or part of FY 2019 will result in savings of \$2.1 million. Many of these positions will also be reviewed as part of the FY 2020-2021 Biennial Budget development process to determine if the positions can be permanently reduced.

***-\$2.0 million: Police Recruit Classes Delayed***

The Recommended FY 2019 Budget Update includes one Police recruit class of 45 officers that will begin January 1, 2019. This class was originally a class of 30 scheduled for a July 1, 2018 start date. This delay results in a savings of \$2.0 million. The next recruit class will be scheduled for the beginning of FY 2020.



***-\$1.4 million: Across-the-Board Reductions***

Across-the-board base budget reductions for certain items totaling \$1.4 million were made. These reductions included reducing non-personnel inflationary increases of 2.0% to 0.0% and changes in healthcare benefits including the reduction of the Healthy Lifestyles program, increased Health Reimbursement Arrangement (HRA) savings, instituting a spousal surcharge of \$100/month for non-represented employees, and the elimination of coverage of medically unnecessary lifestyle drugs.

***-\$0.5 million: Miscellaneous Non-Personnel Reductions***

The reduction of miscellaneous non-personnel items and adjustments to costs within numerous departments will result in savings of \$500,000 in FY 2019. Examples of some of the non-personnel items reduced include, but are not limited to, office supplies, temporary personnel costs, contractual services, and travel.

***-\$0.4 million: Fire Department Overtime Reductions***

The Fire Department reviewed and identified \$392,000 in overtime and contractual services savings due to not needing a paramedic class during FY 2019 as there are a sufficient number of paramedics currently on staff.

***-\$0.1 million: Mayor, Clerk, and Council Reductions***

This includes a 2.0% reduction to the budgets of the Mayor's Office and each City Councilmember Office primarily in personnel. Non-personnel expenses in the Clerk of Council's office was also reduced by 2.0%.

Expenditure increases total \$2.3 million and include:

***+\$1.0 million: Emergency Communications Center Additional Expenditures***

The budget includes additional funding for 11.0 FTE and other non-personnel needs for the Emergency Communications Center as presented to the City Council in April 2018 and passed by Ordinance No. 0082-2018 as part of the Emergency Communications Action Plan.

***+\$0.9 million: Electrical Permits, Plan Reviews and Inspections***

The Department of Buildings and Inspections is creating an Electrical Permits, Plan Reviews, and Inspections Section. The functions of this section were previously executed by a third-party vendor. A revenue enhancement is also included in the budget to partially offset the cost of the program.

***+\$0.4 million: Department Budget Exceptions***

Budget exceptions were approved based on needed adjustments that occurred in FY 2018 that were not reflected in the base budget. This includes an additional FTE in the Office of Performance and Data Analytics (OPDA), continuing the contractual services of Invest in Neighborhoods, and increasing the taxes for the Urban Forestry Assessment with the passage of an increased rate. There is also an additional FTE increase in the Law Department to perform labor contract negotiations with the City's bargaining units due to contract expirations beginning in FY 2019. This was originally requested as contractual services in the amount of \$250,000, but adding one FTE reduces the total cost to \$100,000.



*Table IX - General Fund Approved FY 2018 Budget & Recommended FY 2019 Budget Update Comparison*

(\$ in Millions)	FY 2018 Approved Budget	Recommended FY 2019 Budget Update	Increase / (Decrease)	% Change FY 2018 Approved to FY 2019 Update Recommended
<b>Expenditures</b>				
Public Safety Total	\$261.1	\$276.8	\$15.7	6.0%
Non-Public Safety Total	\$117.6	\$114.2	(\$3.4)	-2.9%
<b>Total Departmental Budgets</b>	<b>\$378.7</b>	<b>\$391.0</b>	<b>\$12.3</b>	<b>3.3%</b>
Non-Departmental Total	\$17.0	\$12.4	(\$4.6)	-27.2%
Transfers Out	\$0.1	\$2.6	\$2.6	5140.0%
<b>Total General Fund Expenditures</b>	<b>\$395.8</b>	<b>\$406.0</b>	<b>\$10.3</b>	<b>2.6%</b>

Public safety departments comprised a total of \$261.1 million and non-public safety departments comprised a total of \$117.6 million of the Approved FY 2018 General Fund Operating Budget total of \$395.8 million. In contrast, the Recommended FY 2019 General Fund Operating Budget Update totals \$406.0 million and includes \$276.8 million for public safety departments and \$114.2 million for non-public safety departments. The public safety departments reflect budget increases of \$15.7 million or 6.0% as compared to the Approved FY 2018 Budget. The non-public safety departments reflect budget decreases of \$3.4 million or 2.9% as compared to the Approved FY 2018 Budget. The public safety totals include the costs associated with 7.0 FTE assigned to the Emergency Communications Center, which are being transferred to Enterprise Technology Solutions for FY 2019.

Table X provides a comparison of each department’s General Fund FY 2018 Approved Budget to the Recommended FY 2019 Budget Update.



*Table X - General Fund Budget Comparison by Department*

	Approved FY 2018 Budget	Recommended FY 2019 Budget Update	% Change Approved FY 2018 Budget to Recommended FY 2019 Budget Update
Police	\$ 149,685,732	\$ 158,724,350	6.0%
Fire	111,400,653	117,523,390	5.5%
<b>Public Safety Sub-Total</b>	<b>\$ 261,086,385</b>	<b>\$ 276,247,740</b>	<b>5.8%</b>
Health	\$ 16,949,292	\$ 17,068,130	0.7%
Recreation	15,445,458	16,120,970	4.4%
Public Services	16,416,045	15,238,790	-7.2%
Buildings & Inspections	10,325,960	11,274,470	9.2%
City Manager's Office	9,600,869	9,244,280	-3.7%
Parks	9,113,624	8,082,880	-11.3%
Law	7,136,425	7,632,840	7.0%
Finance	7,351,793	7,219,310	-1.8%
Community & Economic Development	8,519,392	6,108,140	-28.3%
Enterprise Technology Solutions	5,543,983	6,095,890	10.0%
Transportation & Engineering	3,199,301	3,081,220	-3.7%
City Council	2,094,135	2,064,960	-1.4%
Human Resources	1,912,012	1,785,550	-6.6%
Economic Inclusion	1,118,878	970,300	-13.3%
Office of the Mayor	766,891	821,930	7.2%
Citizen Complaint Authority	673,048	671,070	-0.3%
City Planning	743,137	650,050	-12.5%
Clerk of Council	685,011	648,820	-5.3%
<b>Non-Public Safety Sub-Total</b>	<b>\$ 117,595,254</b>	<b>\$ 114,779,600</b>	<b>-2.4%</b>
<b>Total Departmental Budgets</b>	<b>\$ 378,681,639</b>	<b>\$ 391,027,340</b>	<b>3.3%</b>
<b>Non-Departmental</b>	<b>\$ 17,038,920</b>	<b>\$ 12,401,880</b>	<b>-27.2%</b>
<b>Transfers Out</b>	<b>\$ 58,239</b>	<b>\$ 2,618,560</b>	<b>4396.2%</b>
<b>Total General Fund Budget</b>	<b>\$ 395,778,798</b>	<b>\$ 406,047,780</b>	<b>2.6%</b>

**Summary:**

To address the budget deficit and arrive at a structurally balanced General Fund Budget, a combination of increasing revenues and decreasing expenditures, without negatively impacting the City's service delivery, was required. Since approval of the Tentative Tax Budget in January 2018, the General Fund revenue estimate decreased by \$8.6 million, which was partially offset by \$1.4 million in increased revenue adjustments.



**Restricted Funds Expenditures**

The Recommended FY 2019 Restricted Funds Operating Expenditure Budget Update increased \$13.5 million, or 2.0% from the Approved FY 2018 Budget. This is primarily due to expenditure increases in the 9-1-1 Cell Phone Fees Fund, the Health Department’s Community Health Center Activities Fund, the Water Works Fund, the Stormwater Management Fund, the Cincinnati Riverfront Park Fund, the Income Tax-Infrastructure Fund, the Street Construction Maintenance & Repair Fund, and the Bond Retirement Fund. These increases were partially offset by decreases in the Income Tax-Transit Fund, the Cincinnati Area Geographic Information System (CAGIS) Fund, the County Law Enforcement Applied Regionally (CLEAR) Fund, the Metropolitan Sewer District Fund, and the Recreation Special Activities Fund. The reduction of the Other Restricted Funds is due to consolidating Health Department funds into the Community Health Center Activities Fund.

*Table XI - Restricted Funds’ Operating Expenditure Budgets*

	Approved FY 2018 Budget	Recommended FY 2019 Budget Update	Difference	% Change Approved FY 2018 Budget to Recommended FY 2019 Budget Update
<b>Principal Restricted Funds*</b>				
9-1-1 Cell Phone Fees	\$1,424,410	\$1,790,110	\$365,700	25.7%
Bond Hill Roselawn Stabilization & Revitalization Operations	200,000	200,000	-	0.0%
Bond Retirement	117,122,640	125,171,620	8,048,980	6.9%
Cincinnati Area Geographic Information System (CAGIS)	5,099,100	4,724,530	(374,570)	-7.3%
Cincinnati Riverfront Park	504,230	929,180	424,950	84.3%
Community Health Center Activities	10,234,830	24,505,320	14,270,490	139.4%
Convention Center	9,246,930	9,274,940	28,010	0.3%
County Law Enforcement Applied Regionally (CLEAR)	5,829,080	5,306,070	(523,010)	-9.0%
General Aviation	2,042,110	2,055,830	13,720	0.7%
Hazard Abatement	1,030,620	1,038,260	7,640	0.7%
Income Tax-Infrastructure	19,254,750	20,509,450	1,254,700	6.5%
Income Tax-Transit	58,697,520	53,668,740	(5,028,780)	-8.6%
Metropolitan Sewer District	226,195,290	217,521,990	(8,673,300)	-3.8%
Municipal Golf	5,785,840	6,139,800	353,960	6.1%
Municipal Motor Vehicle License Tax	2,899,450	3,053,650	154,200	5.3%
Parking System Facilities	11,648,180	11,870,820	222,640	1.9%
Recreation Special Activities	5,214,670	5,050,420	(164,250)	-3.1%
Safe and Clean	85,000	50,000	(35,000)	-41.2%
Sawyer Point	1,685,030	1,735,070	50,040	3.0%
Stormwater Management	12,967,350	17,516,920	4,549,570	35.1%
Street Construction Maintenance & Repair	11,297,060	11,912,340	615,280	5.4%
Water Works	132,532,920	139,313,660	6,780,740	5.1%
<b>Subtotal Principal Restricted Funds</b>	<b>\$640,997,010</b>	<b>\$663,338,720</b>	<b>\$22,341,710</b>	<b>3.5%</b>
Other Restricted Funds	33,425,450	23,122,260	(10,303,190)	-30.8%
<b>Restricted Fund Grand Total</b>	<b>\$674,422,460</b>	<b>\$686,460,980</b>	<b>\$12,038,520</b>	<b>1.8%</b>

\*The Streetcar Operations Fund is not included in the Principal Restricted Funds total.



*9-1-1 Cell Phone Fees*

Expenditures are increasing in FY 2019 due to the implementation of the Emergency Communications Center (ECC) Action Plan, which can be sustained by an increased fund balance related to FY 2018 savings. Funds are only used for personnel and non-personnel expenditures related to the ECC, and the fund balance is projected to be 35.8% of prior year revenues at the end of FY 2019.

*Bond Retirement*

Expenditures for the Bond Retirement Fund vary annually depending on the amount of principal and interest to be paid and refunds. The Recommended FY 2019 Budget Update includes an \$8.0 million increase related to increased capital budget financing. The debt service appropriation increase is due to increased debt service payments in FY 2019. As in FY 2018, the debt service previously paid from the General Fund and other Special Revenue funds will be booked as "Transfers Out" to the Bond Retirement Fund and as debt service expense in the Bond Retirement Fund.

*Cincinnati Area Geographic Information System (CAGIS)*

The CAGIS Fund was a newly appropriated fund in FY 2018. As such, the budget for the fund is decreasing by \$0.4 million. The budget for this fund has been adjusted for FY 2019 to better reflect the recurring activity within the fund.

*Cincinnati Riverfront Park*

Expenditures are increasing by \$0.4 million due to matching additional qualifying expenditures incurred at the Park with the purpose of the fund. There is sufficient fund balance for the additional expenditures.

*Community Health Center Activities*

Previously named the Health Services Fund, the Community Health Center Activities Fund's expenditures are increasing by \$14.3 million due to the consolidation of several Health Department funds into this fund. The Other Restricted Funds have decreased in FY 2019 by \$8.9 million which is in large part due to this consolidation.

*County Law Enforcement Applied Regionally (CLEAR)*

The CLEAR Fund was a newly appropriated fund in FY 2018. As such, the budget for the fund is decreasing by \$0.5 million. The budget for this fund has been adjusted for FY 2019 to better reflect the recurring activity within the fund.

*Income Tax-Infrastructure*

The Income Tax-Infrastructure Fund's expenditures are increasing by \$1.3 million primarily due to an increase in personnel costs due to City Council approved wage increases and employee benefits increases. The increase is partially offset by various reductions within the fund. Departments with an appropriation in the fund were subject to a FY 2019 budget reduction exercise to generate savings due to the reduction in the income tax revenue projection for FY 2019.



*Income Tax-Transit*

This fund accumulates the proceeds of the 0.3% of the Income Tax established for City transit needs and transportation-related functions. The City contracts with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system. The Recommended FY 2019 Budget Update includes a \$5.0 million decrease over the Approved FY 2018 Budget as requested by SORTA for the remainder of calendar year (CY) 2018 and the first six months of CY 2019.

*Metropolitan Sewer District*

The Metropolitan Sewer District's (MSD) budget information contained in this budget document is for information purposes only. The MSD's annual budget is approved by the Hamilton County Board of County Commissioners. MSD's budget is based on a calendar year (January 1 through December 31) and not the City's fiscal year (July 1 through June 30). The \$8.7 million decrease in the MSD's expenditure budget is primarily due to a reduction in debt service expense, which is partially offset by an increase in personnel costs due to City Council approved wage increases and employee benefits increases for CY 2019.

*Municipal Golf*

The Municipal Golf Fund is increasing by \$0.4 million due to increased non-personnel costs related to golf course operations.

*Stormwater Management Fund*

The Stormwater Management Fund's expenditures are increasing by \$4.5 million primarily due to a shift of additional expenditures that meet the purpose of the fund including expenses to divert litter, trash, and debris from the City's storm drains as well as offset a portion of the City's recycling expenses. These expenditures require an additional rate increase of approximately 16%, for a total increase of approximately 32%, which will be included in the FY 2019 Operating Budget ordinance.

*Street Construction Maintenance & Repair*

The Street Construction Maintenance & Repair Fund's expenditures are increasing by \$0.6 million primarily due to an increase in personnel costs due to City Council approved wage increases and employee benefits increases.

*Water Works*

The \$6.8 million increase in the Water Works Fund is primarily due to an increase in personnel costs due to City Council approved wage increases and employee benefits increases as well as increased non-personnel expenses for operations and maintenance.



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**Staffing Plan**

The Recommended FY 2019 Budget Update does not include the elimination of any filled positions. The staffing plan includes General Fund positions purposefully held vacant to generate Position Vacancy Allowance (PVA) for budgetary reasons.

The Recommended FY 2019 Budget Update includes additions to some departmental staffing plans. When compared to the Approved FY 2018 Budget, the Recommended FY 2019 Budget Update represents a total increase of 115.23 Full-Time Equivalents (FTEs). The increase in FTEs includes staffing adjustments made during FY 2018 as well as additional positions included in the Recommended FY 2019 Budget Update. Twelve departmental budgets show increases in FTE and four departments have FTE decreases. The majority of FTE increases are in the General Fund.

FTEs supported by the General Fund increase by 68.30 in the Recommended FY 2019 Budget Update. In the restricted funds, FTEs increase by 46.93 in the Recommended FY 2019 Budget Update.

*Table XII – FY 2019 Recommended Budget Update City Staffing Plan*

<i>(in Full-Time Equivalents, FTE)</i>	<b>FY 2017 Approved Budget</b>	<b>FY 2018 Approved Budget</b>	<b>Change From FY 2017</b>	<b>FY 2019 Recommended Budget Update</b>	<b>Change From FY 2018</b>
General Fund	3,525.11	3,525.08	(0.03)	3,593.38	68.30
Restricted Funds	<u>2,494.46</u>	<u>2,558.53</u>	<u>64.07</u>	<u>2,605.46</u>	<u>46.93</u>
<b>Total City Staffing</b>	<b>6,019.57</b>	<b>6,083.61</b>	<b>64.04</b>	<b>6,198.84</b>	<b>115.23</b>

Across all funds, the net overall growth in the City’s workforce in the Recommended FY 2019 Budget Update can be primarily attributed to nine departments: Police (39.00), Fire (21.00), Recreation (16.87), Health (11.29), Buildings & Inspections (10.00), Water Works (7.94), Enterprise Technology Solutions (7.25), Parks (3.50), and the Stormwater Management Utility (3.00). Several other departments have relatively small FTE increases: the Office of the Mayor (1.00), the Law Department (1.00), and the City Manager’s Office (0.30).

Table XIII shows the change in the relationship between total public safety FTE and total non-public safety (all funds) FTE. Public safety FTE includes the total personnel in both the Fire and Police Departments as well as 7.0 FTE assigned to the Emergency Communications Center which are being transferred to Enterprise Technology Solutions for FY 2019. Non-public safety FTE consists of all City FTE not included in the public safety total. Public safety FTE increases by 67.00 FTE in the Recommended FY 2019 Budget Update. Non-public safety FTE increases by 48.23 FTE in the Recommended FY 2019 Budget Update.

*Table XIII - Public Safety FTEs compared to Non-Public Safety FTEs*

<i>(in Full-Time Equivalents, FTE)</i>	<b>FY 2017 Approved Budget</b>	<b>FY 2018 Approved Budget</b>	<b>Change From FY 2017</b>	<b>FY 2019 Recommended Budget Update</b>	<b>Change From FY 2018</b>
Public Safety FTE	2,265.73	2,266.46	0.73	2,333.46	67.00
Non-Public Safety FTE	<u>3,753.84</u>	<u>3,817.15</u>	<u>63.31</u>	<u>3,865.38</u>	<u>48.23</u>
<b>Total All Fund FTE</b>	<b>6,019.57</b>	<b>6,083.61</b>	<b>64.04</b>	<b>6,198.84</b>	<b>115.23</b>

# Operating Budget Summary

## Staffing Plan



Focusing on the General Fund, Table XIV (below) shows that staffing trends in the General Fund are consistent with changes in the all funds workforce budget. The General Fund workforce and the Restricted Funds workforce both increase at approximately the same rate of 1.9% in the Recommended FY 2019 Budget Update. However, since all public safety positions are concentrated in the General Fund, the increase in public safety positions represents 98.1% of the total increase in the General Fund workforce. Non-public safety positions in the General Fund increase by only 1.30 FTE. Overall, General Fund FTEs increase by 68.30 in the Recommended FY 2019 Budget Update with 67.00 of that total attributed to public safety positions.

Table XIV - General Fund: Public Safety FTE/Non-Public Safety FTE

<i>(in Full-Time Equivalents, FTE)</i>	<b>FY 2017 Approved Budget</b>	<b>FY 2018 Approved Budget</b>	<b>Change From FY 2017</b>	<b>FY 2019 Recommended Budget Update</b>	<b>Change From FY 2018</b>
General Fund Public Safety	2,265.73	2,266.46	0.73	2,333.46	67.00
General Fund Non-Public Safety	<u>1,259.38</u>	<u>1,258.62</u>	<u>-0.76</u>	<u>1,259.92</u>	<u>1.30</u>
Total General Fund Staffing	3,525.11	3,525.08	-0.03	3,593.38	68.30

As shown in Table XV, the level of sworn staffing has increased by 21.0 FTE in the Recommended FY 2019 Budget Update. In the FY 2018 Approved Budget, Police Department sworn staff increased by 17.0 FTE while Fire Department sworn staff decreased by 20.0 FTE due to attrition. In the Recommended FY 2019 Budget Update, an additional 21.0 FTE are included in the Fire Department's sworn staff complement for a total of 859.0 FTE. This FTE amount includes forty Fire Recruits who began training in April 2018 and will graduate during FY 2019. This increase is partially offset by anticipated attrition. A Police Recruit class of forty-five members (fifteen of which are from a Community Oriented Policing Services (COPS) Hiring Grant) is included in the Recommended FY 2019 Budget Update which will be offset by anticipated attrition. The Police Department's sworn staff complement remains unchanged at 1,074 FTE.

Beginning with the Approved FY 2017 Budget Update, the Police Department's budget each year includes funding for a 30 person recruit class in order to maintain their sworn FTE level. Each year, the 30 person recruit class is designed to offset the annual attrition of sworn officers to maintain the sworn FTE level. If attrition in a given year is projected to be less than 30.0 FTE, the recruit class size can be decreased or delayed. If attrition in a given year is projected to be more than 30.0 FTE, the recruit class size can be increased or started earlier to maintain the 1,074 sworn FTE level established for FY 2019.

Overall, sworn staffing increases by a net 21.0 FTE in FY 2019.

Table XV - FY 2019 All Funds Sworn Strength Staffing Summary

<i>(in Full-Time Equivalents, FTE)</i>	<b>FY 2017 Approved Budget</b>	<b>FY 2018 Approved Budget</b>	<b>Change From FY 2017</b>	<b>FY 2019 Recommended Budget Update</b>	<b>Change From FY 2018</b>
Police Sworn	1,057.00	1,074.00	17.00	1,074.00	0.00
Fire Sworn	<u>858.00</u>	<u>838.00</u>	<u>-20.00</u>	<u>859.00</u>	<u>21.00</u>
Total Sworn	1,915.00	1,912.00	-3.00	1,933.00	21.00

For better perspective, Table XVI shows the projected sworn strength level at various points during FY 2019 and FY 2020 taking into account recruit classes and anticipated attrition.



*Table XVI - Projected Sworn Strength Staffing Summary During FY 2019 and FY 2020*

Sworn FTE	July 2018	October 2018 40 Fire Recruits Graduate	June 2019 45 Police Recruits Graduate	January 2020 30 Police Recruits & 40 Fire Recruits Graduate	June 2020
<b>POLICE</b>	1,041	1,029	1,040	1,047	1,025
<b>FIRE</b>	819	856	850	878	865

A longer perspective is shown Table XVII. The total public safety FTE supported by the General Fund has increased by 138.56 since the year 2000. This represents a 6.3% increase while non-public safety positions have declined by 713.28 FTE or 36.2% during the same period. Overall, General Fund FTE have declined by 13.8% since 2000.

In Table XVIII, sworn public safety positions have increased by 146.00 FTE since the year 2000. This represents an 8.2% increase in sworn staff since 2000.

*Table XVII - General Fund FTE Change 2000-2019*

<i>(in Full-Time Equivalents, FTE)</i>	<b>CY 2000 Approved Budget</b>	<b>FY 2019 Recommended Budget Update</b>	<b>FTE Change From 2000 Budget</b>	<b>Percentage Change</b>
Public Safety FTE	2,194.90	2,333.46	138.56	6.31%
Non-Public Safety FTE	<u>1,973.20</u>	<u>1,259.92</u>	<u>-713.28</u>	<u>-36.15%</u>
Total General Fund Staffing	4,168.10	3,593.38	-574.72	-13.79%

*Table XVIII - General Fund Sworn FTE Change 2000-2019*

<i>(in Full-Time Equivalents, FTE)</i>	<b>CY 2000 Approved Budget</b>	<b>FY 2019 Recommended Budget Update</b>	<b>FTE Change From 2000 Budget</b>	<b>Percentage Change</b>
Public Safety Sworn FTE	1,787.00	1,933.00	146.00	8.17%

Staff Changes at the Departmental Level (highlights):

**Police:** The Police Department increases staffing by 39.00 FTE. This increase in FTEs is directly related to the Emergency Communications Center (ECC) and related support functions. Staffing increases have been mandated as a result of the ECC Action Plan implemented during FY 2018.

**Fire:** The level of sworn FTE in the Fire Department increases by 21.00 FTE due to a Fire Recruit Class scheduled to graduate in October 2018. The forty recruits are partially offset by anticipated attrition.

# Operating Budget Summary

## Staffing Plan



**Recreation:** The additional 16.87 FTE is primarily due to the need for staff to administer the new program associated with the Department's licensure by the Ohio Department of Job and Family Services for acceptance of child care vouchers.

**Health:** The increase of 11.29 FTE is due to the addition of a Health Counselor, an Epidemiologist, two Medical Assistants, and two Public Health Nurse positions. The Department is also expecting the addition of new grant funded positions.

**Buildings and Inspections:** The increase of 10.00 FTE is primarily due to the implementation of the new Electrical Permits, Plan Reviews, and Inspections program, which will now be provided in-house.

**Water Works:** The increase of 7.94 FTE is primarily due to increased staffing requirements in the new lead remediation program.

**Enterprise Technology Solutions:** The increase of 7.25 FTE is primarily due to a reorganization of the Emergency Communications Center (ECC) information technology staff, which results in the transfer of six positions from Police to Enterprise Technology Solutions and the addition of one new FTE as part of the ECC Action Plan.

**Parks:** The addition of 3.50 FTE is the result of an expansion in service responsibilities, primarily impacted by the opening of Ziegler Park and the ongoing operational needs at Smale Riverfront Park.

**Stormwater Management:** The Utility is adding 3.00 FTE to provide additional support for work at the Barrier Dam, oversight of maintenance/construction work, SMU's asset management program, providing technical support for the Federal and State mandated National Pollutant Discharge Elimination System (NPDES)/MS4 program, customer service, and assistance with other Operations & Maintenance (O&M) projects.

Table XIX shows a list of FTE adjustments in the Recommended FY 2019 Budget Update. The Departmental Budgets section of this document provides a more detailed description of each Recommended FY 2019 FTE change by program.



*Table XIX - FTE Adjustments by Department*

	<b>FY 2018 Change from FY 2017</b>	<b>FY 2019 Change from FY 2018</b>
Buildings & Inspections	0.00	10.00
City Manager's Office	6.20	0.30
Community & Economic Development	0.00	-5.27
Enterprise Services	7.66	-0.01
Enterprise Technology Solutions	1.00	7.25
Finance	1.00	-1.19
Fire	-17.00	21.00
Health	11.85	11.29
Law	0.00	1.00
Office of the Mayor	0.00	1.00
Parks	3.70	3.50
Police	17.73	39.00
Recreation	2.21	16.87
Stormwater Management Utility	3.00	3.00
Transportation & Engineering	2.75	-0.45
Water Works	23.94	7.94
<b>Total Change</b>	<b>64.04</b>	<b>115.23</b>
<b>Percent Change</b>	<b>1.06%</b>	<b>1.86%</b>

# Operating Budget Summary

## Staffing Plan



	General Fund			Restricted Funds			All Funds		
	FY 2017	FY 2018	FY 2019	FY 2017	FY 2018	FY 2019	FY 2017	FY 2018	FY 2019
City Council	27.00	27.00	27.00	0.00	0.00	0.00	27.00	27.00	27.00
Office of the Mayor	9.00	9.00	10.00	0.00	0.00	0.00	9.00	9.00	10.00
Clerk of Council	5.84	5.84	5.84	0.00	0.00	0.00	5.84	5.84	5.84
City Manager	43.50	47.70	47.00	12.00	14.00	15.00	55.50	61.70	62.00
Buildings & Inspections	112.50	112.50	122.50	0.00	0.00	0.00	112.50	112.50	122.50
Citizen Complaint Authority	6.00	6.00	6.00	0.00	0.00	0.00	6.00	6.00	6.00
City Planning	7.00	11.00	11.00	4.00	0.00	0.00	11.00	11.00	11.00
Community & Economic Development	28.00	30.00	31.73	27.00	25.00	18.00	55.00	55.00	49.73
Enterprise Services	0.00	0.00	0.00	42.26	49.92	49.91	42.26	49.92	49.91
Economic Inclusion	10.00	10.00	10.00	2.00	2.00	2.00	12.00	12.00	12.00
Enterprise Technology Solutions	49.75	50.75	58.00	37.80	37.80	37.80	87.55	88.55	95.80
Finance	74.26	74.91	75.81	30.49	30.84	28.75	104.75	105.75	104.56
Fire	904.00	887.00	908.00	0.00	0.00	0.00	904.00	887.00	908.00
Health	181.46	178.53	170.23	297.17	311.95	331.54	478.63	490.48	501.77
Human Resources	19.10	19.10	18.10	3.00	3.00	4.00	22.10	22.10	22.10
Law	72.20	72.20	72.20	9.00	9.00	10.00	81.20	81.20	82.20
Parks	171.05	174.85	178.35	73.40	73.30	73.30	244.45	248.15	251.65
Police	1,361.73	1,379.46	1,418.46	0.00	0.00	0.00	1,361.73	1,379.46	1,418.46
Public Services	144.00	125.00	116.00	305.00	324.00	333.00	449.00	449.00	449.00
Recreation	278.72	282.24	287.16	113.71	112.40	124.35	392.43	394.64	411.51
Sewers	0.00	0.00	0.00	740.00	740.00	740.00	740.00	740.00	740.00
Stormwater Management Utility	0.00	0.00	0.00	25.00	28.00	31.00	25.00	28.00	31.00
Transportation & Engineering	20.00	22.00	20.00	153.70	154.45	156.00	173.70	176.45	176.00
Water Works	0.00	0.00	0.00	618.93	642.87	650.81	618.93	642.87	650.81
<b>Total</b>	<b>3,525.11</b>	<b>3,525.08</b>	<b>3,593.38</b>	<b>2,494.46</b>	<b>2,558.53</b>	<b>2,605.46</b>	<b>6,019.57</b>	<b>6,083.61</b>	<b>6,198.84</b>
Police Sworn	1,057.00	1,074.00	1,074.00	0.00	0.00	0.00	1,057.00	1,074.00	1,074.00
Fire Sworn	858.00	838.00	859.00	0.00	0.00	0.00	858.00	838.00	859.00
<b>Non-Sworn</b>	<b>1,610.11</b>	<b>1,613.08</b>	<b>1,660.38</b>	<b>2,494.46</b>	<b>2,558.53</b>	<b>2,605.46</b>	<b>4,104.57</b>	<b>4,171.61</b>	<b>4,265.84</b>



## **FY 2018 Accomplishments by Department**

Approving an annual budget provides an important opportunity to see not only where the City is going but to also identify significant accomplishments over the past year. The following highlights some of those successes in FY 2018.

### *City Manager's Offices (CMO)*

- The Office of Communications enhanced the City's digital engagement by expanding the City's social media reach, including over 79,500 Twitter followers, and growing the number of media platforms used by City departments.
- CitiCable provided coverage of City Council Committee meetings and weekly Council meetings online, to mobile devices, and on Spectrum Cable; and partnered with Sabercomm LLC to preserve and enhance City government access channels.
- Continued to implement the Engage Cincy Program aimed at enhancing community engagement opportunities throughout City government, including year three of the Engage Cincy Challenge Grant competition, implementation of the Engage Cincy Action Team (ECAT), as well as strategic partnerships with Invest in Neighborhoods to enhance the effectiveness of Community Councils.
- Community Outreach Advocates participated in several "Stop the Violence" events and marches, "Community Conversations" in Barber Shops and Beauty Salons, and "Resource and Job Fair Days" regarding employment, housing, child support, and expungements.
- Made weekly visits to the Court Clinic, Justice Center, River City, 20/20 Juvenile Detention, Taft High School, and Oyler High School, providing presentations on outcomes of violent behavior, available community resources, and social life changes.
- Cincinnati Initiative to Reduce Violence (CIRV) representatives hosted a "Call-in" event for Over-the-Rhine at City Hall in October 2017.
- Collaborated with the Cincinnati Police Department's Place Based Investigations of Violent Offender Territories (PIVOT) and the "Neighborhood Enhancement Program" (NEP), which was a highpoint in reducing violence in Westwood.
- The Office of Human Relations (OHR) led several forums on topics like police-community relations, Black History Month, implicit bias, and active shooter-hostile preparedness training.
- OHR produced several episodes of InFocus on CitiCable, which focused on topics like Citi-rama, Nelson Mandela International Day, Working in Neighborhoods (WIN), Cincinnati Police Department Recruitment, and Rosemary's Babies (support group).
- CMO created the Office of Aging and Accessibility (OAA).
- Through OAA, the City of Cincinnati joined the AARP Network of Age Friendly Communities.

# Operating Budget Summary

## FY 2018 Accomplishments



- OAA created a grievance process for citizens concerned about the City's Americans with Disabilities Act (ADA) compliance. OAA held several training programs for City departments regarding ADA compliance, which is now part of all department heads' Performance Management Agreements. No formal ADA grievances were filed in 2017.
- OAA responded to dozens of requests for information regarding programs and services for older adults and persons with disabilities.
- In November 2017, the City added the ability to file a Customer Service Request (CSR) related to accessibility through the Fix It Cincy! app. During the two months this feature has been live, 30 CSRs related to accessibility have been addressed.
- The 2018 Green Cincinnati Plan was developed using a broad inclusive process: 30+ diverse community leaders on the Steering Committee, 25+ Public Meetings Held, 400+ volunteers contributed, 1,400+ recommendations for inclusion in the plan, and 15+ Peer Cities mined for 1,100+ best practices.
- The Curbside Textile Recycling Program launched and diverted more than 100 tons of material from the landfill.
- Most city facilities transitioned to 100% green power, reducing the City government's carbon footprint by 9.1%.
- The Solarize program grew by approximately 50%, completing solar installations on 74 homes in 2017.
- The Office of Budget and Evaluation upgraded the Cincinnati Budget System to version 3.11 and the InfoView reporting system to improve the City's budget development process.
- The Office of Budget and Evaluation, City Planning, and the Office of Communications received the 2017 Blue Chip Community Media Award for the City Budget Basics sessions.
- The Office of Budget and Evaluation received the Government Finance Officers Association's Distinguished Budget Presentation Award for the biennium starting July 1, 2017.
- More than 18 new Open Data sets were published by the Office of Performance and Data Analytics (OPDA), including Economic Incentives, Code Enforcement, Employees with Salaries and Permits.
- OPDA released two new CincyInsights Initiatives: Department Performance Profiles and Year in Review. Department Performance Profiles provide a high-level overview of the operations of a department bringing together: Performance Agreements, employee data, and spending.
- Year in Review provides a historic view of key indicators for 2017 including daily and monthly averages, counts by neighborhood and days without that event for nine of the most viewed datasets.
- OPDA released five new CincyInsights dashboards, including the following: Permitted Projects, Crime, and Recycling Participation.



- OPDA redesigned the CincyInsights website and dashboards. All visualizations have enhanced interactivity and are mobile-friendly.
- OPDA held three innovation lab events, including managing the Collaborative Agreement Refresh Work Plan.
- OPDA held 53 CincyStat meetings, including SnowStat, CleanStat and FloodStat.
- Internal Audit produced four audit reports that provided 45 recommendations to improve the City government's internal control structure.
- Internal Audit provided transparency around governance, risk management, and internal control practices through the Internal Audit Committee that met regularly.
- Internal Audit supported the Administration's efforts to establish a culture that embraces ethics, honesty, and integrity through the Fraud, Waste, and Abuse Hotline.

*Buildings and Inspections (B&I)*

- Modified Title XI, "Cincinnati Building Code," of the Cincinnati Municipal Code.
- Amended Sections 1101-79, "Vacated Building Maintenance Licenses;" 1101-80, "Written Determination by the Director;" and 1101-129, "Fees for Vacated Building Maintenance Licenses," of Chapter 1101, "Administration."
- Amended Ordinance No. 0152-2017 to assess and charge a fee for administering new Section 1101-80, "Director's Actions."
- Upon the recommendation of the Police Community Relations Unit, Buildings and Inspections (B&I) became the lead department for the Landlord Training program. Both departments will collaborate to ensure successful outreach and education to the landlord community.
- The Permit Center completed 92% of setups within three business days or less.
- Registered 1,877 contractors through the City Contractor Registration Program.
- Issued 3,390 permits.
- Hosted several public informational sessions to promote the Department's Business Development Services. Information was also presented at the Department of Community and Economic Development's departmental retreat and to Urban Fast Forward.
- The Plan Examination section met or exceeded established goal days at least 99% of the time. The goal days follow:
  - Ohio Building Code (OBC) – 15 days for initial review
  - OBC Revisions – Five-day turnaround

# Operating Budget Summary

## FY 2018 Accomplishments



- Residential Code of Ohio (RCO) – 10 days for initial review
- RCO Revisions – Five-day turnaround
- The Building Construction Inspections (BCI) section met or exceeded established goal days.
- B&I and Law restructured the Historic Conservation Board and Zoning Hearing Examiner process, which reduced the hearing process time from seven weeks to five weeks on average.
- Improved Section 104 compliance monitoring.
- Created two new, historic districts in College Hill and Over-the-Rhine at the request of the neighborhoods to more holistically protect the City's historic neighborhoods.
- Executed a contract for OpenCounter software to create self-service 24/7 access to business permitting and zoning development information.
- Demolished 58 blighted buildings.
- The fire escape program kicked off with over 5,700 building owners and agents being contacted. This first wave of outreach was geared toward buildings constructed prior to 1920 with fire escapes and/or five stories or 60 feet tall.

### *Citizen Complaint Authority*

- Reviewed 162 complaints, and 40 fell within CCA's jurisdiction.
- Closed 39 cases.
- Staff continue to participate in the City's training and development opportunities.
- Staff remains current by taking Cincinnati Police Department (CPD) in-service training at CPD's Academy including but not limited to Body Worn Cameras (BWC), De-escalation Techniques, and Legal Updates.
- Attended two nationwide conferences addressing law enforcement, problem-solving, and investigations.
- Participated in and presented to periodic City Manager's Advisory Group (MAG) meetings.
- Attended weekly CPD's Statistical and Tactical Analytic Review for Solutions (STARS) meetings.
- Attended Police Chief's quarterly Employee Tracking System (ETS) reviews.
- Attended Police District 4's periodic Community Resources Meeting.
- Conducted seven community council outreaches, engaging over 260 stakeholders.



- Scheduled three additional community council outreaches, and more outreaches are being scheduled.
- Participated in the U.S. Department of State's International Visitor Leadership Program presenting to Colombia, Tunisia, Macedonia, and various Latin American countries.
- Conducted eight trainings and engagement sessions to stakeholders and CPD personnel.
- Hosted three Collaborative Agreement Refresh Community Forums, engaging over 300 stakeholders in addition to City officials and community stakeholder groups about the CCA Refresh process, including but not limited to Cincinnati Black United Front, Metropolitan Area Religious Coalition of Cincinnati and the City Council.
- Issued 14 recommendations and three observations regarding CPD policies, procedures, and training.
- Maintained social responsibility efforts through volunteerism and charitable contributions.
- Surveyed police along with criminal justice and community professionals to help City officials evaluate the effectiveness of CCA and community policing in the City of Cincinnati. CCA also created surveys for complainants with closed cases and community outreach attendees.
- Developed innovative information dissemination venues with the creation of the CCA Contact Us business cards and a CCA Information Sheet.

### *City Planning*

- Two plans were approved: The East End Garden District and Warsaw Alive! (Warsaw Avenue NBD).
- Began and/or continued work on plans for the following: Mt. Auburn, Carthage, Mohawk, Downtown, North Avondale, Oakley, Hyde Park, Avondale, Lower Price Hill, and Saylor Park.
- Continued detailed studies to revise various chapters as part of the Land Development Code.
- Developed a detailed public engagement process for the new Cincinnati Police District 5 Headquarters.
- Processed, analyzed, and moved 13 zoning changes through the legislative process.
- Worked with the Office of Budget and Evaluation and the Office of Communications to develop and implement a Community Engagement Process for the 2020-2021 budget cycle, including the Community Budget Request and Neighborhood Project Suggestion process.
- Continued involvement with several special projects, such as the Civic Engagement Action Team, the Engage Cincy Grants, and the Neighborhood Summit Planning Team.



*Community and Economic Development*

- Assisted with the Court and Walnut project, which will bring Downtown its first supermarket in nearly 45 years.
- Assisted with the Abington, Race, and Pleasant Apartments project, which created 50 units of affordable housing, 20 of which are accessible.
- Released a request for proposal designed to promote seamless mobility in the City.
- Assisted Medpace Inc., allowing them to commit to expand by 962 new jobs in Madisonville and to invest \$7.0 million in leasehold improvements within a new office building on their existing campus.
- Property assemblage and environmental remediation efforts at MetroWest enabled Nehe-miah Manufacturing to build a new \$12 million office/industrial facility on the first 7.5 acres of this new industrial park. The new facility will house 125 permanent jobs with an annual payroll of \$5.9 million.
- Community and Economic Development assisted TriHealth, Inc., allowing them to retain 310 corporate headquarter jobs in the city and invest \$13 million in leasehold improvements in an existing office building in Walnut Hills. TriHealth outgrew their previous headquarters and had competitive opportunities to relocate to other municipalities.
- The Small Business team held several workshops, including the Open Kitchen food permit-ting workshop, the Cash Reigns Supreme seminar, and the Survivors & Thrivers speaker series. They facilitated a neighborhood pop shop experience in the College Hill community and supported five small business with loans totaling \$122,000 through the MicroCity Loan program.
- The Notice of Funding Availability (NOFA) Program recommendations were announced with \$6.4 million in City funds leveraging \$110 million in total investment over 500 housing units, 77% of which will be affordable housing.
- Hosted the first Neighborhood Enhancement Program (NEP) and Place Based Investigations of Violent Offender Territories (PIVOT) in two neighborhoods simultaneously – East West-wood and Westwood. PIVOT, in collaboration with the NEP in East Westwood and West-wood, won an international Herman Goldstein Award in recognition of Excellence in Problem-Oriented Policing from the Center for Problem-Oriented Policing in Houston, Texas.
- Coordinated the Real Estate Ambassador Program with the Cincinnati Area Board of Real-tors.
- The Parking Division increased the overall on-street parking system uptime from 98.78% to 99.27%, through improved staffing and technology (field tablets).
- The Parking Division reduced the meter repair turnaround time from 5.17 days to 1.86 days through improved staffing and technology (field tablets).



- The Parking Division increased on-street parking capacity by over 100 spaces throughout the Central Business District, Over-the-Rhine, and Neighborhood Business Districts.
- The Parking Division implemented an on-street rate increase, better balancing off-street and on-street pricing, creating approximately \$640,000 in new on-street revenue.
- The Parking Division implemented an off-street rate increase, bringing City-owned parking facilities in line with the market, creating approximately \$700,000 in new off-street revenue.

### *Convention Center*

- Maintained a record of managing expenses under budget and drove revenue surpluses back to the City funding accounts.
- FY 2017 Survey scores had Overall Satisfaction at 4.66 on a scale of 5.
- Received the *2017 Facilities & Destinations Prime Site Award*, for the 6<sup>th</sup> year in a row.
- From October 24-26, 2017, Cincinnati and the Duke Energy Convention Center (DECC) welcomed 290 meeting planners from the United States and Canada when it hosted Connect+Faith and Connect+Ohio. Impressed by the vibrant downtown and the Center, new leads are underway toward future potential customers for the Center.
- Continues to build partnerships in the community to serve Cincinnati through DECC Charity Committee Initiatives like the annual Cincinnati Public Schools 'Toyful Joyful' event that delivers holiday gifts and holds a festive gathering for schoolchildren at the Center as well as the return of the 'Garden-to-Table' Cooking event where the DECC chefs provide guidance to schoolchildren on meal preparation.
- 12th Annual Thanksgiving Day tradition continued, as over 9,000 meals were served by way of Fall Feast, presented by the Duke Energy Convention Center, and sponsored by 49 organizations across the Tri-state. On November 23, 2017, in addition to the meals and the fun-filled environment, the DECC raised and provided over 4,000 coats, over 500 haircuts, and over 350 medical screenings in the expanded Health Clinic through hospital partners, TriHealth and Cincinnati Children's Hospital Medical Center.
- Data for indirect expenses have an inclusion rate for the first half of FY18 of 49.42%.
- Diverted over 46.03 tons of waste from landfills.
- The DECC solar array generated 86,324.99kWh in this period, which is equivalent to reducing 51.14 tons of carbon dioxide (CO<sub>2</sub>).
- Hosted the eighth annual Queen City Blood Drive on Wednesday, February 14<sup>th</sup>, 2018. Known as the official blood drive of downtown Cincinnati, a total of 411 people participated in the blood drive. 352 units were collected, which included six platelet donations and one plasma donation. This success is due to DECC's growing partnerships with the Cincinnati Cyclones, Tri-Health, the Flying Pig, Jack Rabbit and Fleet Feet. Donors received a t-shirt, two tickets to a Cyclones game, a duffel bag, and coupons for Donato's pizza and Fleet Feet.

# Operating Budget Summary

## FY 2018 Accomplishments



- Continues to build partnerships in the community and serve Cincinnati through various outreach efforts, including DECC Charity Committee Initiatives, the Cincinnati Public Schools' Toyful Joyful event, and annual projects with ArtWorks.

### *Economic Inclusion*

- Certified 73 Small Business Enterprise (SBE) and/or Small Local Business Enterprise (SLBE) firms between July 1, 2017 and March 9, 2018, 38 of which are minority or woman-owned firms.
- Certified 76 Minority Business Enterprise (MBE) and/or Women Business Enterprise (WBE) firms between July 1, 2017 and March 9, 2018, bringing the total number of actively-certified MBE, Minority Women Business Enterprise (MWBE) and WBE firms to 227 as of March 9, 2018.
- Reviewed 71 potential contracts for subcontracting opportunities as of March 9, 2018 and set mandatory MBE and/or WBE inclusion goals on 42 of those.
- Regularly monitored contracts in excess of \$50,000 for progress toward mandatory MBE and WBE inclusion goals.
- Regularly monitored development projects on which developers committed to meet voluntary MBE and WBE participation for progress toward meeting those inclusion goals.
- Regularly monitored contracts with aspirational SBE subcontracting goals for progress toward meeting those goals.
- Presented quarterly MBE and WBE Program Report for first, second, and third quarters of 2017, including total MBE and WBE prime and subcontracting awards valued at approximately \$35.2 million, \$16.7 million and \$4.8 million, respectively, reporting progress toward attainment of \$24.8 million of voluntary MBE/WBE utilization commitments by developers on City-sponsored economic development projects, and reporting MBE and WBE prime and subcontracting spend of approximately \$3.3 million, \$6.9 million and \$6.8 million in the first three quarters of 2017.
- Presented year-end annual MBE/WBE Program Report with detailed award, spend, certification, and outreach data for CY 2017.
- Presented quarterly SBE spend data reports, separated by prime and subcontracts and by ethnicity and gender, for the second and third quarters of 2017.
- Presented year-end SBE spend data report, separated by prime and subcontracts and by ethnicity and gender, including year-end certification and outreach details for CY 2017.
- Served 24 small, minority and women-owned businesses, 13 of which are currently City-certified, through the DEI Business Training Center Fall and Spring semesters as of March 8, 2018.
- Attended or conducted no fewer than 55 SBE, MBE and WBE outreach events through April 9, 2018.



- Published a bi-monthly e-newsletter outlining DEI activities, achievements, and important community information and hosted monthly cable TV program, "Gateway to Economic Inclusion," featuring certified firms and private and public partners for inclusion.
- Regularly monitored construction contracts for compliance with prevailing wage laws, resolved most underpayment issues in-house, and recommended one firm for debarment for failure to remedy underpayments.
- Evaluated 254 procurements as of March 8, 2018 for prevailing wage applicability, making wage determinations for each procurement subject to prevailing wage.
- Reviewed 35 bids as of March 8, 2018 to advise the Purchasing Division about which bidders met or exceeded the MBE and WBE goals established for the procurement.
- Operationalized the department's responsibilities under the Wage Enforcement Ordinance by drafting regulations, forms and a work-site notification poster; educating contractors about wage enforcement obligations at pre-construction meetings; and establishing a single point of contact within the department for reporting complaints of wage theft and payroll fraud.
- Facilitated on-boarding the Economic Inclusion Advisory and Accountability Board (EIAAB), which held its first three quarterly meetings on August 29, 2017, December 12, 2017 and March 13, 2018.

*Enterprise Technology Solutions (ETS)*

- Worked with the federal Internal Revenue Service (IRS) Office of Safeguards and Civic Creative Microsystems, Inc. (CMI) to conduct two information security and procedural audits of the new City Income Tax System.
- Worked with the Ohio State Auditor's Office to conduct two information security and procedural audits of the City's Financial, Human Resources Information, and Income Tax systems.
- Assisted the Office of Budget & Evaluation and their system vendor, CGI, with the upgrade of the Cincinnati Budget System to version 3.11.
- Worked with City Income Tax (CIT) and the system vendor, Civica CMI, to implement the new Tax Authority & DocuScan systems, convert the data and processes, and configure new functionality.
- Collaborated with Purchasing to implement the Value Innovation Technologies (VIT) eLink System, creating a "shopping cart" type interface to make City purchases. ETS is currently piloting this project with the Greater Cincinnati Water Works.
- Upgraded and enhanced the City's internet website stack to improve performance, strengthen security measures, increase resiliency, and streamline maintenance overhead.
- Enhanced the City's video streaming capabilities by implementing the Wowza Streaming media platform, which offers more reliability, performance, and scaling for future enhancements.

## Operating Budget Summary

### FY 2018 Accomplishments



- Implemented a solution that helps with issue tracking and version control for application codes and project documentation to streamline development workflow in Digital Services.
- Improved the security of all servers by implementing HTTPS by default, security auditing, authentication with Active Directory (AD), and streamlining patch management.
- ETS, Finance, Human Resources and City Department Liaisons completed the request for proposal process and work necessary to complete a major upgrade to the City's Cincinnati Human Resources Information System (CHRIS Peoplesoft). This project was completed and included moving the City to a supported version of PeopleSoft Human Capital Management, increasing system capacity to support up to 6,500 users, and enabling 24/7 access to CHRIS.
- Began the first year of a citywide radio preventative maintenance program, during which each of the City's 3,400 radios will be tested and aligned by radio shop technicians annually.
- Developed an application in Microsoft SharePoint to track radio preventative maintenance and report on radios that are overdue for alignment.
- Established a structured inspection program that includes City's radio amplifiers, fire station alerting systems, backup radio systems, and tower equipment.
- Inspected fire stations, including alerting system hardware and apparatus radio headsets, three times annually.
- Inspected City 800MHz radio tower sites twice per month, and inspected City microwave sites co-located at Hamilton County radio towers once per month.
- Radio tower site generators and transfer switches have been reconfigured to test under load weekly, ensuring they are properly exercised and ready to perform.
- The radio shop gained visibility to alarms on the City's microwave system, which will allow an earlier response to trouble before it becomes service-affecting.
- Developed and installed a backup fire station alerting system using existing equipment and radio shop labor, which allows the Fire Department to continue dispatching if the primary fire station alerting system fails. The backup has been used successfully several times over the last few months due to issues with connectivity and the legacy Zetron alerting system.
- Implemented Service Now IT service management solution for all departments except for the Metropolitan Sewer District and the Greater Cincinnati Water Works, which are planned for calendar year 2018.
- The IT Service Desk fielded 7,486 customer calls and processed 8,762 service requests in CY 2017.
- Updated the Network Master Plan, which will serve as a guide for Metro Area Network (MAN) upgrades and buildouts for the next five years.
- Assisted the Department of Transportation and Engineering in the upgrade of traffic control systems to modern, internet protocol-based systems.



- Implemented lower leased data circuit costs, reducing costs on existing circuits by \$6,000 per month.
- Assisted the Cincinnati Police Department (CPD) with data and telecommunications requirements for the re-opening of the Warsaw Avenue location.
- Created queries for the Office of Performance and Data Analytics (OPDA) to extract data from CCA's Citizen's Complaint Management System (CCMS) database for CincyStat dashboard reporting.
- Aided the CCA Director by developing queries to obtain the necessary data for the annual Director's report.
- Created a Cincinnati Area Geographic Information System (CAGIS) Docs Online website and services, allowing users to upload and view documents.
- Created a website and services allowing appropriate CSR Mobile staff the ability to update the status of CSRs in the field.
- Continued migration to GEN8 focusing on integration with workflow/permitting applications.

#### *Finance*

- The City sold \$82,905,000 in General Obligation Bonds and Refunding Bonds at an aggregate all-in true interest cost of 2.82% and 2.70%, respectively. The refunding portion of this sale resulted in significant savings of \$5,757,995 in gross debt service costs over the life of the bonds, which translates to 7.76% net present value savings. In advance of the bond sale, Moody's Investors Service reaffirmed the General Obligation debt rating of Aa2 with a stable outlook. Standard and Poor's Ratings Services also reaffirmed its AA rating on the City's General Obligation debt and assigned a stable outlook.
- The Accounts and Audits Division successfully completed the FY 2017 Comprehensive Annual Financial Report (CAFR).
- The City was awarded the Certificate of Achievement for Excellence in Financial Reporting for the FY 2016 Comprehensive Annual Financial Report. The City received this award in the last 38 consecutive fiscal periods.
- During FY 2018, Payroll issued approximately 144,000 payments over the first 18 pay periods of the year. The year end results reflect an error rate of only .0007%.
- Accounts and Audits successfully coordinated the City's annual audit process with the Ohio State Auditor and received a clean audit opinion with minimal Management Letter Comments.
- The Income Tax Division fully implemented the new tax processing, document imaging, E-filing, and IRS discovery systems.

# Operating Budget Summary

## FY 2018 Accomplishments



- Implemented the first phase of the selective audit program by auto-posting e-filed returns.
- Utilized a new billing system to automate the tax collection process and issue certified assessments in compliance with Ohio mandates.
- Purchasing implemented multiple vendor catalog software programs that enable the City to realize additional savings opportunities associated with spending on competitively awarded catalog contracts.
- Purchasing posted 400+ unique procurement solicitations to the City's Open Data Portal in FY 2018. The Purchasing Open Data Portal was the City's most viewed dataset, receiving more than 150,000 views.
- Implemented online bidding for all construction requirement contracts.
- Implemented budget-neutral process changes that will provide for better internal tracking of construction change orders and professional service contract amendments.
- Presented and participated in various community outreach initiatives, including Bridges to Success (U.S. Small Business Administration), Doing Business Locally (Ohio University), African American Chamber of Commerce's Sudduth Society, and the Department of Economic Inclusion's quarterly Business Training Center session.
- Printing & Stores handled over 3,500 reproduction orders with an average turn-around time of three business days, 4,000+ office supply orders with an average completion time of two business days and 260,000 pieces of outgoing mail.
- A new dental carrier was launched on January 1, 2018 for CODE, Building Trades, Fire, and non-represented employees. In the past, there were two separate carriers for these employees. The City merged the two dental services contracts into one and increased benefits while decreasing costs for both the City and employees.
- A new High Deductible Healthcare Plan (HDHP) with an accompanying Health Savings Account (HSA) was launched January 1, 2018, offering this type of health plan to City employees for the first time. The High Deductible Health Plan is intended to be a cost-neutral plan that offers employees the opportunity to save for future healthcare costs. Thirty employees enrolled in the High Deductible Healthcare Plan during CY 2018.
- Critical Illness and Accident insurance was offered to City employees and their dependents for the first time, effective January 1, 2018.
- A request for proposal for Life Insurance and Long-Term Disability insurance was issued in February 2018 in hopes of reducing premiums for employees who elect supplemental coverage. It is anticipated that a new contract will go into effect January 1, 2019.
- Treasury managed the \$875 million investment portfolio of the City that continues to out-perform its benchmark for general investments. The Treasurer's office recently hired an Investment Consultant that will oversee the two outside Investment Managers (Bond-Tech and Nuveen) and provide periodic review of investment performance.



*Fire*

- Received the Assistance to Firefighters Grant (AFG) of \$1.3 million, which allowed for professional development training for approximately 400 members of the department in skills, tactics, and proficiency.
- A database was created to track all community outreach efforts.
- 40 recruits graduated in July 2017, helping the department achieve full staffing and offset higher than usual attrition rates throughout the year.
- The Fire Department Cadet program was instrumental in helping with increased community outreach in the areas of smoke detector installations for Cincinnati Public Schools (CPS) families.
- Working with CPD, the Cincinnati Health Department, and the Talbert House to employ quick response teams (QRT) that are serving three areas of the city to help combat the opioid addiction problem. The objective is to help facilitate treatment and long-term care.
- The sixth annual awards banquet was held in April 2017.
- Fire worked in conjunction with CPD and ETS to implement a new 9-1-1 phone system to enhance the effectiveness of emergency calls.
- Fire implemented a new map/Automatic Vehicle Locator (AVL) based TriTech Computer Aided Dispatch (CAD) system.
- Fire created a partnership with the Cincinnati Public Schools to support the newly instituted fire based curriculum.

*Health*

- Primary Care had a successful site visit from the Health Resources Services Administration (HRSA) for the Federally Qualified Health Center (FQHC) Health System in May 2017.
- Primary Care competed for and retained its \$3 million annual grant and status as an FQHC from HRSA for an additional three years from January 2018 - December 2020.
- Achieved renewal of designation as a Level III (highest level) Patient Centered Medical Home through October 2020 for the five largest Community Health Center sites.
- Served 44,777 patients in 2017, with 134,606 visits.
- The dental program served 19,465 patients in 46,788 visits, with an increased emphasis on identifying school children in need of dental treatment to ensure school-based services were available to students with the greatest need.

## Operating Budget Summary

### FY 2018 Accomplishments



- The dental program was accepted into the National Network for Oral Health Access (NNOHA), an oral health collaborative designed to assist local programs with quality improvement.
- Initiated Quality Improvement Projects, including Chronic Disease Self-Management at three centers and Group Chronic Disease Visits at Millvale, Northside and Elm Street.
- The Health Department's Clinical Quality Team received two awards for recognition of excellence in improvement of patient care evidenced by audit scores and received a perfect score from the Health Resource Service Administration (HRSA) review team.
- The Health Department Communications Office improved the City's digital engagement by increasing followers by over 60% on Facebook, 17% on Twitter and adding Instagram to its social media toolkit.
- The Health Department Communications Office also increased transparency for both its Boards by adding additional web pages dedicated to function, purpose, minutes and schedules.
- The Environmental Healthy Homes Program licensed four new hotels and motels, which is a 75% increase compared to a typical fiscal period.
- The Environmental Healthy Homes Program collaborated with the Cincinnati Public Schools, the Hamilton County Recycling/Solid Waste District, and other stakeholders to implement share tables (food sharing program). The collaboration advanced southwest Ohio in leading the reduction of landfill waste and preventing foodborne illness related to perishable food leftovers in schools.
- The Environmental Healthy Homes Program responded to over 3,000 nuisance complaints, achieving a compliance rate of 80-85%.
- The Technical Environmental Services Program received a \$12,600 Mosquito Control Grant from the Ohio Environmental Protection Agency in 2017 to reduce and monitor the potential for an outbreak of mosquito-borne viruses, including Zika and West Nile.
- The Environmental Food Inspection Program issued 402 temporary licenses, a record number, and the City anticipates an increase in special events next year. No foodborne illnesses were reported from the events.
- The Environmental Waste Unit Program (solid/infectious waste and construction/demolition), Food Inspection Program (restaurants and grocery stores), and Technical Environmental Services (swimming pool facilities) successfully passed state-mandated program evaluation surveys. This achievement once again placed the Department on the approved list of health districts authorized to administer and enforce the programs.
- The Health Promotion and Worksite Wellness Cincinnati STAND group conducted tobacco retail store assessments to collect data on how tobacco is being marketed in the community and compliance checks in stores to make sure tobacco is not being sold to minors. The Youth STAND group appeared on television, recruited members at community events, promoted



anti-tobacco messaging through a full-scale social media campaign, and presented to the Creating Healthy Communities Coalition (CHCC) and the Board of Health (BOH).

- With the help of the Health Promotion and Worksite Wellness Program, the University of Cincinnati implemented a tobacco free campus policy from May 1, 2017 until December 31, 2017 that impacted 44,783 students and 10,000 employees.
- Building on the success of the Cincinnati Metropolitan Housing Authority (CMHA)'s tobacco free policy with the assistance of the Health Promotion and Worksite Wellness Program, the first Freedom from Smoking class was held in Winton Hills.
- With assistance from the Health Promotion and Worksite Wellness Program, Cincinnati Children's Hospital conducted nicotine air sampling in 30 CMHA apartments (across five housing sites), which showed an overall decrease in residents' exposure to secondhand smoke post policy implementation.
- With the assistance of the Health Promotion and Worksite Wellness Program, the Cincinnati Recreation Commission adopted a Crime Prevention Through Environmental Design Policy. The measures include directives on Tree and Bush Trimming, Maintenance, Lighting, and Litter as well as recommendations for New Construction / Facility Remodeling. The intention of the policy is to encourage positive uses for public areas, bring more citizens outdoors and create neighborhood pride and connectedness by fostering a sense of safety and ownership.
- Cincinnati received the "Playful City USA" designation from KaBoom. The award is designated to cities that offer many opportunities for play and who are using play to help create healthier, stronger communities.
- The Health Promotions department began offering weekly employee mindfulness sessions. This resulted in a 9% increase in participants being able to describe their feelings, a 7% increase in participants being more observant of the world around them, and an over 27% decrease in reported stress levels.
- The Creating Healthy Communities Healthy Eating Subcommittee has been hard at work creating innovative solutions. The Produce Perks incentive-based program provided a dollar-for-dollar match up to \$10, giving people \$20 buying power at local farmer markets. This resulted in more than \$345,000 in Supplemental Nutrition Assistance Program (SNAP) and nutrition incentives spent since 2015 and the creation of Produce Perks Midwest.
- The Creating Healthy Communities Coalition continues to flourish, with 110+ members, 70% of the strategic plan concerning physical activity, tobacco cessation, and nutrition being completed. A dashboard of Creating Healthy Communities Coalition policy, systems, and environmental changes is highlighted on the Cincy Insights dashboard.
- Chronic Disease Self-Management classes are being offered in the community through a newly created collaboration with the Cincinnati Recreation Commission and at Cincinnati Health Department Health Centers using an innovative reimbursement payment model.
- \$150,000 was allocated for harm reduction efforts related to the Opioid Crisis. Funding is being used to support syringe exchange services and linkage to treatment.

# Operating Budget Summary

## FY 2018 Accomplishments



- For the seventh consecutive year, the Health Department was awarded the Title X funding designated for Hamilton County (\$648,000) for preventive reproductive health and wellness services.
- The Cribs for Kids program expanded its efforts by partnering with other social service organizations and by facilitating “classroom style” learning sessions to ensure that all Hamilton County and Cincinnati families have the knowledge and tools needed for babies to sleep safely and reduce infant mortality.
- The Health Department was awarded funding to support an additional 18 months for three Community Health Workers (CHWs) under Cradle Cincinnati and the Ohio Department of Medicaid.

### *Human Resources*

- Through the Talent Development Campus, Human Resources (HR) developed and implemented the HR Leadership Series: Supervisor Training program. To date, HR has trained approximately 100 supervisors through its three-day course that addresses topics covering Administrative Regulations 25, 49, 52, and 55. Other topics include corrective action, FMLA, and Conflict Management.
- HR, Employee Services successfully reestablished Labor-Management Committees at the City’s Emergency Communication Center (ECC), at the Metropolitan Sewer District (MSD), and a citywide Labor-Management Committee with the Cincinnati Organized and Dedicated Employees (CODE) union.
- Streamlined the New Employee Orientation (NEO) program that resulted in a substantial reduction in the time that the training takes for new employees.
- Began a review and revision of Administrative Regulation 25, which includes a training plan that will result in all City employees receiving training that focuses on sexual harassment and discrimination by the end of 2018.
- Participated in the upgrade of the Cincinnati Human Resources Information System (CHRIS) from version 9.1 to 9.2. This was a months-long project made necessary because 9.1 was no longer supported by Oracle beginning in January 2018. Version 9.2 went live on December 10, 2017.
- Began using the City’s Service Now Work Order system to track all requests for service for CHRIS, BoardDocs, NEOGOV, and all other IT Support needs. Since going live in November 2017, over 300 work orders have been received and 94% are closed.
- Received over 800 requisitions and filled 567 of them. There were 397 job postings, 14,606 applications received and reviewed, and 56 exams administered.
- Reduced the vacancy fill rate from the previous year’s average of 78 days to 67.34 days.



*Law*

- Drafted a contract to initiate and implement emergency construction for hillside stabilization and repair on Riverside Drive.
- Drafted necessary changes to the City's Income Tax Code and the City's Public Vehicles provisions to ensure compliance with statutory changes imposed by the State of Ohio.
- Coordinated with numerous City agencies to implement appropriate legislation and policies to allow for successful presentation of Blink Cincinnati.
- Drafted modification of a Park Board rule that now expressly ties temporary signage in Parks to special events at those locations.
- Drafted a contract with Saul Green to implement the Collaborative Agreement Refresh.
- Coordinated with Greater Cincinnati Water Works staff to determine best strategies for implementation of the Lead Service Line replacement program and drafted necessary legal documents.
- Assisted the Cincinnati Elections Commission with numerous legal and administrative matters during the 2017 election cycle which included a substantial number of local candidates.
- Actively engaged in responding to approximately 105 public records requests during FY 2018 to date, providing legal assistance to City officials and departments on hundreds of other public records requests and related inquiries during that period.
- Collections recoveries have been steadily increasing since FY 2015 at \$1.2 million to FY 2017 at \$3.7 million. Recoveries to date for FY 2018 (through 12/31/17) are \$1.5 million and are on track to reach \$3 million for the year.
- Quality of Life filed nationally-reported lawsuits against two massive purveyors of predatory land sale contracts. Settlement negotiations are in their final stages and include commitments by both defendants to modify their business model to comport with City and State law; re-negotiation of certain of their contracts with City residents to ensure they are fair and reasonable, and comply with City and State law; and recovery of approximately \$200,000 in fines, fees, and other costs related to nuisance conditions.
- In defending a temporary restraining order, Quality of Life counterclaimed for over \$200,000 in unpaid liabilities against a long-time owner of nuisance properties. For the first time in decades, the County, joining the City, bundled claims and filed a \$750,000 claim against the plaintiff. Litigation is ongoing, but represents a milestone in joint City-County prosecution of tax-delinquent and nuisance property owners.
- Prosecuted approximately 41,000 cases during FY 2017.
- Handled cases with Body Worn Camera (BWC) video, which amounted to approximately 7,200 videos that totaled over 2,100 hours of video footage to review during FY 2018.

# Operating Budget Summary

## FY 2018 Accomplishments



- Secured \$371,412 in restitution for victims of misdemeanor crimes in FY 2017, \$126,941 of which has been collected.
- Successfully appealed the property tax valuation of the Saks property at 105 West Fifth Street. The \$11,259,070 total tax value was reduced to \$9,000,000, reducing annual taxes by approximately \$74,000 per year.
- Successfully appealed the property tax valuation of the Shillito West property at 137 West Seventh Street. The \$3,389,410 total tax value was reduced to \$100,000, reducing annual taxes by approximately \$107,500 per year.
- Successfully defended an appeal of judgment in favor of the City in *Fulton Railroad v. City of Cincinnati* claiming that the zoning applied to a barge terminal on Riverside Drive is unconstitutional.
- Obtained an injunction requiring developers who caused a significant hillside collapse on Mt. Adams to repair the hillside at their own cost.
- Closed transactions reflecting hundreds of millions of dollars of investment, including multiple complex transactions like the Kroger/Court & Walnut mixed-use development, the Westwood Square park and theater project, the Avondale Town Center mixed-use development, the mixed-use developments at the intersection of MLK and Reading, the DeSales Corner residential project, and the Nehemiah Manufacturing facility project.
- Advised on the re-authorization of the City's Community Reinvestment Area (CRA) program and the establishment of a new City policy governing the granting of CRA property tax abatements.
- Brought a successful litigation challenge to state wireless small cell legislation that infringed on home rule authority and led a six-month negotiation for compromise legislation.
- Secured real estate access for emergency Riverside Drive Hillside Stabilization and provided legal support to participating departments, helping avert threats to critical City infrastructure.
- Successfully negotiated ratepayer and public contract concessions from Duke Energy in settlement discussions in multi-year electric rate cases before the Public Utilities Commission of Ohio (PUCO).

### *Parks*

- On target to return \$0.50 cents on every tax dollar invested by the citizens of Cincinnati through volunteerism, programs, events, and leveraged relationships.
- Recognized again by the City Nova and Trust for Public Land as one of the best park systems in the nation.
- On target to leverage over 20,000 hours of volunteer time, which equates to having over 10 additional full-time employees for the year.



- The Explore Nature program is on target to provide over 1,000 programs and serve over 25,000 children and over 4,000 adults.
- On target to complete over 2,700 preventative maintenance tasks and over 1,500 reactive maintenance tasks (emergency).
- On target to receive the “Tree City USA Award” for the 35th year in a row.
- On target to receive over 25,000 likes on their Facebook page, over 500,000 visits to their webpage, and have over 10,000 Twitter followers.
- The Parks Academy is on target to administer over 50 classes, which total over 120 hours of training. These courses will be provided by in-house staff. This program has existed for over ten years and has provided over 23,000 hours of training at no additional cost to the taxpayers.

### *Police*

- The Cincinnati Police Department (CPD) established the Collaborative Agreement Compliance Unit to organize input and ideas from all parties into a work plan.
- Administered the following youth programs to further its priority mission to increase positive relations and outcomes with Cincinnati’s youth: Explorers, Summer Police Cadets, Right to Read, Cincinnati Gems/Anti-Bullying, Gang Resistance Education and Training, Young People of Principals and Standards, Active Shooter Training and School Lockdowns, Mentoring Program in collaboration with Cincinnati Youth Collaborative and the University of Cincinnati, Job Shadowing, Youth Summit, Outdoor Adventure Club, Swish Basketball, the Most Valuable Kids Program, and the Children in Trauma Intervention (CITI) Camp.
- Following the full integration of National Integrated Ballistics Network (NIBN) into Departmental operations, NIBN will now be used in concert with ShotSpotter technology. This effort will combine the early police response to shots fired with NIBN’s capabilities to identify and match collected shell casings to those previously identified at other crime scenes, thereby increasing the likelihood of identifying perpetrators of crime as well as the possibility of achieving successful prosecutions.
- Created the Civil Disturbance Response Team (CDRT) to proactively maximize public safety. The CDRT is composed of the Department’s subject matter experts and is trained with a high-level, best practices curriculum specifically designed to focus on maintaining the public’s safety. As a result, the City managed many peaceful demonstrations.
- The Heroin Task Force was established to combat the region’s overwhelming battle against the heroin epidemic. Made up of participating local law enforcement agencies and stakeholders, the Task Force successfully prosecuted heroin distributors at a high-level for felonies like manslaughter for the distribution of overdose-causing carfentanyl. In addition, the Department partnered with the Cincinnati Fire Department and the Talbert House to create Quick Response Teams (QRT) to meet with individuals that have overdosed to offer immediate drug treatment assessment. The strategy to combat the heroin epidemic is a continual and evolving process.

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## FY 2018 Accomplishments



- Met the Ohio Collaborative Law Enforcement Training requirements and achieved its annual recertification in the areas of Use of Force and Recruitment and Hiring practices for 2017.
- The PIVOT program is continuing its violence reduction strategy focusing on networks of places that support violence. The PIVOT strategy is employed at the District level as well as by the Citywide PIVOT Unit. The PIVOT Unit is a team of investigators who conduct long-term investigations of systematically violent locations. PIVOT brings together City and community resources to ensure sustainability and long-term success in violence reduction and violent crime prevention.
- The canine squad increased its coverage by training six new handlers and canines. The squad now has 15 dual purpose narcotic/patrol canine teams in addition to three explosive ordnance detection (EOD) canine teams.
- Enhancements to the Spinney backup communications center are almost complete. These improvements permit the Spinney facility to be used as intended, not only as a training facility, but also in the event of an emergency affecting either the City of Cincinnati or Hamilton County.
- Certified eight ECC supervisors as Emergency Medical Dispatch (EMD) Instructors. Until recently, the communications center only had one supervisor certified as an EMD Instructor. This increase in EMD Instructors allows the communications center to conduct more Quality Assurance (QA) reviews on incoming calls requesting a medical response.
- Certified seven ECC employees as Cardio-Pulmonary Resuscitation (CPR) Instructors. In response to the Department's need, seven ECC employees completed the training to become CPR Instructors. These employees will bring valuable medical training to the communications center and will assist the Department in training its 1,300+ sworn and non-sworn employees in CPR.
- The 37 trainees of the 108th Recruit Class began November 5, 2017. The recruits are being trained in tactical skills, Ohio Revised Code, crisis intervention, defensive driving, first aid/CPR, victim's rights, and dozens of other topics. With training lasting 28 weeks, the class will graduate on May 18, 2018. This will bring the total number of sworn CPD officers to 1,055.
- The Cincinnati Police Academy hosted the Citizens Police Academy. The goal is to build a relationship and understanding between the Department and the community. The Citizens Police Academy exposes citizens to many law enforcement issues to provide them with an overview of the training received and functions performed by CPD officers. The Department continues to maintain those community relationships with the Citizens Police Academy Alumni Association.
- Continued Active Shooter/Alert-Lockdown-Inform-Counter-Evacuate (ALICE) Training in 2018 and conducted seven sessions to date. Training will continue throughout 2018 with businesses, schools and places of worship.
- Collaborated with the Cincinnati Fire Department to present a new event "First Responders Special Edition" which was held on October 17, 2017. The Training Academy hosted approximately 50 students from Margaret B. Rost School of the Hamilton County Developmental Disability Services. The purpose of the event was to provide the students with interactive



exposure to uniformed first responders. Most of the students from the program have extensive special needs. Based on discussion with school staff, their interactions with first responders are typically the result of some form of call for service which frequently results in their being traumatized and afraid of first responders. This event provided the platform to give the students and first responders an opportunity to interact in a setting that allowed for the building of comfort and trust.

*Public Services*

- Fleet Services Operations completed over 4,800 Property Management Services Fleet Services disposition of obsolete vehicles and equipment, which will produce approximately \$1.1 million in gross sales.
- Fleet Services Procurement completed purchases of \$11 million in vehicles and equipment.
- Achieved a 17.39% inclusion spend (\$2.9 million of \$17.1 million).
- Replaced all the joint bearings (340) around the U.S. Bank Arena for better nighttime lighting.
- Built a block wall on Torrence Parkway to assist in the prevention of a landslide.
- Completed the Parker Woods Sidewalk Project in which a 700' by 5' wide sidewalk was created. This eliminated the need for students and residents to walk on a muddied dirt path.
- Responded to the major flooding issues in multiple communities such as the East End and California. Also responded when Columbia Parkway was shut down due to flooding. The Department's efforts included street closures, debris removal, and traffic signal controller removal/installation.
- Completed 3,466 pothole service requests and repaired 23,798 potholes.
- Increased the number of private property cleanups from 654 in 2016 to over 1,336.
- Removed over 970 graffiti tag locations throughout the City with only 30 locations remaining.
- Implemented a new Street Sweeping Program throughout all 52 neighborhoods.
- Based on 93,000 cart locations collected 52 weeks each year equals over 4.8 million collections per year in trash alone.
- Accomplished a rate of only 0.09% for Missed Collections.
- Completed over 34,000 Service Requests for Bulk Items.
- Fire Station 35 was awarded the Ohio Masonry Award of Excellence.
- Police District 3 achieved LEED Platinum status and NetZero Energy and was awarded The Design-Build Institute of America Award of Excellence.

## Operating Budget Summary

### FY 2018 Accomplishments



- Relocated Police District 5 staff from 1012 Ludlow Avenue. This project included two construction build-outs and investigations, design and planning at 12 separate locations identified by the Police Department.
- Completed Design-Build Criteria for renovation of 3300 Central Parkway to be Police District 5 Headquarters.
- Completed planning, structural analysis, geotechnical investigations, and environmental surveys to begin construction at 3300 Central Parkway.
- Coordinated with Planning and CPD to begin a Public Engagement Process for new Police District 5.
- Completed Request for Qualifications (RFQ) phase and began Request for Proposals (RFP) phase of the two-step bid process for the design-build of new Police District 5.
- Replaced and relocated Police District 4's emergency backup generator.
- Renovated spaces for the Cincinnati Retirement System and Internal Audit in City Hall.
- Updated Access Control Systems at City Hall.
- Installed Security and Access Control systems at Department of Public Services Facilities.
- Supported ETS and CPD with the execution of a new 9-1-1 phone system at the Regional Emergency Operations Center and backup Emergency Operations Center.
- Completed interior renovations at West Fork Garage, Dunbar Garage, and Colerain Garage.
- Completed roof replacements at West Fork Garage and Fire Station 21.
- Managed the renovation of restroom facilities throughout the Duke Energy Convention Center.

### *Recreation*

- The Cincinnati Recreation Commission (CRC) celebrated its 90th anniversary by offering 90 mini-events across the City. The main celebration was held on July 8, 2017 at the Oakley Recreation Area.
- The Ohio Parks and Recreation Association (OPRA) awarded the 8th Annual Governor's Award for Parks and Recreation to the City's Youth 2 Work (Y2WK) program which CRC administers. This award was established in 2010 to recognize the one park and recreation program or project that had the most significant impact on quality of life in the preceding year.
- In October 2017, CRC initiated a program and facilities masterplan process in collaboration with Pros Consulting, Incorporated to better understand community needs for facilities, programs, and services. This process will assist in establishing action steps to improve programs



and services, while creating opportunities to receive direct feedback and/or recommendations from the community.

- The Hawkins Recreation Area was selected as part of the East Westwood Neighborhood Enhancement Project (NEP) initiatives. The project created a \$120,000 playground in partnership with KaBOOM! and a \$30,000 walking trail.
- Partnered with the Reds Community Fund, Procter & Gamble, the Cincinnati Zoo & Botanical Garden, Cincinnati Children's Hospital and Kroger for the 2017 Community Makeover in Evanston. The project included \$95,000 in improvements to the Hoffman Recreation Area baseball field and the construction of the Wayne Lurix Memorial Nature Playscape at Evanston Recreation Center totaling \$290,000.
- Partnered with Cincinnati Golden Gloves for parking lot improvements at the Over-the-Rhine Recreation Center valued at \$101,000.
- Partnered with FC Cincinnati to open the first futsal court in Cincinnati at the Dempsey Recreation Area in Price Hill. The project is valued at \$40,000.
- Partnered with Keep Cincinnati Beautiful and Lowe's to make \$25,000 in park improvements at the Hanna Recreation Area in Over-the-Rhine.
- Partnered with Motz Turf Farms to make \$20,000 in improvements to the baseball fields at Oskamp Recreation Area in Westwood.
- Partnered with Billy Casper Golf to make \$10,000 in landscaping improvements at the Bush, Corryville, and Lincoln Recreation Centers.
- Clubhouse improvements totaling \$1.2 million were made at the Glenview Golf Course. An outdoor tent/pavilion area was added to better accommodate golf outings and other events. Restroom facilities were renovated and other updates were made to meet the requirements of the Americans with Disabilities Act (ADA).

*Sewers [Metropolitan Sewer District (MSD)]*

- MSD Deputy Director MaryLynn Lodor received the 2017 Award for Individual Excellence from the Ohio Stormwater Association for demonstrating exceptional awareness and dedication to advancing stormwater practices in the State of Ohio.
- MSD's Muddy Creek Wastewater Treatment Plant earned a "Platinum 6" Peak Performance award from the National Association of Clean Water Agencies (NACWA) for 100 percent compliance over a six-year period (2011-2016) with its National Pollutant Discharge Elimination System (NPDES) permit.
- MSD's Little Miami, Mayflower, Mill Creek, Polk Run, and Taylor Creek Wastewater Treatment Plants earned a Gold Peak Performance Award, and the Sycamore Creek and Indian Creek Wastewater Treatment Plants earned a Silver Peak Performance Award from NACWA.

## Operating Budget Summary

### FY 2018 Accomplishments



- Brad Blankenship, an MSD Wastewater Treatment Plant Operator at the Mill Creek Wastewater Treatment Plant, earned his Class IV wastewater operator license from the Ohio EPA. This is the highest certification an operator can achieve.
- Tim Ball, an MSD Wastewater Treatment Plant Operator at the Indian Creek Wastewater Treatment Plant, was named the 2017 Awesome Operator for the Southwest Ohio section by the Ohio Water Environment Association.
- Ten MSD employees - Mike Davis, Zach Fischesser, Chris Hall, John Hredzak, Bill Lutz, Steven Parker, Kari Raisor, Jeff Schaber, Todd Trabert, and Renee Tyree - were awarded certification in green infrastructure by the National Green Infrastructure Certification Program.

#### *Stormwater Management Utility (SMU)*

- Responded to the largest Ohio River flooding event in over 20 years including installation of five (5) flood gates and operating Barrier Dam at full capacity for the first time in its history.
- Improved the reliability of Barrier Dam by performing year-round maintenance on the components of the facility.
- Removed silt that accumulated in the Mill Creek upstream of the Barrier Dam to prevent it from damaging the facility's pumps.
- Completed a cost of service study.
- Implemented the City's NPDES/MS4 program.
- Provided a high level of service to DOTE's expanded street paving program with no additional revenue.
- Worked in conjunction with MSD, DOTE, and B&I to resolve drainage and erosion issues at various locations across the City.
- Participated in the development of the City's improved plan review process.
- Participated in the City's Extreme Weather Task Force.
- Increased the proactive condition assessment of its linear infrastructure via a second Closed Circuit Television (CCTV) unit.
- Became one employing unit within GCWW.
- Maintained a full-time presence in the City's One Stop Shop for the first time.

#### *Transportation and Engineering*

- Completed signage for Central Business District (CBD) Wayfinding, Westwood Bike Trail, Eighth Street Design District, and Wasson Way Trail.



- DOTE participated in developing Neighborhood Plans for East Price Hill, Sayler Park, Oakley, West Price Hill, and Westwood.
- Coordinated neighborhood traffic flow and safety studies for Pleasant Ridge, Bond Hill, Roselawn, Mt. Washington, East Walnut Hills (two-way study), and North Avondale.
- Issued and inspected 10,320 Right-of-Way Permits.
- Completed a study to quantify the impacts to City streets due to cuts made by street opening permits. As a result, DOTE increased permit fees, which allows the Department to do more street rehabilitation work.
- Completed annual inspections for 235 bridges and 20 non-routine bridges.
- Completed 183 wall inspections.
- Completed the Marburg Bridge Replacement Project.
- Completed the Landslide Correction at Hillside and Tyler Project.
- Performed identification, geotechnical investigation and evaluation, monitoring, design and construction review of Area 1 and Area 2 of the Riverside Drive Landslide Repair Project.
- Downtown Fiber Optic Cable Project (\$8.3 million construction contract): Managed design of contract plans, completed procurement, bidding and award, with construction now underway.
- Zone 9 Fiber Optic Cable Project (\$4.2 million construction contract): Managed design of contract plans, completed procurement, bidding and award, with construction now underway.
- CBD Retiming Project (\$361,162 contract): Completed development of RFP, completed procurement, bidding and award of contract, with design now underway.
- Repaved an estimated 110 lane miles (LM) of street paving in FY 2018, leveraging approximately \$750,000 in outside grant sources from the Ohio Department of Transportation (ODOT) Urban Paving Program.
- Completed 246 lane miles of preventative maintenance surface treatments.
- Completed the \$4.3 million Northside Arterial Improvement project.
- Completed the \$5.4 million West Martin Luther King Improvement project.
- Completed the \$1.5 million Wasson Way Phase I project.

#### *Water Works*

- A new lead website, self-service phone system, and a customer lead line lookup tool were all launched. These will enable customers to look up their address and if needed, submit a request for a water sample. This has increased our lead public education efforts.

## Operating Budget Summary

### FY 2018 Accomplishments

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- In the GCWW Supply Division, the addition of “floaters” were added, they are trained on all major function areas performed by the crew and will provide backup flexibility per crew and cut down on overtime.
- GCWW maintained compliance with all drinking water regulations, handled the largest algae bloom ever recorded on the Ohio River, and recognized a source water protection plan that won an award from Ohio EPA.
- GCWW’s Fire Hydrant Salvage Program strips all reusable parts of fire hydrants and sends the remaining scrap to the salvage yard for additional savings. This program has saved an estimated \$750,000 since 2012.
- GCWW increased its presence on Social Media such as Facebook, assisted with the coordination of the First Inaugural GCWW week, revamped the GCWW intranet site “The Tap” as well as the City’s Web re-fresh, and brought back the GCWW “Works” internal communication piece.



## **Section 3: Financial Summaries**



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The City of Cincinnati's Operating Budget is developed by fund. By law, each fund is balanced to its resources. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The Recommended FY 2019 All Funds Operating Budget Update includes: the General Fund; (Principal) Restricted Funds; and Other Restricted Funds.

General Fund

In governmental accounting, the General Fund is the primary operating fund. Much of the usual activities of a municipality are supported by the General Fund. The General Fund accounts for 37.2% of the total Recommended FY 2019 Operating Budget. Table XX General Fund Multi-Year Forecast FY 2018-2022, includes the FY 2017 Actual Revenues and Expenditures, the FY 2018 Approved Budget, the Recommended FY 2019 Budget Update, and projected revenues and expenditures for Fiscal Years 2020, 2021, and 2022. The Recommended FY 2019 Budget Update is structurally balanced. The forecast for FY 2020-2022 shows expenditures growing at a faster pace than revenues. However, each year the Administration will recommend a structurally balanced budget, therefore eliminating the deficits reflected below.

Table XX - General Fund Forecast 2018 – 2022

Table with 7 columns: Cash Basis, FY 2017 Actuals, FY 2018 Adjusted, FY 2019 Recommended, FY 2020 Projected, FY 2021 Projected, FY 2022 Projected. Rows include Total Revenues, Total Expenditures, Revenues over Expenditures, Transfers, Cancellation of Prior Year's Encumbrances, Subtotal Fund Balance Net Increase/Decrease, Fund Balance at Beginning of Year, and Fund Balance at End of Year.

- 1. Actual revenues and expenditures per the Year End Report, June 30, 2017.
2. FY 2018 financial information reflects year to date revenue and expenditure information through April 30, 2018 and assumes budgetary amounts for the remaining months for all revenues except income tax.
3. FY 2019 through FY 2022 Income Tax Revenues based on forecast from University of Cincinnati Economics Center dated May 2018 and a 1.0% growth factor for other revenues.
4. FY 2020 through FY 2022 Expenditures assumes a 2.0% annual increase on Safety personnel, a 1.0% increase on Non Safety personnel, a 10% increase in health care expenses, and a 1.0% increase for all other expenditures.
5. FY 2018 Transfers In include budgeted transfers in and the one time use of the contingency fund in the amount of \$824,000 for one time events.
6. FY 2019 Transfers Out of the General Fund to the Bond Retirement Fund is for the Police & Fire Pension debt service.
7. See Table XXI General Fund Reserves for further explanation of fund balance.



Estimated General Fund Reserves

City Council adopted a Funds Stabilization Policy via Ordinance No. 0253-2015 that sets the percentages of various components of the City’s reserve accounts with a long-term goal to grow the reserves to two months of prior year revenues or 16.7%. The chart below projects the balances of reserve funds assuming revenue and expenditure estimates for the end of FY 2018 are as budgeted. The projected fund balance is 10.41% of prior year revenues. This fund balance meets the minimum reserve of 10.0% discussed with bond rating agencies but falls well below the Funds Stabilization Policy of 16.7%.

Table XXI - General Fund Estimated Reserves as of June 30, 2018

Estimated General Fund Revenue 2018 <sup>(1)</sup>				\$ 389,925,913
		Estimated Balance	Estimated Percentage	Policy Percentage
General Fund Carryover <sup>(2)</sup>	\$	6,555,969	1.68%	1.50%
Working Capital Reserve <sup>(3)</sup>	\$	27,418,000	7.03%	13.29%
Emergency Reserve <sup>(4)</sup>	\$	2,573,000	0.66%	0.66%
Reserve for Weather Events, Other Emergency and One-Time Needs <sup>(5)</sup>	\$	4,049,676	1.04%	1.25%
	Total \$	40,596,645	10.41%	16.70%

1. Revenue projection based on collections through April 2018 and amended per University of Cincinnati Economics Center forecast for income tax and other minor adjustments.  
 2. FY 2018 General Fund Carryover amount based on General Fund Forecast Table.  
 3. Working Capital Reserve includes Transfer In from 2017 Close-out of \$665,000 plus interest earned and estimated for 4th Quarter interest.  
 4. Emergency Reserve includes 2017 Close-out amount added of \$3,000.  
 5. Reserve for Weather Events, Other Emergency and One-Time Needs includes 2017 Close-out amount added of \$999,000 and reductions for Fire Recruits (\$300,000) and Flood Event Costs (\$524,000).

Future budgets will require expenditure reductions or new revenue sources to remain structurally balanced. As with the prior budgets, the FY 2020-2021 Biennial Budget will be structurally balanced.

Significant changes in fund revenues, resources, expenditures, or balances in each fund are described in this section of the Recommended FY 2019 Budget Update document. This section includes the following tables and narratives:

1. **All Funds Operating Budget by Fund** lists the FY 2018 Approved Budget, the FY 2019 Approved Budget, the FY 2019 Recommended Budget Update, and the change between the FY 2019 Approved Budget and FY 2019 Recommended Budget Update.
2. **All Funds Operating Budget Summary by Department** is similar to the All Funds Operating Budget By Fund, but it provides the budget comparison by department rather than by fund.



3. **General Fund Operating Budget Summary by Department** lists the General Fund FY 2018 Approved Budget, the FY 2019 Approved Budget, and the FY 2019 Recommended Budget Update by department. It also includes the change from the FY 2019 Approved Budget to the FY 2019 Recommended Budget Update.

*Note: This table does not include “Transfers Out” which, if included, would result in a General Fund total of \$406.0 million in the FY 2019 Recommended Budget Update column.*

4. **Restricted Funds Operating Budget** lists the operating budget funded by Principal Restricted Funds for the FY 2018 Approved Budget, the FY 2019 Approved Budget, and the FY 2019 Recommended Budget Update by fund. It also includes the change from the FY 2019 Approved Budget to the FY 2019 Recommended Budget Update.
5. **Other Restricted Funds Operating Budget by Fund** lists various other restricted funds for the FY 2018 Approved Budget, the FY 2019 Approved Budget, and the FY 2019 Recommended Budget Update by fund. It also includes the change from the FY 2019 Approved Budget to the FY 2019 Recommended Budget Update.
6. **All Funds Non-Departmental Budget Summary** lists all Non-Departmental accounts. These accounts contain expenditures that are important to the operation of the City government that do not fall within the functional assignment of any department or agency, or which provide for expenditures related to more than one department or agency. There are three categories:
  - **Non-Departmental Benefits:** include employee-benefit related expenses such as the Public Employees Assistance Program (PEAP), Workers' Compensation, Unemployment Compensation, and Lump Sum Payments paid to employees at termination or retirement for accumulated leave balances.
  - **Non-Departmental Accounts:** include various City-wide expenditures such as fees paid to Hamilton County and the County Clerk, Audit and Examiner's fees, Enterprise Software and Licenses, payments to the Cincinnati Public Schools, and more.
  - **Reserve for Contingencies:** an amount set aside in the operating budget for unforeseen events or damages.

### Notes About the Non-Departmental Accounts

For the FY 2018-2019 Biennial Budget, the “957 - Mayor’s Office Obligations” and the “959 - City Manager’s Obligations” accounts were included in the department totals for the Office of the Mayor and the City Manager’s Office respectively. For the Recommended FY 2019 Budget Update, this has been reversed, and the FY 2018 and FY 2019 amounts for these two accounts are now reflected in the Non-Departmental accounts.

There is a significant decrease in the “942 - Hamilton County Treasurer & Auditor Fees” account from the FY 2019 Approved Budget to the Recommended FY 2019 Budget Update. The third and final payment to Hamilton County to repay a tax liability arising from an error that provided the City with



an incorrect amount of estate tax revenue was originally budgeted to be paid in FY 2019. However, the repayment of \$1.3 million was made in FY 2018 from the unappropriated surplus of the General Fund via Ordinance No. 0287-2017.

A glossary listing of the non-departmental accounts is provided below:

911 – Contributions to City Pension – This account is currently being used to pay debt service from Enterprise and Internal Service funds for the bonds sold to pay off Early Retirement Incentive Program (ERIP) amounts due per settlement. All other funds pay debt service on these bonds by a transfer out to the Bond Retirement Fund.

919 – Public Employees Assistance Program (PEAP) – An annual charge to funds to subsidize the PEAP program which is a professional, confidential counseling service designed to help employees and their family members manage work and personal problems. PEAP services are provided at the direct request of an employee or member of an employee's family, or upon disciplinary referral by an employee's supervisor.

921 – Workers' Compensation Insurance – An annual charge to funds to cover expenses related to the Workers' Compensation program and Employee Safety program.

922 – Police and Fire Fighters' Insurance – General Fund account that pays beneficiaries of current and retired sworn Police and Fire Fighters who have passed away. Amounts paid are based on the terms included in current Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) labor contracts.

923 – State Unemployment Compensation – Monthly payments to the State of Ohio for unemployment claims of the City of Cincinnati.

924 – Lump Sum Payments – Payments made upon retirement for outstanding vacation, sick, and other accruals. Funds for these payments are not included in departmental budgets but are paid from this account in the employee's home fund.

941 – Audit & Examiner's Fees – General Fund charges for the annual audit of the City of Cincinnati and related expenses based on the Comprehensive Annual Financial Report (CAFR).

942 – Hamilton County Treasurer & Auditor Fees – Fees paid to Hamilton County for work on Property Tax, Tax Increment Financing (TIF) payments in lieu of taxes, and special assessments.

943 – County Clerk Fees – General Fund payments to the Hamilton County Clerk of Courts for services related to collection of parking tickets.

944 – General Fund Overhead – An annual amount is charged to funds to reimburse the General Fund for support services provided to each of those funds.



- 946 – Election Expense – Payment to the Hamilton County Board of Elections for the City’s portion of election expenses. Other miscellaneous election expenses incurred by the Clerk of Council’s Office also are paid from this account.
- 951 – Judgments Against the City – This account is used to cover the expenses attributable to claims against the City due to liability suits, court judgments, and out of court settlements.
- 952 – Enterprise Software and Licenses – This account is used to cover software licensing and maintenance agreement expenses needed to support the cost of software that is used citywide.
- 953 – Memberships & Lobbyists – This account is used to cover expenses related to annual City membership fees for professional organizations such as the Ohio Municipal League and the Hamilton County Municipal League as well as the costs of the City’s federal and state lobbyists.
- 954 – Special Investigations/Studies – This account is used to cover expenses related to special investigations or studies as deemed necessary by the City.
- 957 – Mayor’s Office Obligations – This account is used to cover miscellaneous expenses of the Mayor’s Office. This account will be consolidated into the newly titled “959 – Other City Obligations” account for the Recommended FY 2019 Budget Update.
- 959 – Other City Obligations – The name of this account was changed in the Recommended FY 2019 Budget Update from “959 – City Manager’s Obligations” to reflect the consolidation of the “959 – City Manager’s Office Obligations” and the “957 – Mayor’s Office Obligations” into one account. This funding is appropriated to cover the cost of miscellaneous expenses related to the Mayor’s and City Manager’s office operations.
- 961 – ETS Information Infrastructure Security – This account is used to cover citywide information technology infrastructure security costs and represents the Information Security Capital match. These funds provide additional resources for Information Security Capital needs.
- 963 – Downtown Special Improvement District – Special assessment payments by General Fund departments with property holdings within the Downtown Special Improvement District are made from this account.
- 965 – Cincinnati Public Schools – Payment of \$5,000,000 annually to the Cincinnati Public Schools (CPS) based on an agreement from 1999 and amended in 2002 with the School Board. (Note: This expenditure has been shifted to the FY 2019 Capital Budget.)
- 966 – Cincinnati Music Hall – Payment of \$100,000 annually from the Parking Fund (Town Hall Garage) to the Cincinnati Arts Association per the Corbett Agreement.



968 – Greater Cincinnati Redevelopment Authority – Payment to the Greater Cincinnati Redevelopment Authority, formerly the Port Authority of Greater Cincinnati, from the General Fund for operating expenses.

981 – Motorized and Construction Equipment (MCEA) – This is an equipment account used for purchases of automobiles, trucks, backhoes, etc.

982 – Office and Technical Equipment (OTEA) – This is an equipment account used for purchases of desks, office partitions, calculators, etc.

990 – Reserve for Contingencies – An amount included in the annual budget of a fund for contingencies that might arise during the fiscal year. Expenditure of these funds requires an ordinance from the City Council to be used. An ordinance would need to transfer an amount from the reserve to an account where it would be spent.

991 – Mediation and Arbitration Reserve – This account includes funds held in reserve pending the outcome of expenses awarded through labor mediation or arbitration.

The Departmental Budgets section of the document contains a tab for the Non-Departmental Budgets by Program Group.

## Financial Summaries

Financial Summaries (otherwise known as 'Fund Tables') for the General Fund and each Principal Restricted Fund follow the Non-Departmental Budget Summary. The Fund Tables include a description of the fund and a table that includes the respective funds' revenues, expenditures and fund balance information. Actual revenues and expenditures for FY 2017 and the FY 2018 Budget Estimate are included as well as the Approved FY 2019 Budget and the Recommended FY 2019 Budget Update. Also provided is the change from the Approved FY 2019 Budget to the Recommended FY 2019 Budget Update.

The Principal Restricted Funds are provided alphabetically and include: 9-1-1 Cell Phone Fees; Bond Hill Roselawn Stabilization & Revitalization Operations; Bond Retirement; Cincinnati Area Geographic Information Systems (CAGIS); Cincinnati Riverfront Park (Smale); Community Health Center Activities; Convention Center; County Law Enforcement Applied Regionally (CLEAR); General Aviation; Hazard Abatement; Income Tax-Infrastructure; Income Tax-Transit; Metropolitan Sewer District\*; Municipal Golf; Municipal Motor Vehicle License Tax; Parking Systems Facilities; Recreation Special Activities; Safe and Clean; Sawyer Point; Stormwater Management; Street Construction Maintenance & Repair; and Water Works.

### *Community Health Center Activities Fund*

During FY 2018, Ordinance No. 0240-2017 was passed by the City Council which changed the name of the Health Services Fund to the Community Health Center Activities Fund. This Ordinance also merged all health center activity into the newly named fund by transferring the remaining balances in three other restricted funds: the State Health Program Income Fund, the Federal Health Program Income Fund, and the Health Stores Fund. The FY 2018 Estimate for this fund reflects the additional revenue and expenses that were approved via this Ordinance.



**Additional Appropriated Funds Beginning in FY 2018**

Beginning in FY 2018, seven restricted funds became Principal Restricted Funds due to the recurring activity within those funds. These newly appropriated funds include: 9-1-1 Cell Phone Fees; Bond Hill Rose-lawn Stabilization & Revitalization Operations; Cincinnati Area Geographic Information System (CAGIS); Cincinnati Riverfront Park (Smale); County Law Enforcement Applied Regionally (CLEAR); Hazard Abatement; and Safe and Clean.

For these funds, the FY 2018-2019 Biennial Budget showed an estimated undesignated beginning and ending balance for the FY 2016 Actuals and the FY 2017 Budget Estimate because these funds were not appropriated during these fiscal years. Because of this, there may be slight differences between those balances and the FY 2017 Actuals and the FY 2018 Budget Estimate now that these funds are appropriated.

**Notes About the Fund Tables**

The Fund Tables for each Principal Restricted Fund contain a column titled "FY 2018 Estimate," which reflects any mid-year changes during FY 2018 that would affect that fund. For instance, expenditures for the FY 2018 Estimate reflect any Adjusted Authorizations for that fund through April 30, 2018 as well as any material changes in expenses that have occurred during FY 2018. The FY 2018 Estimate information was used to inform the Recommended FY 2019 Budget Update for these funds much like the FY 2017 Estimate information was used to inform the Approved FY 2018 Budget for these funds.

*9-1-1 Cell Phone Fees Fund*

The 9-1-1 Cell Phone Fees Fund accounts for the receipts of all 9-1-1 wireless surcharge fees. The FY 2018 Budget Estimate has been adjusted in order to account for expenditures that reflect actual and planned expenses in FY 2018.

*Cincinnati Area Geographic Information System (CAGIS) Fund*

The Cincinnati Area Geographic Information System (CAGIS) Fund relates to the operations of an area-wide geographic information system. The FY 2018 Budget Estimate has been adjusted in order to account for additional realized prior year cancellations and prior year revenue received in FY 2018 as well as expenditures that reflect actual and planned expenses in FY 2018.

*County Law Enforcement Applied Regionally (CLEAR) Fund*

The County Law Enforcement Applied Regionally (CLEAR) Fund relates to the operations of a county-wide law enforcement technology system that is administered by the City. The FY 2018 Budget Estimate has been adjusted to account for additional realized prior year revenue received in FY 2018 as well as expenditures that reflect actual and planned expenses in FY 2018.

*\*Note: The Metropolitan Sewer District (MSD) Fund is provided for reference purposes only. MSD's budget is approved by the Hamilton County Board of County Commissioners in December of each year. The County budget (including MSD) is on a calendar year basis, which runs from January 1st through December 31st.*



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## Financial Summaries

### All Funds Operating Budget by Fund

	FY 2018 Approved Budget	FY 2019 Approved Budget	FY 2019 Recommended Update	Change FY 2019 Approved to FY 2019 Update
General Fund	395,720,560	393,238,380	403,429,220	10,190,840
<b>Principal Restricted Funds</b>				
9-1-1 Cell Phone Fees	1,424,410	1,424,410	1,790,110	365,700
Bond Hill Roselawn Stabilization & Revitalization Operations	200,000	200,000	200,000	0
Bond Retirement	117,122,640	118,277,740	125,171,620	6,893,880
Cincinnati Area Geographic Information System (CAGIS)	5,099,100	5,202,110	4,724,530	(477,580)
Cincinnati Riverfront Park	504,230	507,040	929,180	422,140
Community Health Center Activities	10,234,830	10,477,630	24,505,320	14,027,690
Convention Center	9,246,930	9,246,670	9,274,940	28,270
County Law Enforcement Applied Regionally (CLEAR)	5,829,080	5,399,950	5,306,070	(93,880)
General Aviation	2,042,110	2,097,340	2,055,830	(41,510)
Hazard Abatement	1,030,620	1,029,860	1,038,260	8,400
Income Tax-Infrastructure	19,254,750	20,025,940	20,509,450	483,510
Income Tax-Transit	58,697,520	55,535,560	53,668,740	(1,866,820)
Metropolitan Sewer District	226,195,290	228,800,980	217,521,990	(11,278,990)
Municipal Golf	5,785,840	5,911,680	6,139,800	228,120
Municipal Motor Vehicle License Tax	2,899,450	2,991,860	3,053,650	61,790
Parking System Facilities	11,648,180	11,848,050	11,870,820	22,770
Recreation Special Activities	5,214,670	5,201,120	5,050,420	(150,700)
Safe and Clean	85,000	50,000	50,000	0
Sawyer Point	1,685,030	1,694,360	1,735,070	40,710
Stormwater Management	12,967,350	13,168,310	17,516,920	4,348,610
Street Construction Maintenance & Repair	11,297,060	11,678,780	11,912,340	233,560
Water Works	132,532,920	137,418,850	139,313,660	1,894,810
<b>Principal Restricted Total</b>	<b>640,997,010</b>	<b>648,188,240</b>	<b>663,338,720</b>	<b>15,150,480</b>
Other Restricted Funds	33,425,450	34,173,810	23,122,260	(11,051,550)
<b>Grand Total</b>	<b>1,070,143,020</b>	<b>1,075,600,430</b>	<b>1,089,890,200</b>	<b>14,289,770</b>

# Financial Summaries

## All Funds Operating Budget Summary by Department



	FY 2018 Approved Budget	FY 2019 Approved Budget	FY 2019 Recommended Update	Change FY 2019 Approved to FY 2019 Update
City Council	2,094,140	1,893,330	2,064,960	171,640
Office of the Mayor	725,520	692,220	821,930	129,710
Clerk of Council	685,010	663,610	648,820	(14,790)
City Manager	9,668,740	9,254,100	8,761,700	(492,400)
Buildings & Inspections	11,425,630	11,012,840	12,370,910	1,358,070
Citizen Complaint Authority	673,050	648,680	671,070	22,390
City Planning	743,140	722,420	650,050	(72,370)
Community & Economic Development	9,270,770	8,658,650	6,905,820	(1,752,830)
Enterprise Services	19,944,720	20,151,270	20,529,240	377,970
Economic Inclusion	1,433,160	1,412,900	1,285,670	(127,230)
Enterprise Technology Solutions	16,943,160	16,665,710	16,947,570	281,860
Finance	125,622,720	126,862,990	133,521,630	6,658,640
Fire	111,400,650	109,976,290	117,523,390	7,547,100
Health	51,460,600	52,457,040	54,349,420	1,892,380
Human Resources	2,230,870	2,439,860	2,195,460	(244,400)
Law	7,505,760	7,089,110	8,012,150	923,040
Parks	18,123,620	18,431,240	19,512,140	1,080,900
Police	152,901,610	153,653,450	162,362,150	8,708,700
Public Services	41,151,140	41,982,890	42,558,010	575,120
Recreation	27,833,460	27,890,590	29,487,480	1,596,900
Sewers	222,719,560	225,290,500	211,772,250	(13,518,250)
Stormwater Management Utility	7,611,410	7,735,830	8,275,410	539,580
Transportation & Engineering	12,777,300	13,584,440	12,711,260	(873,180)
Water Works	128,430,120	133,778,310	134,862,460	1,084,150
SORTA	60,305,400	57,420,920	52,770,340	(4,650,580)
<b>Department Total</b>	<b>1,043,681,260</b>	<b>1,050,369,190</b>	<b>1,061,571,290</b>	<b>11,202,120</b>
Non-Departmental Benefits	6,243,190	4,689,790	6,685,270	1,995,480
General Fund Overhead	9,911,060	10,065,270	10,973,840	908,570
Non-Departmental Accounts	12,926,530	13,488,380	7,953,740	(5,534,640)
Reserve for Contingencies	300,000	312,070	0	(312,070)
<b>Non-Departmental Budgets Total</b>	<b>29,380,780</b>	<b>28,555,510</b>	<b>25,612,850</b>	<b>(2,942,660)</b>
<b>Total</b>	<b>1,073,062,040</b>	<b>1,078,924,700</b>	<b>1,087,184,140</b>	<b>8,259,460</b>



## Financial Summaries

### General Fund Operating Budget Summary by Department

	FY 2018 Approved Budget	FY 2019 Approved Budget	FY 2019 Recommended Update	Change FY 2019 Approved to FY 2019 Update
City Council	2,094,140	1,893,330	2,064,960	171,640
Office of the Mayor	725,520	692,220	821,930	129,710
Clerk of Council	685,010	663,610	648,820	(14,790)
City Manager	9,497,330	9,082,240	8,429,280	(652,960)
Buildings & Inspections	10,325,960	9,913,030	11,274,470	1,361,440
Citizen Complaint Authority	673,050	648,680	671,070	22,390
City Planning	743,140	722,420	650,050	(72,370)
Community & Economic Development	8,519,390	7,892,820	6,108,140	(1,784,680)
Economic Inclusion	1,118,880	1,090,450	970,300	(120,150)
Enterprise Technology Solutions	5,543,980	5,510,460	6,095,890	585,430
Finance	7,351,790	7,459,680	7,219,310	(240,370)
Fire	111,400,650	109,976,290	117,523,390	7,547,100
Health	16,949,290	16,741,460	17,068,130	326,670
Human Resources	1,912,010	2,115,590	1,785,550	(330,040)
Law	7,136,430	6,710,590	7,632,840	922,250
Parks	9,113,620	9,292,980	8,897,880	(395,100)
Police	149,685,730	150,421,790	158,724,350	8,302,560
Public Services	16,416,050	16,293,600	15,238,790	(1,054,810)
Recreation	15,445,460	15,323,390	16,120,970	797,590
Transportation & Engineering	3,199,300	3,249,390	3,081,220	(168,170)
<b>Department Total</b>	<b>378,536,730</b>	<b>375,694,020</b>	<b>391,027,340</b>	<b>15,333,340</b>
Non-Departmental Benefits	4,459,760	4,256,430	4,448,140	191,710
Non-Departmental Accounts	12,724,080	13,281,880	7,953,740	(5,328,140)
Reserve for Contingencies	0	6,070	0	(6,070)
<b>Non-Departmental Budgets Total</b>	<b>17,183,840</b>	<b>17,544,380</b>	<b>12,401,880</b>	<b>(5,142,500)</b>
<b>Grand Total</b>	<b>395,720,570</b>	<b>393,238,400</b>	<b>403,429,220</b>	<b>10,190,840</b>

# Financial Summaries

## Restricted Funds Operating Budget



	FY 2018 Approved Budget	FY 2019 Approved Budget	FY 2019 Recommended Update	Change FY 2019 Approved to FY 2019 Update
<b>Principal Restricted Funds</b>				
9-1-1 Cell Phone Fees	1,424,410	1,424,410	1,790,110	365,700
Bond Hill Roselawn Stabilization & Revitalization Operations	200,000	200,000	200,000	0
Bond Retirement	117,122,640	118,277,740	125,171,620	6,893,880
Cincinnati Area Geographic Information System (CAGIS)	5,099,100	5,202,110	4,724,530	(477,580)
Cincinnati Riverfront Park	504,230	507,040	929,180	422,140
Community Health Center Activities	10,234,830	10,477,630	24,505,320	14,027,690
Convention Center	9,246,930	9,246,670	9,274,940	28,270
County Law Enforcement Applied Regionally (CLEAR)	5,829,080	5,399,950	5,306,070	(93,880)
General Aviation	2,042,110	2,097,340	2,055,830	(41,510)
Hazard Abatement	1,030,620	1,029,860	1,038,260	8,400
Income Tax-Infrastructure	19,254,750	20,025,940	20,509,450	483,510
Income Tax-Transit	58,697,520	55,535,560	53,668,740	(1,866,820)
Metropolitan Sewer District	226,195,290	228,800,980	217,521,990	(11,278,990)
Municipal Golf	5,785,840	5,911,680	6,139,800	228,120
Municipal Motor Vehicle License Tax	2,899,450	2,991,860	3,053,650	61,790
Parking System Facilities	11,648,180	11,848,050	11,870,820	22,770
Recreation Special Activities	5,214,670	5,201,120	5,050,420	(150,700)
Safe and Clean	85,000	50,000	50,000	0
Sawyer Point	1,685,030	1,694,360	1,735,070	40,710
Stormwater Management	12,967,350	13,168,310	17,516,920	4,348,610
Street Construction Maintenance & Repair	11,297,060	11,678,780	11,912,340	233,560
Water Works	132,532,920	137,418,850	139,313,660	1,894,810
<b>Principal Restricted Total</b>	<b>640,997,010</b>	<b>648,188,240</b>	<b>663,338,720</b>	<b>15,150,480</b>
Other Restricted Funds	33,425,450	34,173,810	23,122,260	(11,051,550)
<b>Grand Total</b>	<b>674,422,460</b>	<b>682,362,050</b>	<b>686,460,980</b>	<b>4,098,930</b>



## Financial Summaries

### Other Restricted Funds Operating Budget by Fund

Fund - Fund Name	FY 2018 Approved Budget	FY 2019 Approved Budget	FY 2019 Recommended Update	Change FY 2019 Approved to FY 2019 Update
317 - Urban Dev Property Operations	342,310	349,150	377,650	28,500
319 - Contributions For Recreation	245,810	248,200	250,380	2,180
324 - Recreation Fed Grant Project	397,040	397,090	308,220	(88,870)
326 - Park Donations/Special Activities	462,600	466,920	509,430	42,510
327 - W.M. Ampt Free Concerts	16,000	16,000	16,000	0
328 - Groesbeck Endowments	16,000	16,000	16,000	0
330 - Park Lodge/ Pavilion Deposits	650,840	651,990	473,040	(178,950)
332 - Krohn Conservatory	766,920	771,830	783,320	11,490
333 - Krohn Conservatory Trustee	41,530	42,360	20,000	(22,360)
336 - Telecommunications Services	21,000	21,000	21,000	0
349 - Urban Renewal Debt Retirement	684,300	639,890	647,180	7,290
350 - Public Health Research	1,860,650	1,896,670	2,014,420	117,750
353 - Home Health Services	8,712,170	9,049,850	2,775,670	(6,274,180)
354 - Household Sewage Treatment System Fees	49,500	47,600	42,000	(5,600)
363 - Solid Waste Disposal Control	83,470	85,810	88,700	2,890
367 - Criminal Actv Forfeiture Fed	360,000	365,000	416,000	51,000
369 - Criminal Actv Forfeiture State	1,275,000	1,284,000	1,701,500	417,500
370 - Drug Offender Fines Forfeiture	160,000	160,980	180,000	19,020
372 - DUI Enforcement	80,000	80,800	60,000	(20,800)
379 - Std/HIV Prevention Training	110	0	150	150
381 - Cincinnati Abatement Project	1,146,740	1,153,310	5,190	(1,148,120)
391 - Women & Infants Food Grnt Prog	3,653,180	3,786,350	3,586,860	(199,490)
394 - State Health Program Income	449,980	451,100	0	(451,100)
412 - Food Service License Fees	1,138,490	1,178,980	1,135,390	(43,590)
413 - Swimming Pool License Fees	80,970	83,070	87,680	4,610
415 - Immunization Action Plan	282,480	287,760	283,350	(4,410)
418 - Federal Health Program Income	3,746,170	3,836,850	0	(3,836,850)
420 - Public Employee Assistance Pro	601,840	606,220	608,640	2,420
425 - Heart Health In Ham County	281,260	295,650	224,730	(70,920)
444 - Armlerder Projects	69,840	69,840	0	(69,840)
446 - Health Network	2,669,560	2,760,790	3,064,270	303,480
448 - Health Care For The Homeless	240,170	238,440	250,980	12,540
630 - Cable Access Management	0	0	100,000	100,000
631 - Buildings Code Sales	6,950	7,090	7,090	0
749 - Retirement	18,600	18,600	18,600	0
791 - Sidewalk Assessments	150,000	150,000	150,000	0
792 - Forestry Assessments	1,954,310	1,939,890	2,163,410	223,520
793 - Blem Assessment	709,680	718,730	735,410	16,680
<b>Other Restricted Total</b>	<b>33,425,470</b>	<b>34,173,810</b>	<b>23,122,260</b>	<b>(11,051,550)</b>



## Financial Summaries

### Non-Departmental Budget Summary

	FY 2018 Approved Budget	FY 2019 Approved Budget	FY 2019 Recommended Update	Change FY 2019 Approved to FY 2019 Update
<b>Non-Departmental Benefits</b>				
Prior Year Pension Obligations	433,340	433,360	433,390	30
Public Employee Assistance Program	381,330	274,100	385,360	111,260
Workers Compensation	4,367,540	3,082,570	4,820,160	1,737,590
Police and Firefighters Insurance	300,000	291,650	290,230	(1,420)
Unemployment Compensation	173,000	142,970	168,150	25,180
Lump Sum Payments	587,980	465,140	587,980	122,840
<b>Non-Departmental Benefits Total</b>	<b>6,243,190</b>	<b>4,689,790</b>	<b>6,685,270</b>	<b>1,995,480</b>
General Fund Overhead	9,911,060	10,065,270	10,973,840	908,570
<b>Non-Departmental Accounts</b>				
Audit and Examiner's Fees	370,000	359,710	370,000	10,290
Hamco Treasurer & Auditor Fees	470,000	1,845,800	525,000	(1,320,800)
County Clerk Fees	350,000	340,260	350,000	9,740
Election Expense	650,000	145,830	154,890	9,060
Judgments Against the City	900,000	874,960	900,000	25,040
Enterprise Software and Licenses	3,900,790	3,792,250	4,673,790	881,540
Memberships & Lobbyists	193,370	187,330	260,620	73,290
HUD Section 108 Debt Service	0	0	0	0
Mayor's Office Obligations	41,380	41,190	0	(41,190)
Other City Obligations	103,540	101,180	174,440	73,260
Downtown Spec Improve District	45,000	43,750	45,000	1,250
ETS Information Infrastructure Security	102,450	104,500	0	(104,500)
Cincinnati Public Schools	5,000,000	4,860,890	0	(4,860,890)
Cincinnati Music Hall	100,000	102,000	0	(102,000)
Greater Cincinnati Redevelopment Authority	700,000	688,730	500,000	(188,730)
Property Investment Reim. Agreements	0	0	0	0
<b>Non-Departmental Accounts Total</b>	<b>12,926,530</b>	<b>13,488,380</b>	<b>7,953,740</b>	<b>(5,534,640)</b>
Reserve for Contingencies	300,000	312,070	0	(312,070)
<b>Total</b>	<b>29,380,780</b>	<b>28,555,510</b>	<b>25,612,850</b>	<b>(2,942,660)</b>



### General Fund

This fund accounts for receipts from the operating portion of property taxes, 1.55% of the City income tax, and licenses, permits and other receipts which provide monies for operations of all City departments not provided for by other funds or means.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	307,276,090	307,819,240	318,789,770	313,223,210	(5,566,560)
Licenses & Permits	15,783,790	16,845,900	16,595,500	23,766,930	7,171,430
Courts & Use of Money & Property	11,040,220	10,207,100	11,070,000	11,485,000	415,000
Revenue from Other Agencies	22,768,680	22,697,130	21,917,000	22,154,790	237,790
Charges for Services	25,956,850	28,772,570	27,461,000	31,221,770	3,760,770
Miscellaneous	7,019,810	3,583,970	2,134,940	2,996,080	861,140
<b>Revenue Subtotal</b>	<b>389,845,440</b>	<b>389,925,910</b>	<b>397,968,210</b>	<b>404,847,780</b>	<b>6,879,570</b>
Prior Year Cancellations	2,467,420	2,457,740	0	0	0
Transfers In	0	3,930,180	190,620	1,200,000	1,009,380
<b>Subtotal</b>	<b>2,467,420</b>	<b>6,387,920</b>	<b>190,620</b>	<b>1,200,000</b>	<b>1,009,380</b>
<b>Total Revenues/Resources</b>	<b>392,312,860</b>	<b>396,313,830</b>	<b>398,158,830</b>	<b>406,047,780</b>	<b>7,888,950</b>
<b>Expenditures/Uses</b>					
Personnel Services	231,864,850	234,144,830	234,320,170	243,871,770	9,551,600
Employee Benefits	89,765,530	92,196,880	92,517,980	99,339,870	6,821,890
Other Expenses	70,659,800	71,489,600	66,329,680	60,189,160	(6,140,520)
Properties	37,600	71,900	70,550	28,420	(42,130)
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>392,327,780</b>	<b>397,903,210</b>	<b>393,238,380</b>	<b>403,429,220</b>	<b>10,190,840</b>
Transfers Out	7,118,740	1,325,910	4,920,440	2,618,560	(2,301,880)
<b>Subtotal</b>	<b>7,118,740</b>	<b>1,325,910</b>	<b>4,920,440</b>	<b>2,618,560</b>	<b>(2,301,880)</b>
<b>Total Expenditures/Uses</b>	<b>399,446,520</b>	<b>399,229,120</b>	<b>398,158,820</b>	<b>406,047,780</b>	<b>7,888,960</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(7,133,660)</b>	<b>(2,915,290)</b>	<b>10</b>	<b>0</b>	<b>(10)</b>
FY Beginning Balance	16,604,930	9,471,270	5,699,410	6,555,980	856,570
FY Ending Balance	9,471,270	6,555,980	5,699,420	6,555,980	856,560



9-1-1 Cell Phone Fees

This fund accounts for the receipts of all fees in accordance with the Federal Communications Commission's rules relating to the collection of 9-1-1 wireless surcharge fees.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	1,441,450	1,300,000	1,300,000	1,340,000	40,000
Miscellaneous	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>1,441,450</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,340,000</b>	<b>40,000</b>
Prior Year Cancellations	0	0	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>1,441,450</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,340,000</b>	<b>40,000</b>
<b>Expenditures/Uses</b>					
Personnel Services	256,930	365,000	965,000	1,043,810	78,810
Employee Benefits	0	0	0	0	0
Other Expenses	438,940	859,410	459,410	746,300	286,890
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>695,870</b>	<b>1,224,410</b>	<b>1,424,410</b>	<b>1,790,110</b>	<b>365,700</b>
Transfers Out	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>695,870</b>	<b>1,224,410</b>	<b>1,424,410</b>	<b>1,790,110</b>	<b>365,700</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>745,580</b>	<b>75,590</b>	<b>(124,410)</b>	<b>(450,110)</b>	<b>(325,700)</b>
FY Beginning Balance	108,240	853,820	729,430	929,410	199,980
FY Ending Balance	853,820	929,410	605,020	479,300	(125,720)



### Bond Hill Roselawn Stabilization & Revitalization Operations

This fund provides a \$200,000 annual payment to The Community Economic Advancement Initiative for five years, effective July 1, 2016.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	0	0	0	0	0
Miscellaneous	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Prior Year Cancellations	0	0	0	0	0
Transfers In	1,000,000	0	0	0	0
<b>Subtotal</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	200,000	200,000	200,000	200,000	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>
Transfers Out	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>800,000</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>0</b>
FY Beginning Balance	0	800,000	600,000	600,000	0
FY Ending Balance	800,000	600,000	400,000	400,000	0



**Bond Retirement**

This fund is utilized to pay the debt service on general obligation bonds and notes issued to raise capital improvement funding. The primary source of revenue for the fund is a portion of the property tax (over and above the operating budget millage).

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	32,083,050	31,582,360	31,648,080	31,648,080	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	22,667,640	22,344,350	22,559,410	22,776,620	217,210
Revenue from Other Agencies	7,777,500	6,215,390	4,865,780	4,865,780	0
Charges for Services	0	0	0	0	0
Miscellaneous	33,849,690	50,000,000	50,000,000	50,000,000	0
<b>Revenue Subtotal</b>	<b>96,377,880</b>	<b>110,142,100</b>	<b>109,073,270</b>	<b>109,290,480</b>	<b>217,210</b>
Prior Year Cancellations	0	0	0	0	0
Transfers In	30,721,250	33,642,650	31,041,370	40,096,110	9,054,740
<b>Subtotal</b>	<b>30,721,250</b>	<b>33,642,650</b>	<b>31,041,370</b>	<b>40,096,110</b>	<b>9,054,740</b>
<b>Total Revenues/Resources</b>	<b>127,099,130</b>	<b>143,784,750</b>	<b>140,114,640</b>	<b>149,386,590</b>	<b>9,271,950</b>
<b>Expenditures/Uses</b>					
Personnel Services	201,840	331,350	304,130	317,090	12,960
Employee Benefits	76,570	107,340	88,810	124,430	35,620
Other Expenses	1,805,550	3,333,300	3,334,150	3,330,100	(4,050)
Properties	0	0	0	0	0
Debt Service	109,988,280	113,350,650	114,550,650	121,400,000	6,849,350
<b>Expenditures Subtotal</b>	<b>112,072,240</b>	<b>117,122,640</b>	<b>118,277,740</b>	<b>125,171,620</b>	<b>6,893,880</b>
Transfers Out	24,518,250	28,146,870	28,110,900	28,110,900	0
<b>Subtotal</b>	<b>24,518,250</b>	<b>28,146,870</b>	<b>28,110,900</b>	<b>28,110,900</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>136,590,490</b>	<b>145,269,510</b>	<b>146,388,640</b>	<b>153,282,520</b>	<b>6,893,880</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(9,491,360)</b>	<b>(1,484,760)</b>	<b>(6,274,000)</b>	<b>(3,895,930)</b>	<b>2,378,070</b>
FY Beginning Balance	77,159,350	67,667,990	51,941,920	66,183,230	14,241,310
FY Ending Balance	67,667,990	66,183,230	45,667,920	62,287,300	16,619,380



### Cincinnati Area Geographic Information System (CAGIS)

This fund accounts for the receipts and disbursements from Hamilton County and utility companies to fund an area-wide geographic information system. Fund expenditures are used for the CAGIS system.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	36,350	39,790	39,790	33,000	(6,790)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	4,277,220	4,308,510	4,308,510	4,407,000	98,490
Miscellaneous	0	401,580	0	0	0
<b>Revenue Subtotal</b>	<b>4,313,570</b>	<b>4,749,880</b>	<b>4,348,300</b>	<b>4,440,000</b>	<b>91,700</b>
Prior Year Cancellations	0	833,700	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>833,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>4,313,570</b>	<b>5,583,580</b>	<b>4,348,300</b>	<b>4,440,000</b>	<b>91,700</b>
<b>Expenditures/Uses</b>					
Personnel Services	1,648,120	1,781,620	2,168,740	1,821,390	(347,350)
Employee Benefits	548,380	557,350	648,710	682,900	34,190
Other Expenses	5,331,610	1,560,500	2,075,660	2,220,240	144,580
Properties	620	300,000	309,000	0	(309,000)
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>7,528,730</b>	<b>4,199,470</b>	<b>5,202,110</b>	<b>4,724,530</b>	<b>(477,580)</b>
Transfers Out	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>7,528,730</b>	<b>4,199,470</b>	<b>5,202,110</b>	<b>4,724,530</b>	<b>(477,580)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(3,215,160)</b>	<b>1,384,110</b>	<b>(853,810)</b>	<b>(284,530)</b>	<b>569,280</b>
FY Beginning Balance	2,601,020	(614,140)	(802,490)	769,970	1,572,460
FY Ending Balance	(614,140)	769,970	(1,656,300)	485,440	2,141,740



Cincinnati Riverfront Park

This fund accounts for the receipts related to the Cincinnati Smale Riverfront Park including donations, program funds, event funds, lease revenues, and common area maintenance income from public and private entities.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	305,720	15,000	15,000	15,000	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	723,590	708,000	708,000	780,000	72,000
Miscellaneous	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>1,029,310</b>	<b>723,000</b>	<b>723,000</b>	<b>795,000</b>	<b>72,000</b>
Prior Year Cancellations	0	10	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>1,029,310</b>	<b>723,010</b>	<b>723,000</b>	<b>795,000</b>	<b>72,000</b>
<b>Expenditures/Uses</b>					
Personnel Services	122,880	133,060	137,020	201,720	64,700
Employee Benefits	49,380	58,630	57,490	100,230	42,740
Other Expenses	373,620	312,530	312,530	627,230	314,700
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>545,880</b>	<b>504,220</b>	<b>507,040</b>	<b>929,180</b>	<b>422,140</b>
Transfers Out	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>545,880</b>	<b>504,220</b>	<b>507,040</b>	<b>929,180</b>	<b>422,140</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>483,430</b>	<b>218,790</b>	<b>215,960</b>	<b>(134,180)</b>	<b>(350,140)</b>
FY Beginning Balance	1,825,780	2,309,210	2,528,000	2,528,000	0
FY Ending Balance	2,309,210	2,528,000	2,743,960	2,393,820	(350,140)



### Community Health Center Activities

This fund receives revenue from third party claims and patient co-payments at all health center sites included in the Federally Qualified Health Centers' scope of operation. This fund supports wellness and preventive health maintenance for citizens.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	0	100,000	0	100,000	100,000
Charges for Services	8,771,090	19,478,300	10,546,290	22,792,440	12,246,150
Miscellaneous	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>8,771,090</b>	<b>19,578,300</b>	<b>10,546,290</b>	<b>22,892,440</b>	<b>12,346,150</b>
Prior Year Cancellations	0	185,860	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>185,860</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>8,771,090</b>	<b>19,764,160</b>	<b>10,546,290</b>	<b>22,892,440</b>	<b>12,346,150</b>
<b>Expenditures/Uses</b>					
Personnel Services	4,210,990	9,205,040	4,759,810	11,652,930	6,893,120
Employee Benefits	1,611,570	3,215,550	1,678,510	4,576,970	2,898,460
Other Expenses	3,994,850	6,554,720	4,039,310	8,275,420	4,236,110
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>9,817,410</b>	<b>18,975,310</b>	<b>10,477,630</b>	<b>24,505,320</b>	<b>14,027,690</b>
Transfers Out	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>9,817,410</b>	<b>18,975,310</b>	<b>10,477,630</b>	<b>24,505,320</b>	<b>14,027,690</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(1,046,320)</b>	<b>788,850</b>	<b>68,660</b>	<b>(1,612,880)</b>	<b>(1,681,540)</b>
FY Beginning Balance	2,305,090	1,258,770	1,870,570	2,047,620	177,050
FY Ending Balance	1,258,770	2,047,620	1,939,230	434,740	(1,504,490)



Convention Center

This fund receives the fees charged for the use of the privately-managed Duke Energy Convention Center and revenue from a portion of the Transient Occupancy Tax to pay for its operation, utilities, maintenance, and capital improvements.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	2,175,780	1,800,000	1,800,000	1,800,000	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	112,570	177,400	159,100	159,100	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	6,268,470	6,687,460	6,595,370	6,595,370	0
Miscellaneous	879,460	390,000	390,000	160,000	(230,000)
<b>Revenue Subtotal</b>	<b>9,436,280</b>	<b>9,054,860</b>	<b>8,944,470</b>	<b>8,714,470</b>	<b>(230,000)</b>
Prior Year Cancellations	0	0	0	0	0
Transfers In	420	0	0	0	0
<b>Subtotal</b>	<b>420</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>9,436,700</b>	<b>9,054,860</b>	<b>8,944,470</b>	<b>8,714,470</b>	<b>(230,000)</b>
<b>Expenditures/Uses</b>					
Personnel Services	63,780	105,130	110,090	124,260	14,170
Employee Benefits	26,540	46,040	48,210	54,150	5,940
Other Expenses	8,116,880	8,693,470	8,686,080	8,707,570	21,490
Properties	0	0	0	0	0
Debt Service	82,800	402,290	402,290	388,960	(13,330)
<b>Expenditures Subtotal</b>	<b>8,290,000</b>	<b>9,246,930</b>	<b>9,246,670</b>	<b>9,274,940</b>	<b>28,270</b>
Transfers Out	1,031,200	1,270,000	230,000	675,000	445,000
<b>Subtotal</b>	<b>1,031,200</b>	<b>1,270,000</b>	<b>230,000</b>	<b>675,000</b>	<b>445,000</b>
<b>Total Expenditures/Uses</b>	<b>9,321,200</b>	<b>10,516,930</b>	<b>9,476,670</b>	<b>9,949,940</b>	<b>473,270</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>115,500</b>	<b>(1,462,070)</b>	<b>(532,200)</b>	<b>(1,235,470)</b>	<b>(703,270)</b>
FY Beginning Balance	4,130,190	4,245,690	1,464,160	2,783,620	1,319,460
FY Ending Balance	4,245,690	2,783,620	931,960	1,548,150	616,190



### County Law Enforcement Applied Regionally (CLEAR)

This fund accounts for the revenues and expenditures associated with the County Law Enforcement Applied Regionally program system administered by the City.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	2,298,780	5,565,000	5,731,950	5,137,530	(594,420)
Charges for Services	0	0	0	0	0
Miscellaneous	0	1,556,990	0	0	0
<b>Revenue Subtotal</b>	<b>2,298,780</b>	<b>7,121,990</b>	<b>5,731,950</b>	<b>5,137,530</b>	<b>(594,420)</b>
Prior Year Cancellations	0	314,080	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>314,080</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>2,298,780</b>	<b>7,436,070</b>	<b>5,731,950</b>	<b>5,137,530</b>	<b>(594,420)</b>
<b>Expenditures/Uses</b>					
Personnel Services	1,009,930	1,827,410	1,858,030	1,451,000	(407,030)
Employee Benefits	304,890	547,990	542,930	437,960	(104,970)
Other Expenses	2,677,840	2,933,690	2,979,000	3,397,110	418,110
Properties	0	0	0	0	0
Debt Service	0	19,990	19,990	20,000	10
<b>Expenditures Subtotal</b>	<b>3,992,660</b>	<b>5,329,080</b>	<b>5,399,950</b>	<b>5,306,070</b>	<b>(93,880)</b>
Transfers Out	20,010	19,990	19,990	19,990	0
<b>Subtotal</b>	<b>20,010</b>	<b>19,990</b>	<b>19,990</b>	<b>19,990</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>4,012,670</b>	<b>5,349,070</b>	<b>5,419,940</b>	<b>5,326,060</b>	<b>(93,880)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(1,713,890)</b>	<b>2,087,000</b>	<b>312,010</b>	<b>(188,530)</b>	<b>(500,540)</b>
FY Beginning Balance	1,033,860	(680,030)	(650,020)	1,406,970	2,056,990
FY Ending Balance	(680,030)	1,406,970	(338,010)	1,218,440	1,556,450



General Aviation

This fund accounts for revenues from hangar rental and other fees at Lunken Airport. Expenditures from this fund support maintenance and general operation of the municipally-owned Lunken Airport.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	58,160	25,000	25,000	25,000	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	2,120,960	2,025,000	2,025,000	2,025,000	0
Miscellaneous	1,750	0	0	0	0
<b>Revenue Subtotal</b>	<b>2,180,870</b>	<b>2,050,000</b>	<b>2,050,000</b>	<b>2,050,000</b>	<b>0</b>
Prior Year Cancellations	23,480	50,810	0	0	0
Transfers In	268,270	0	0	0	0
<b>Subtotal</b>	<b>291,750</b>	<b>50,810</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>2,472,620</b>	<b>2,100,810</b>	<b>2,050,000</b>	<b>2,050,000</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	685,370	795,230	833,740	841,520	7,780
Employee Benefits	242,830	346,020	348,690	378,350	29,660
Other Expenses	685,830	703,350	717,410	731,250	13,840
Properties	62,800	77,210	77,210	47,310	(29,900)
Debt Service	65,000	120,290	120,290	57,400	(62,890)
<b>Expenditures Subtotal</b>	<b>1,741,830</b>	<b>2,042,100</b>	<b>2,097,340</b>	<b>2,055,830</b>	<b>(41,510)</b>
Transfers Out	662,300	678,800	699,600	703,400	3,800
<b>Subtotal</b>	<b>662,300</b>	<b>678,800</b>	<b>699,600</b>	<b>703,400</b>	<b>3,800</b>
<b>Total Expenditures/Uses</b>	<b>2,404,130</b>	<b>2,720,900</b>	<b>2,796,940</b>	<b>2,759,230</b>	<b>(37,710)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>68,490</b>	<b>(620,090)</b>	<b>(746,940)</b>	<b>(709,230)</b>	<b>37,710</b>
FY Beginning Balance	2,365,210	2,433,700	1,135,490	1,813,610	678,120
FY Ending Balance	2,433,700	1,813,610	388,550	1,104,380	715,830



### Hazard Abatement

This fund accounts for the receipts of all vacant building maintenance license fees.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	1,298,440	659,310	659,310	659,310	0
Miscellaneous	248,320	0	0	0	0
<b>Revenue Subtotal</b>	<b>1,546,760</b>	<b>659,310</b>	<b>659,310</b>	<b>659,310</b>	<b>0</b>
Prior Year Cancellations	0	87,290	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>87,290</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>1,546,760</b>	<b>746,600</b>	<b>659,310</b>	<b>659,310</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	0	130,390	130,390	130,390	0
Employee Benefits	0	56,280	55,520	56,580	1,060
Other Expenses	1,011,410	843,950	843,950	851,290	7,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>1,011,410</b>	<b>1,030,620</b>	<b>1,029,860</b>	<b>1,038,260</b>	<b>8,400</b>
Transfers Out	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>1,011,410</b>	<b>1,030,620</b>	<b>1,029,860</b>	<b>1,038,260</b>	<b>8,400</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>535,350</b>	<b>(284,020)</b>	<b>(370,550)</b>	<b>(378,950)</b>	<b>(8,400)</b>
FY Beginning Balance	1,405,000	1,940,350	1,569,050	1,656,330	87,280
FY Ending Balance	1,940,350	1,656,330	1,198,500	1,277,380	78,880



**Income Tax-Infrastructure**

This fund accounts for receipts from the 0.1% increase in the Income Tax approved by voters in 1988 and for expenses for repair, upkeep, and improvements of the City's infrastructure. The City must spend a minimum amount for yearly infrastructure needs.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	17,697,550	18,387,100	18,806,450	18,110,000	(696,450)
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	2,580	0	0	0	0
Charges for Services	170,710	0	0	0	0
Miscellaneous	191,240	0	0	0	0
<b>Revenue Subtotal</b>	<b>18,062,080</b>	<b>18,387,100</b>	<b>18,806,450</b>	<b>18,110,000</b>	<b>(696,450)</b>
Prior Year Cancellations	358,140	95,440	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>358,140</b>	<b>95,440</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>18,420,220</b>	<b>18,482,540</b>	<b>18,806,450</b>	<b>18,110,000</b>	<b>(696,450)</b>
<b>Expenditures/Uses</b>					
Personnel Services	9,077,940	10,466,680	11,054,170	11,438,850	384,680
Employee Benefits	3,559,620	3,920,950	3,991,540	4,078,110	86,570
Other Expenses	4,941,180	4,855,080	4,968,190	4,980,450	12,260
Properties	5,940	12,040	12,040	12,040	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>17,584,680</b>	<b>19,254,750</b>	<b>20,025,940</b>	<b>20,509,450</b>	<b>483,510</b>
Transfers Out	989,830	971,270	918,010	914,160	(3,850)
<b>Subtotal</b>	<b>989,830</b>	<b>971,270</b>	<b>918,010</b>	<b>914,160</b>	<b>(3,850)</b>
<b>Total Expenditures/Uses</b>	<b>18,574,510</b>	<b>20,226,020</b>	<b>20,943,950</b>	<b>21,423,610</b>	<b>479,660</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(154,290)</b>	<b>(1,743,480)</b>	<b>(2,137,500)</b>	<b>(3,313,610)</b>	<b>(1,176,110)</b>
FY Beginning Balance	10,914,480	10,760,190	7,619,460	9,016,710	1,397,250
FY Ending Balance	10,760,190	9,016,710	5,481,960	5,703,100	221,140



**Income Tax-Transit**

This fund accumulates the proceeds of the 0.3% of the Income Tax established for City transit needs and transportation-related functions. The City contracts with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	53,092,660	53,100,000	55,317,500	54,329,030	(988,470)
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	155,990	125,000	125,000	125,000	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	2,240	0	0	0	0
Miscellaneous	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>53,250,890</b>	<b>53,225,000</b>	<b>55,442,500</b>	<b>54,454,030</b>	<b>(988,470)</b>
Prior Year Cancellations	540	358,330	0	0	0
Transfers In	0	2,000,000	0	0	0
<b>Subtotal</b>	<b>540</b>	<b>2,358,330</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>53,251,430</b>	<b>55,583,330</b>	<b>55,442,500</b>	<b>54,454,030</b>	<b>(988,470)</b>
<b>Expenditures/Uses</b>					
Personnel Services	96,690	205,810	220,880	267,290	46,410
Employee Benefits	24,320	50,540	40,290	54,930	14,640
Other Expenses	53,294,880	58,833,310	55,274,390	53,346,520	(1,927,870)
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>53,415,890</b>	<b>59,089,660</b>	<b>55,535,560</b>	<b>53,668,740</b>	<b>(1,866,820)</b>
Transfers Out	100,000	100,000	100,000	100,000	0
<b>Subtotal</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>53,515,890</b>	<b>59,189,660</b>	<b>55,635,560</b>	<b>53,768,740</b>	<b>(1,866,820)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(264,460)</b>	<b>(3,606,330)</b>	<b>(193,060)</b>	<b>685,290</b>	<b>878,350</b>
FY Beginning Balance	8,790,910	8,526,450	5,509,730	4,920,120	(589,610)
FY Ending Balance	8,526,450	4,920,120	5,316,670	5,605,410	288,740



**Metropolitan Sewer District**

This fund supports the management and operation of the Metropolitan Sewer District (MSD). MSD is run by the City on behalf of Hamilton County. User fees charged to customers fund operating expenses and capital improvements.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	139,040	0	0	0	0
Courts & Use of Money & Property	2,517,860	1,478,640	1,600,000	1,500,000	(100,000)
Revenue from Other Agencies	16,770	990,000	0	990,000	990,000
Charges for Services	281,841,750	288,609,610	295,114,130	276,000,000	(19,114,130)
Miscellaneous	1,880,130	0	0	0	0
<b>Revenue Subtotal</b>	<b>286,395,550</b>	<b>291,078,250</b>	<b>296,714,130</b>	<b>278,490,000</b>	<b>(18,224,130)</b>
Prior Year Cancellations	0	0	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>286,395,550</b>	<b>291,078,250</b>	<b>296,714,130</b>	<b>278,490,000</b>	<b>(18,224,130)</b>
<b>Expenditures/Uses</b>					
Personnel Services	38,201,430	39,726,330	43,235,430	41,618,120	(1,617,310)
Employee Benefits	13,284,020	13,588,200	14,749,960	14,239,470	(510,490)
Other Expenses	73,557,290	64,382,590	68,534,490	65,670,280	(2,864,210)
Properties	3,229,140	2,653,000	3,551,930	2,706,060	(845,870)
Debt Service	98,541,660	87,061,940	98,729,170	93,288,060	(5,441,110)
<b>Expenditures Subtotal</b>	<b>226,813,540</b>	<b>207,412,060</b>	<b>228,800,980</b>	<b>217,521,990</b>	<b>(11,278,990)</b>
Transfers Out	85,680,000	50,697,000	60,000,000	75,092,700	15,092,700
<b>Subtotal</b>	<b>85,680,000</b>	<b>50,697,000</b>	<b>60,000,000</b>	<b>75,092,700</b>	<b>15,092,700</b>
<b>Total Expenditures/Uses</b>	<b>312,493,540</b>	<b>258,109,060</b>	<b>288,800,980</b>	<b>292,614,690</b>	<b>3,813,710</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(26,097,990)</b>	<b>32,969,190</b>	<b>7,913,150</b>	<b>(14,124,690)</b>	<b>(22,037,840)</b>
FY Beginning Balance	85,670,250	59,572,260	50,389,040	92,541,450	42,152,410
FY Ending Balance	59,572,260	92,541,450	58,302,190	78,416,760	20,114,570



## Municipal Golf

This fund supports the operation and maintenance of the City's privately managed golf courses, using receipts from fees charged for the use of golf courses, driving ranges, golf carts, and concessions purchased by golf patrons.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	22,990	25,000	25,000	25,000	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	5,580,720	5,875,000	5,875,000	5,875,000	0
Miscellaneous	504,820	0	0	0	0
<b>Revenue Subtotal</b>	<b>6,108,530</b>	<b>5,900,000</b>	<b>5,900,000</b>	<b>5,900,000</b>	<b>0</b>
Prior Year Cancellations	23,720	7,950	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>23,720</b>	<b>7,950</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>6,132,250</b>	<b>5,907,950</b>	<b>5,900,000</b>	<b>5,900,000</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	237,180	282,070	315,280	209,660	(105,620)
Employee Benefits	75,180	100,540	117,810	74,910	(42,900)
Other Expenses	4,982,410	5,093,180	5,181,300	5,557,940	376,640
Properties	0	0	0	0	0
Debt Service	324,740	310,050	297,290	297,290	0
<b>Expenditures Subtotal</b>	<b>5,619,510</b>	<b>5,785,840</b>	<b>5,911,680</b>	<b>6,139,800</b>	<b>228,120</b>
Transfers Out	1,200,000	0	0	0	0
<b>Subtotal</b>	<b>1,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>6,819,510</b>	<b>5,785,840</b>	<b>5,911,680</b>	<b>6,139,800</b>	<b>228,120</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(687,260)</b>	<b>122,110</b>	<b>(11,680)</b>	<b>(239,800)</b>	<b>(228,120)</b>
FY Beginning Balance	2,148,050	1,460,790	1,109,040	1,582,900	473,860
FY Ending Balance	1,460,790	1,582,900	1,097,360	1,343,100	245,740



## Municipal Motor Vehicle License Tax

This fund accounts for the receipts from the Motor Vehicle License Tax levied by the City and 50% of the receipts from the tax levied by Hamilton County. Fund expenditures are dedicated to repair, upkeep, and improvements to the City's right-of-way.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	2,731,520	2,600,000	2,600,000	2,600,000	0
Charges for Services	27,990	0	0	0	0
Miscellaneous	24,360	0	0	0	0
<b>Revenue Subtotal</b>	<b>2,783,870</b>	<b>2,600,000</b>	<b>2,600,000</b>	<b>2,600,000</b>	<b>0</b>
Prior Year Cancellations	116,140	29,020	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>116,140</b>	<b>29,020</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>2,900,010</b>	<b>2,629,020</b>	<b>2,600,000</b>	<b>2,600,000</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	1,197,660	1,378,900	1,454,100	1,431,750	(22,350)
Employee Benefits	453,120	600,780	599,290	669,890	70,600
Other Expenses	783,150	919,770	938,470	952,010	13,540
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>2,433,930</b>	<b>2,899,450</b>	<b>2,991,860</b>	<b>3,053,650</b>	<b>61,790</b>
Transfers Out	39,800	39,740	35,850	39,700	3,850
<b>Subtotal</b>	<b>39,800</b>	<b>39,740</b>	<b>35,850</b>	<b>39,700</b>	<b>3,850</b>
<b>Total Expenditures/Uses</b>	<b>2,473,730</b>	<b>2,939,190</b>	<b>3,027,710</b>	<b>3,093,350</b>	<b>65,640</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>426,280</b>	<b>(310,170)</b>	<b>(427,710)</b>	<b>(493,350)</b>	<b>(65,640)</b>
FY Beginning Balance	1,445,950	1,872,230	1,149,390	1,562,060	412,670
FY Ending Balance	1,872,230	1,562,060	721,680	1,068,710	347,030



### Parking System Facilities

This fund supports the operations of and improvements to the City's public garages, parking lots, and meters. The Parking System operates as a system whereby the more profitable garages and parking lots support those in less profitable locations.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	157,130	100,500	100,500	100,500	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	10,718,650	10,724,000	10,824,000	10,824,000	0
Miscellaneous	8,250	0	0	0	0
<b>Revenue Subtotal</b>	<b>10,884,030</b>	<b>10,824,500</b>	<b>10,924,500</b>	<b>10,924,500</b>	<b>0</b>
Prior Year Cancellations	550,800	366,930	0	0	0
Transfers In	270,860	0	0	0	0
<b>Subtotal</b>	<b>821,660</b>	<b>366,930</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>11,705,690</b>	<b>11,191,430</b>	<b>10,924,500</b>	<b>10,924,500</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	1,865,050	2,429,770	2,537,510	2,466,960	(70,550)
Employee Benefits	771,510	997,390	994,140	1,116,370	122,230
Other Expenses	5,535,130	6,270,810	6,391,960	6,323,040	(68,920)
Properties	0	0	0	0	0
Debt Service	2,482,120	1,950,220	1,924,440	1,964,450	40,010
<b>Expenditures Subtotal</b>	<b>10,653,810</b>	<b>11,648,190</b>	<b>11,848,050</b>	<b>11,870,820</b>	<b>22,770</b>
Transfers Out	739,100	693,370	1,470	591,310	589,840
<b>Subtotal</b>	<b>739,100</b>	<b>693,370</b>	<b>1,470</b>	<b>591,310</b>	<b>589,840</b>
<b>Total Expenditures/Uses</b>	<b>11,392,910</b>	<b>12,341,560</b>	<b>11,849,520</b>	<b>12,462,130</b>	<b>612,610</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>312,780</b>	<b>(1,150,130)</b>	<b>(925,020)</b>	<b>(1,537,630)</b>	<b>(612,610)</b>
FY Beginning Balance	8,101,290	8,414,070	4,624,610	7,263,940	2,639,330
FY Ending Balance	8,414,070	7,263,940	3,699,590	5,726,310	2,026,720



Recreation Special Activities

This fund accounts for the receipts and operating expenditures of recreation facility rentals, day camps, swimming pools, the Schmidt boat ramp, concessions, and recreation center contract classes.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	90,200	98,000	98,000	83,000	(15,000)
Revenue from Other Agencies	201,330	500,000	500,000	500,000	0
Charges for Services	3,951,200	4,026,000	4,026,000	4,312,000	286,000
Miscellaneous	51,410	1,000	1,000	5,000	4,000
<b>Revenue Subtotal</b>	<b>4,294,140</b>	<b>4,625,000</b>	<b>4,625,000</b>	<b>4,900,000</b>	<b>275,000</b>
Prior Year Cancellations	68,240	49,460	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>68,240</b>	<b>49,460</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>4,362,380</b>	<b>4,674,460</b>	<b>4,625,000</b>	<b>4,900,000</b>	<b>275,000</b>
<b>Expenditures/Uses</b>					
Personnel Services	2,801,200	3,487,150	3,494,830	3,328,420	(166,410)
Employee Benefits	263,250	373,210	332,090	242,570	(89,520)
Other Expenses	1,156,270	1,341,150	1,361,040	1,466,270	105,230
Properties	0	13,160	13,160	13,160	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>4,220,720</b>	<b>5,214,670</b>	<b>5,201,120</b>	<b>5,050,420</b>	<b>(150,700)</b>
Transfers Out	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>4,220,720</b>	<b>5,214,670</b>	<b>5,201,120</b>	<b>5,050,420</b>	<b>(150,700)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>141,660</b>	<b>(540,210)</b>	<b>(576,120)</b>	<b>(150,420)</b>	<b>425,700</b>
FY Beginning Balance	2,668,490	2,810,150	1,541,670	2,269,940	728,270
FY Ending Balance	2,810,150	2,269,940	965,550	2,119,520	1,153,970



### Safe and Clean

This fund accounts for the receipts of revenues generated by the City's billboard leases up to \$50,000 annually.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	50,000	50,000	50,000	50,000	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	0	0	0	0	0
Miscellaneous	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>
Prior Year Cancellations	0	0	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	85,330	85,000	50,000	50,000	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>85,330</b>	<b>85,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>
Transfers Out	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>85,330</b>	<b>85,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(35,330)</b>	<b>(35,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
FY Beginning Balance	87,080	51,750	16,750	16,750	0
FY Ending Balance	51,750	16,750	16,750	16,750	0



Sawyer Point

The revenue from this fund is generated from waterfront fee-based programs, waterfront special activities and events, concession commissions, and parking fees.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	83,520	20,000	20,000	20,000	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	890,480	1,037,500	1,037,500	1,037,500	0
Miscellaneous	6,390	0	0	0	0
<b>Revenue Subtotal</b>	<b>980,390</b>	<b>1,057,500</b>	<b>1,057,500</b>	<b>1,057,500</b>	<b>0</b>
Prior Year Cancellations	770	12,670	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>770</b>	<b>12,670</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>981,160</b>	<b>1,070,170</b>	<b>1,057,500</b>	<b>1,057,500</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	327,860	668,400	672,230	665,040	(7,190)
Employee Benefits	109,930	258,430	255,370	281,980	26,610
Other Expenses	385,720	758,200	766,760	788,050	21,290
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>823,510</b>	<b>1,685,030</b>	<b>1,694,360</b>	<b>1,735,070</b>	<b>40,710</b>
Transfers Out	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>823,510</b>	<b>1,685,030</b>	<b>1,694,360</b>	<b>1,735,070</b>	<b>40,710</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>157,650</b>	<b>(614,860)</b>	<b>(636,860)</b>	<b>(677,570)</b>	<b>(40,710)</b>
FY Beginning Balance	2,053,500	2,211,150	1,019,720	1,596,290	576,570
FY Ending Balance	2,211,150	1,596,290	382,860	918,720	535,860



### Stormwater Management

This fund supports the operations, maintenance and capital improvements for the City's Stormwater mitigation efforts. Revenues are generated by a user fee determined by property area and land use based on an intensity of development factor formula.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	179,210	161,000	161,000	161,000	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	11,278,030	11,300,000	11,300,000	16,582,400	5,282,400
Miscellaneous	174,470	0	0	0	0
<b>Revenue Subtotal</b>	<b>11,631,710</b>	<b>11,461,000</b>	<b>11,461,000</b>	<b>16,743,400</b>	<b>5,282,400</b>
Prior Year Cancellations	116,170	787,470	0	0	0
Transfers In	9,460	0	0	0	0
<b>Subtotal</b>	<b>125,630</b>	<b>787,470</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>11,757,340</b>	<b>12,248,470</b>	<b>11,461,000</b>	<b>16,743,400</b>	<b>5,282,400</b>
<b>Expenditures/Uses</b>					
Personnel Services	2,189,100	5,254,860	5,358,480	7,207,420	1,848,940
Employee Benefits	849,620	1,648,690	1,648,540	2,982,930	1,334,390
Other Expenses	8,395,900	5,435,320	5,539,560	6,292,840	753,280
Properties	119,300	130,000	130,000	210,000	80,000
Debt Service	8,530	498,480	491,730	823,730	332,000
<b>Expenditures Subtotal</b>	<b>11,562,450</b>	<b>12,967,350</b>	<b>13,168,310</b>	<b>17,516,920</b>	<b>4,348,610</b>
Transfers Out	204,400	1,465,690	503,600	1,900,400	1,396,800
<b>Subtotal</b>	<b>204,400</b>	<b>1,465,690</b>	<b>503,600</b>	<b>1,900,400</b>	<b>1,396,800</b>
<b>Total Expenditures/Uses</b>	<b>11,766,850</b>	<b>14,433,040</b>	<b>13,671,910</b>	<b>19,417,320</b>	<b>5,745,410</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(9,510)</b>	<b>(2,184,570)</b>	<b>(2,210,910)</b>	<b>(2,673,920)</b>	<b>(463,010)</b>
FY Beginning Balance	9,872,370	9,862,860	6,979,120	7,678,290	699,170
FY Ending Balance	9,862,860	7,678,290	4,768,210	5,004,370	236,160



## Street Construction Maintenance & Repair

This fund is used by the City to supplement the maintenance and repair of the City's street system and traffic control devices. The funds are received from the State of Ohio from the motor vehicle license tax and gasoline taxes.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	9,734,620	9,925,520	9,925,520	9,925,520	0
Charges for Services	174,430	140,820	140,820	140,820	0
Miscellaneous	93,520	0	0	0	0
<b>Revenue Subtotal</b>	<b>10,002,570</b>	<b>10,066,340</b>	<b>10,066,340</b>	<b>10,066,340</b>	<b>0</b>
Prior Year Cancellations	443,200	157,360	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>443,200</b>	<b>157,360</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>10,445,770</b>	<b>10,223,700</b>	<b>10,066,340</b>	<b>10,066,340</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	5,082,730	5,686,710	6,019,920	5,988,240	(31,680)
Employee Benefits	2,050,530	2,294,740	2,275,040	2,560,670	285,630
Other Expenses	2,266,390	3,297,230	3,365,430	3,345,040	(20,390)
Properties	18,000	18,390	18,390	18,390	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>9,417,650</b>	<b>11,297,070</b>	<b>11,678,780</b>	<b>11,912,340</b>	<b>233,560</b>
Transfers Out	114,650	113,950	113,290	113,290	0
<b>Subtotal</b>	<b>114,650</b>	<b>113,950</b>	<b>113,290</b>	<b>113,290</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>9,532,300</b>	<b>11,411,020</b>	<b>11,792,070</b>	<b>12,025,630</b>	<b>233,560</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>913,470</b>	<b>(1,187,320)</b>	<b>(1,725,730)</b>	<b>(1,959,290)</b>	<b>(233,560)</b>
FY Beginning Balance	3,370,460	4,283,930	1,885,850	3,096,610	1,210,760
FY Ending Balance	4,283,930	3,096,610	160,120	1,137,320	977,200



**Water Works**

This fund supports the operations, capital improvements, repairs, and debt service expenditures of the Greater Cincinnati Water Works (GCWW). The City owns and operates the entire system, which is funded mainly by water user fees paid by GCWW customers.

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Approved	FY 2019 Recommended	Change FY 2019 Approved to FY 2019 Recommended
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	1,700,190	1,651,000	1,538,000	527,000	(1,011,000)
Revenue from Other Agencies	20,000	0	0	0	0
Charges for Services	154,649,570	156,308,000	160,859,000	162,915,000	2,056,000
Miscellaneous	2,216,410	201,000	201,000	190,000	(11,000)
<b>Revenue Subtotal</b>	<b>158,586,170</b>	<b>158,160,000</b>	<b>162,598,000</b>	<b>163,632,000</b>	<b>1,034,000</b>
Prior Year Cancellations	5,793,310	2,752,750	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>5,793,310</b>	<b>2,752,750</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>164,379,480</b>	<b>160,912,750</b>	<b>162,598,000</b>	<b>163,632,000</b>	<b>1,034,000</b>
<b>Expenditures/Uses</b>					
Personnel Services	32,580,710	36,820,300	39,774,560	39,785,560	11,000
Employee Benefits	11,746,670	14,588,130	15,180,050	16,426,100	1,246,050
Other Expenses	37,201,750	38,327,620	39,667,350	40,641,630	974,280
Properties	2,197,320	0	0	0	0
Debt Service	56,632,920	42,796,870	42,796,890	42,460,370	(336,520)
<b>Expenditures Subtotal</b>	<b>140,359,370</b>	<b>132,532,920</b>	<b>137,418,850</b>	<b>139,313,660</b>	<b>1,894,810</b>
Transfers Out	22,000,800	83,841,400	15,865,000	12,795,800	(3,069,200)
<b>Subtotal</b>	<b>22,000,800</b>	<b>83,841,400</b>	<b>15,865,000</b>	<b>12,795,800</b>	<b>(3,069,200)</b>
<b>Total Expenditures/Uses</b>	<b>162,360,170</b>	<b>216,374,320</b>	<b>153,283,850</b>	<b>152,109,460</b>	<b>(1,174,390)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>2,019,310</b>	<b>(55,461,570)</b>	<b>9,314,150</b>	<b>11,522,540</b>	<b>2,208,390</b>
FY Beginning Balance	95,476,050	97,495,360	29,262,200	42,033,790	12,771,590
FY Ending Balance	97,495,360	42,033,790	38,576,350	53,556,330	14,979,980



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## **Section 4: Departmental Budgets**



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**DEPARTMENTAL BUDGETS**

This section of the City Manager’s Recommended FY 2019 Operating Budget Update contains the individual City department budgets.

The **All Funds Operating Budget Summary by Program** report begins this section. The report presents the City departments’ program budgets and includes a breakdown between the General Fund, Other Funds, and All Funds that support the program budgets. It also includes a Staffing Plan FTE summary by General Fund, Other Funds, and All Funds.

Note: This table includes funding from the General Fund and Restricted Funds only. It does not include Internal Service or Consolidated Plan funding. Transfers In and Transfers Out are also not included.

**Department Budgets**

Each Departmental Budget is separated by a tab. The layout of the Departmental Budget sheets is described below.

**Mission Statement:** The mission of the department is provided.

**Organizational Chart:** This chart depicts how the department is organized.

**Departmental Budget Summary:** This section provides a departmental total Operating Budget table that includes the Approved FY 2018 Budget, the Approved FY 2019 Budget, the Recommended FY 2019 Budget Update, and the change from the Approved FY 2019 Budget to the Recommended FY 2019 Budget Update. The expenditure budget is summarized in the following categories:

**Operating Budget**

Personnel Services – includes salary-related expenditures such as regular hours, sick, vacation, overtime, and other pay.

Employee Benefits – includes fringe benefits such as pension contribution, healthcare, Medicare, dental, and vision insurances.

Other Expenses – includes purchased goods and services such as contractual services, travel, materials and supplies, tools, rent, insurance (i.e. liability), payment to other governmental entities, etc.

Properties – includes furniture, equipment and other assets where the individual or collective values of the assets do not warrant inclusion in the Capital Budget.

Debt Services – principal, interest, and other expenditures related to debt.



The Operating Total is provided for each of the years followed by an “Internal Service Funds” row for operations serving other funds or departments within a government on a cost-reimbursed basis. The table then provides a sum Total for the operating budget.

If the department or program has any Consolidated Plan Projects (CDBG), an amount will be provided for information purposes only. The Consolidated Plan budget is not included in the Recommended FY 2019 Operating Budget Update as it is approved separately.

Program Revenues attributed to the department’s roles and responsibilities are provided.

Total Full-time Equivalent Positions assigned to the department are provided in the last row of the budget summary table.

### Department Programs

Following the Departmental Budget Summary page, a numeric list of one or more programs included in the respective department’s budget is provided.

**Program Summaries:** Each of the program summaries will include the program name and a description.

**Program Budget Summary:** Similar to the Departmental Budget Summary, the Program Budget Summary includes the Approved FY 2018 Budget, the Approved FY 2019 Budget, the Recommended FY 2019 Budget Update, and the change from the Approved FY 2019 Budget to the Recommended FY 2019 Budget Update. The expenditures are summarized by the major expenditures described previously. In addition, the Operating Total, Internal Service Funds, Consolidated Plan Projects, Program Revenue, and Total Full-time Equivalent Positions related to the program are included.

**Adjustments to Costs to Maintain Current Budget:** This section reflects any changes that have been made that are required to maintain current services, such as inflation, wage increases, and benefits increases. Each change to the budget, whether an increase (positive number) or a decrease (negative number), is reflected along with the FTE related to the change, and a brief description of the change. The change to the budget does not include changes to Internal Service Funds within that program. Additionally, the change to the budget is net of any On-Going or One-Time Significant Program Changes.

**On-Going or One-Time Significant Program Changes:** This section reflects any changes above or below the budget. Changes may either be an increase or a decrease to the prior-year’s budget. This section includes the amount of the budget change, any FTE-related change, the fund name(s) impacted by the change, as well as a brief description of the change.

**FY 2019 Department Strategic Priorities:** This section summarizes the strategic priorities for each department, highlighting both the milestones for success for each priority as well as data driven performance indicators that will inform the assessment process. Please note that strategic priorities for the Stormwater Management Utility are contained in the section devoted to Water Works.



## Departmental Summaries

### All Funds Operating Budget Summary by Program

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
City Council	City Councilmembers	2,064,960	0	2,064,960	27.00	0.00	27.00
Office of the Mayor	Office of the Mayor	821,930	0	821,930	10.00	0.00	10.00
Clerk of Council	Clerk of Council	648,820	0	648,820	5.84	0.00	5.84
City Manager	Retirement Division	0	0	0	0.00	13.00	13.00
	Office of the City Manager	2,128,810	0	2,128,810	11.00	0.00	11.00
	Office of Communications	658,310	100,000	758,310	5.00	0.00	5.00
	Office of Budget and Evaluation	1,019,600	232,420	1,252,020	11.00	0.00	11.00
	Office of Environment and Sustainability	2,448,150	229,200	2,677,350	5.00	2.00	7.00
	CIRV Administration	566,480	0	566,480	0.00	0.00	0.00
	Office of Performance and Data Analytics	817,990	0	817,990	6.00	0.00	6.00
	Internal Audit	410,390	0	410,390	4.00	0.00	4.00
	Human Relations	379,550	0	379,550	5.00	0.00	5.00
		<b>Total</b>	<b>8,429,280</b>	<b>561,620</b>	<b>8,990,900</b>	<b>47.00</b>	<b>15.00</b>
Buildings & Inspections	Building Administration	1,837,570	7,090	1,844,660	17.00	0.00	17.00
	Customer Services	1,203,390	0	1,203,390	13.00	0.00	13.00
	Plan Examination	977,540	0	977,540	8.00	0.00	8.00
	Building Construction Inspections	2,131,010	64,130	2,195,140	22.00	0.00	22.00
	Plumbing Inspections	535,690	0	535,690	7.00	0.00	7.00
	Elevator Inspection	794,170	0	794,170	8.00	0.00	8.00
	Property Maintenance Code Enforcement	2,984,100	1,025,220	4,009,320	39.50	0.00	39.50
	Zoning Plan Review	811,000	0	811,000	8.00	0.00	8.00
	<b>Total</b>	<b>11,274,470</b>	<b>1,096,440</b>	<b>12,370,910</b>	<b>122.50</b>	<b>0.00</b>	<b>122.50</b>
Citizen Complaint Authority	Investigations, Research, and Evaluation	294,660	0	294,660	3.00	0.00	3.00
	Administration	376,410	0	376,410	3.00	0.00	3.00
	<b>Total</b>	<b>671,070</b>	<b>0</b>	<b>671,070</b>	<b>6.00</b>	<b>0.00</b>	<b>6.00</b>
City Planning	Land Use	227,050	0	227,050	8.00	0.00	8.00
	City Planning Administration	423,000	0	423,000	3.00	0.00	3.00
	<b>Total</b>	<b>650,050</b>	<b>0</b>	<b>650,050</b>	<b>11.00</b>	<b>0.00</b>	<b>11.00</b>
Community & Economic Development	Human Services	3,022,670	0	3,022,670	0.00	0.00	0.00
	Major/Special Projects Division	579,700	0	579,700	7.00	0.00	7.00
	Fiscal & Operations Division	319,610	103,150	422,760	4.00	5.00	9.00
	Oversight Monitoring Division	182,430	0	182,430	2.00	3.00	5.00
	Housing Division (includes Neighborhood Support)	673,140	60,250	733,390	1.00	9.00	10.00
	Director/Administration	614,660	116,880	731,540	7.00	1.00	8.00
	Economic Development Division	715,930	517,400	1,233,330	10.73	0.00	10.73
	<b>Total</b>	<b>6,108,140</b>	<b>797,680</b>	<b>6,905,820</b>	<b>31.73</b>	<b>18.00</b>	<b>49.73</b>
Enterprise Services	Duke Energy Convention Center	0	9,274,940	9,274,940	0.00	0.00	0.00
	On-Street Parking	0	4,319,510	4,319,510	0.00	39.91	39.91
	Off-Street Parking	0	6,205,670	6,205,670	0.00	7.00	7.00
	Parking Business Services	0	729,120	729,120	0.00	3.00	3.00
	<b>Total</b>	<b>0</b>	<b>20,529,240</b>	<b>20,529,240</b>	<b>0.00</b>	<b>49.91</b>	<b>49.91</b>

# Departmental Summaries

## All Funds Operating Budget Summary by Program



Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Economic Inclusion	Contract Compliance	256,840	315,370	572,210	4.00	2.00	6.00
	Economic Inclusion	713,460	0	713,460	6.00	0.00	6.00
	<b>Total</b>	<b>970,300</b>	<b>315,370</b>	<b>1,285,670</b>	<b>10.00</b>	<b>2.00</b>	<b>12.00</b>
Enterprise Technology Solutions	ETS Administration	807,420	0	807,420	8.00	0.00	8.00
	CLEAR Operations	0	5,085,070	5,085,070	0.00	14.00	14.00
	CAGIS Consortium Operations	0	5,361,220	5,361,220	0.00	18.00	18.00
	CIT-E Operations	2,519,750	1,400,000	3,919,750	20.00	0.00	20.00
	CTS Operations	2,768,720	3,812,790	6,581,510	30.00	5.80	35.80
	<b>Total</b>	<b>6,095,890</b>	<b>15,659,080</b>	<b>21,754,970</b>	<b>58.00</b>	<b>37.80</b>	<b>95.80</b>
Finance	Administration	395,270	84,260	479,530	3.00	0.00	3.00
	Financial Reporting and Monitoring	1,362,090	852,160	2,214,250	13.00	4.00	17.00
	Payroll Preparation	236,390	0	236,390	2.00	0.00	2.00
	Debt Management	0	125,120,500	125,120,500	0.00	3.00	3.00
	Treasury Operations	964,550	99,170	1,063,720	9.00	0.00	9.00
	Risk Management	157,000	2,084,860	2,241,860	0.00	14.75	14.75
	Income Tax	3,181,460	0	3,181,460	30.81	0.00	30.81
	Procurement	922,550	156,950	1,079,500	18.00	1.00	19.00
	Printing and Stores	0	2,490,430	2,490,430	0.00	6.00	6.00
	<b>Total</b>	<b>7,219,310</b>	<b>130,888,330</b>	<b>138,107,640</b>	<b>75.81</b>	<b>28.75</b>	<b>104.56</b>
Fire	Financial Management and Planning	1,234,060	0	1,234,060	10.00	0.00	10.00
	Support Services	4,182,190	0	4,182,190	37.00	0.00	37.00
	Prevention and Community Education	3,368,580	0	3,368,580	22.00	0.00	22.00
	Human Resources	2,290,320	0	2,290,320	11.00	0.00	11.00
	Response	106,448,240	0	106,448,240	828.00	0.00	828.00
	<b>Total</b>	<b>117,523,390</b>	<b>0</b>	<b>117,523,390</b>	<b>908.00</b>	<b>0.00</b>	<b>908.00</b>
Health	Health Administration	5,433,190	776,810	6,210,000	46.80	9.75	56.55
	Health Centers	4,783,470	19,759,140	24,542,610	46.63	136.10	182.73
	Community Health and Environmental Services	3,939,820	2,116,460	6,056,280	48.00	26.65	74.65
	Maternal and Infant Health	1,672,130	5,313,650	6,985,780	15.00	59.69	74.69
	School & Adolescent Health	1,239,520	9,315,230	10,554,750	13.80	99.35	113.15
	<b>Total</b>	<b>17,068,130</b>	<b>37,281,290</b>	<b>54,349,420</b>	<b>170.23</b>	<b>331.54</b>	<b>501.77</b>
Human Resources	Workforce Management	732,960	409,910	1,142,870	7.10	4.00	11.10
	Employee Services	310,900	0	310,900	4.00	0.00	4.00
	Shared Services	401,660	0	401,660	4.00	0.00	4.00
	Administration	340,030	0	340,030	3.00	0.00	3.00
	<b>Total</b>	<b>1,785,550</b>	<b>409,910</b>	<b>2,195,460</b>	<b>18.10</b>	<b>4.00</b>	<b>22.10</b>
Law	Law - Civil	4,542,030	335,550	4,877,580	42.20	3.00	45.20
	Law - Administrative Hearings	332,380	0	332,380	3.00	0.00	3.00
	Law - Administrative Boards	299,470	0	299,470	3.00	0.00	3.00
	Law - Prosecution	2,458,960	0	2,458,960	24.00	0.00	24.00
	Law - Real Estate	0	845,950	845,950	0.00	7.00	7.00
	<b>Total</b>	<b>7,632,840</b>	<b>1,181,500</b>	<b>8,814,340</b>	<b>72.20</b>	<b>10.00</b>	<b>82.20</b>
Parks	Director's Office	266,730	0	266,730	2.00	0.00	2.00
	Operations & Facility Management	5,676,750	7,083,110	12,759,860	131.45	52.90	184.35



## Departmental Summaries

### All Funds Operating Budget Summary by Program

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Urban Forestry	0	2,098,580	2,098,580	0.00	8.50	8.50
	Planning & Design	263,530	0	263,530	7.50	0.00	7.50
	Financial & Business Services	1,409,980	120,570	1,530,550	9.00	2.00	11.00
	Krohn Conservatory	313,550	919,050	1,232,600	7.50	6.50	14.00
	Explore Nature	537,310	191,620	728,930	11.90	3.40	15.30
	Facility Maintenance	222,050	0	222,050	7.00	0.00	7.00
	Customer Service	207,980	201,330	409,310	2.00	0.00	2.00
	<b>Total</b>	<b>8,897,880</b>	<b>10,614,260</b>	<b>19,512,140</b>	<b>178.35</b>	<b>73.30</b>	<b>251.65</b>
Police	Emergency Communications Center	11,065,800	1,280,300	12,346,100	146.00	0.00	146.00
	Neighborhood Policing	77,025,450	1,288,500	78,313,950	685.46	0.00	685.46
	Special Operations	13,056,340	0	13,056,340	117.00	0.00	117.00
	Special Investigations	26,548,680	120,000	26,668,680	243.00	0.00	243.00
	Operations Support	9,247,360	0	9,247,360	98.00	0.00	98.00
	Personnel Training and Support	4,057,440	0	4,057,440	39.00	0.00	39.00
	Technology Support	2,375,890	0	2,375,890	13.00	0.00	13.00
	General Administration and Support	15,347,390	949,000	16,296,390	77.00	0.00	77.00
	<b>Total</b>	<b>158,724,350</b>	<b>3,637,800</b>	<b>162,362,150</b>	<b>1,418.46</b>	<b>0.00</b>	<b>1,418.46</b>
Public Services	Fleet Services	162,480	17,002,700	17,165,180	2.00	69.00	71.00
	Winter Maintenance	0	1,294,220	1,294,220	0.00	0.00	0.00
	Director's Office	1,056,410	196,180	1,252,590	9.00	1.00	10.00
	Special Operations	623,650	659,880	1,283,530	2.00	7.00	9.00
	Traffic Control, Pavement & Structure Maint.	0	13,400,160	13,400,160	0.00	155.00	155.00
	Residential Collections	10,044,460	2,055,560	12,100,020	95.00	18.00	113.00
	Right of Way Maintenance	377,650	6,289,090	6,666,740	7.00	56.00	63.00
	Property Management	2,974,140	3,455,380	6,429,520	1.00	27.00	28.00
	<b>Total</b>	<b>15,238,790</b>	<b>44,353,170</b>	<b>59,591,960</b>	<b>116.00</b>	<b>333.00</b>	<b>449.00</b>
Recreation	Support Services	2,303,450	371,560	2,675,010	35.12	1.00	36.12
	West Region Community Center Operations	3,030,320	1,124,760	4,155,080	40.61	31.86	72.47
	East Region Community Center Operations	2,167,560	1,333,050	3,500,610	33.26	37.59	70.85
	Central Region Community Center Operations	2,561,310	1,229,080	3,790,390	42.03	34.74	76.77
	Therapeutic Recreation	751,680	156,640	908,320	14.38	1.00	15.38
	Seniors	275,970	231,380	507,350	2.65	4.48	7.13
	Maintenance	3,070,670	2,044,560	5,115,230	58.56	4.00	62.56
	Golf	0	6,028,790	6,028,790	0.00	2.00	2.00
	Athletics	352,280	541,000	893,280	4.72	5.93	10.65
	Aquatics	1,607,730	338,860	1,946,590	55.83	1.75	57.58
	<b>Total</b>	<b>16,120,970</b>	<b>13,399,680</b>	<b>29,520,650</b>	<b>287.16</b>	<b>124.35</b>	<b>411.51</b>
Sewers	Office of the Director/Administration	0	13,801,430	13,801,430	0.00	65.00	65.00
	Wastewater Engineering	0	102,206,220	102,206,220	0.00	138.00	138.00
	Information Technology	0	6,300,760	6,300,760	0.00	25.00	25.00
	Wastewater Treatment	0	46,371,440	46,371,440	0.00	256.00	256.00
	Wastewater Collection	0	19,202,800	19,202,800	0.00	165.00	165.00
	Industrial Waste	0	6,828,590	6,828,590	0.00	68.00	68.00

# Departmental Summaries

## All Funds Operating Budget Summary by Program

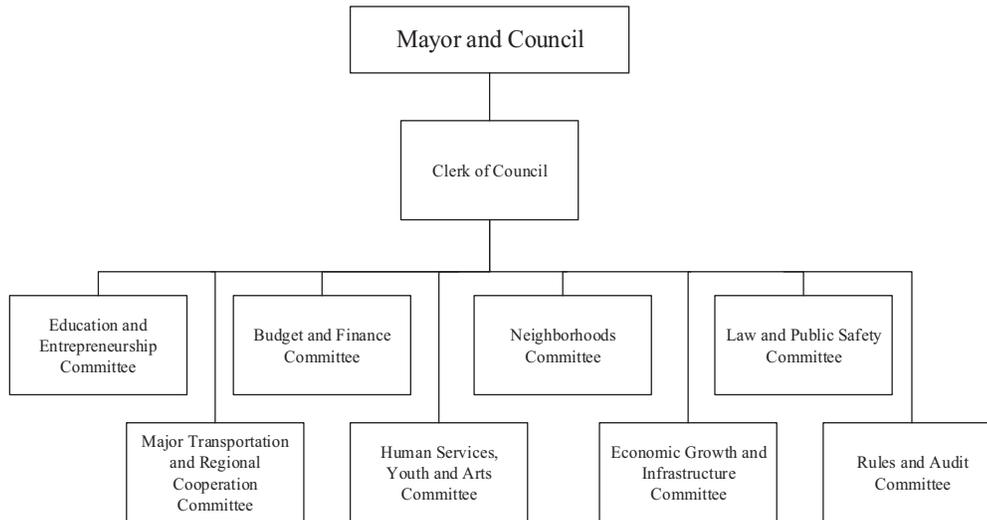


Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Sewer Backup Response Program	0	17,061,010	17,061,010	0.00	23.00	23.00
	<b>Total</b>	<b>0</b>	<b>211,772,250</b>	<b>211,772,250</b>	<b>0.00</b>	<b>740.00</b>	<b>740.00</b>
Stormwater Management Utility	Stormwater - Admin. & Financial Management	0	1,251,620	1,251,620	0.00	3.00	3.00
	Stormwater - Engineering	0	3,494,680	3,494,680	0.00	10.00	10.00
	Stormwater - Operations & Maintenance	0	3,529,110	3,529,110	0.00	18.00	18.00
	<b>Total</b>	<b>0</b>	<b>8,275,410</b>	<b>8,275,410</b>	<b>0.00</b>	<b>31.00</b>	<b>31.00</b>
Transportation & Engineering	Director's Office	482,630	969,680	1,452,310	11.00	10.00	21.00
	Transportation Planning and Urban Design	59,870	619,690	679,560	1.00	14.50	15.50
	Engineering	97,540	3,170,980	3,268,520	7.00	90.50	97.50
	Traffic Engineering	2,441,180	2,906,160	5,347,340	1.00	28.00	29.00
	General Aviation	0	1,963,530	1,963,530	0.00	13.00	13.00
	<b>Total</b>	<b>3,081,220</b>	<b>9,630,040</b>	<b>12,711,260</b>	<b>20.00</b>	<b>156.00</b>	<b>176.00</b>
Water Works	Departmental Support Services	0	63,453,730	63,453,730	0.00	143.19	143.19
	Commercial Services	0	8,485,240	8,485,240	0.00	59.70	59.70
	Supply	0	24,612,520	24,612,520	0.00	139.00	139.00
	Distribution	0	21,848,210	21,848,210	0.00	180.00	180.00
	Water Quality Science & Treatment	0	9,850,410	9,850,410	0.00	41.92	41.92
	Engineering	0	6,612,350	6,612,350	0.00	87.00	87.00
	<b>Total</b>	<b>0</b>	<b>134,862,460</b>	<b>134,862,460</b>	<b>0.00</b>	<b>650.81</b>	<b>650.81</b>



## City Council

The mission of the City Council is to effectively conduct all legislative functions of the City of Cincinnati. All legislative powers of the City are vested in the City Council subject to terms of the City Charter and terms of the Constitution of the State of Ohio.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,580,000	1,407,300	1,555,430	148,130
Employee Benefits	469,090	447,100	472,450	25,350
Other Expenses	45,050	38,930	37,080	(1,850)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,094,140</b>	<b>1,893,330</b>	<b>2,064,960</b>	<b>171,630</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,094,140</b>	<b>1,893,330</b>	<b>2,064,960</b>	<b>171,630</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>0.00</b>



**Department Programs**

1. City Councilmembers

**Program Summaries**

**Program 1: City Councilmembers**

**Description:** City Council's committees enable citizens to be heard on matters of particular interest to them at scheduled meetings and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,580,000	1,407,300	1,555,430	148,130
Employee Benefits	469,090	447,100	472,450	25,350
Other Expenses	45,050	38,930	37,080	(1,850)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,094,140</b>	<b>1,893,330</b>	<b>2,064,960</b>	<b>171,630</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,094,140</b>	<b>1,893,330</b>	<b>2,064,960</b>	<b>171,630</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
213,800	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(4,690)	0.00	General Fund	This reflects a budget reduction to City Council Office budgets. This reduction represents a reduction in personnel and non-personnel costs.
(4,690)	0.00	General Fund	This reflects a budget reduction to City Council Office budgets. This reduction represents a reduction in personnel and non-personnel costs.
(4,690)	0.00	General Fund	This reflects a budget reduction to City Council Office budgets. This reduction represents a reduction in personnel and non-personnel costs.



**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(4,690)	0.00	General Fund	This reflects a budget reduction to City Council Office budgets. This reduction represents a reduction in personnel and non-personnel costs.
(4,690)	0.00	General Fund	This reflects a budget reduction to City Council Office budgets. This reduction represents a reduction in personnel and non-personnel costs.
(4,690)	0.00	General Fund	This reflects a budget reduction to City Council Office budgets. This reduction represents a reduction in personnel and non-personnel costs.
(4,690)	0.00	General Fund	This reflects a budget reduction to City Council Office budgets. This reduction represents a reduction in personnel and non-personnel costs.
(4,690)	0.00	General Fund	This reflects a budget reduction to City Council Office budgets. This reduction represents a reduction in personnel and non-personnel costs.
(4,690)	0.00	General Fund	This reflects a budget reduction to City Council Office budgets. This reduction represents a reduction in personnel and non-personnel costs.

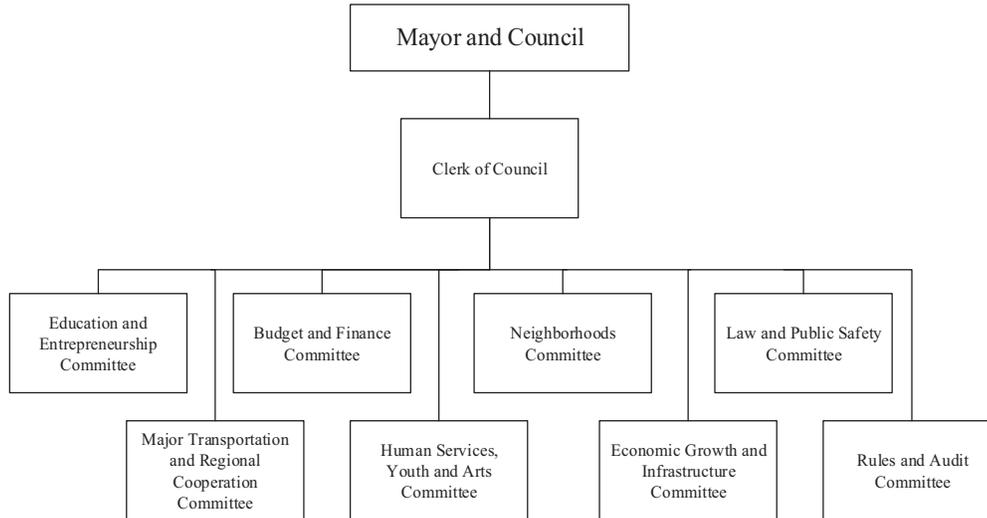


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## Office of the Mayor

The mission of the Mayor's Office is to serve the citizens of Cincinnati by providing the highest quality constituency service and by proposing and implementing programs that improve the quality of life for people and neighborhoods.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	569,990	543,520	617,840	74,320
Employee Benefits	143,150	136,630	187,750	51,120
Other Expenses	12,380	12,070	16,340	4,270
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>725,520</b>	<b>692,220</b>	<b>821,930</b>	<b>129,710</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>725,520</b>	<b>692,220</b>	<b>821,930</b>	<b>129,710</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>1.00</b>

# Departmental Budgets

## Office of the Mayor



### Department Programs

- Office of the Mayor

### Program Summaries

#### Program 1: Office of the Mayor

**Description:** The Mayor presides at the City Council meetings and is responsible for conducting the business of the City Council in an orderly and efficient manner. The Mayor appoints the Vice-Mayor and Council Committee Chairs.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	569,990	543,520	617,840	74,320
Employee Benefits	143,150	136,630	187,750	51,120
Other Expenses	12,380	12,070	16,340	4,270
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>725,520</b>	<b>692,220</b>	<b>821,930</b>	<b>129,710</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>725,520</b>	<b>692,220</b>	<b>821,930</b>	<b>129,710</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	10.00	1.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
146,210	1.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. The FTE increase is due to a more accurate reflection of part-time employees.

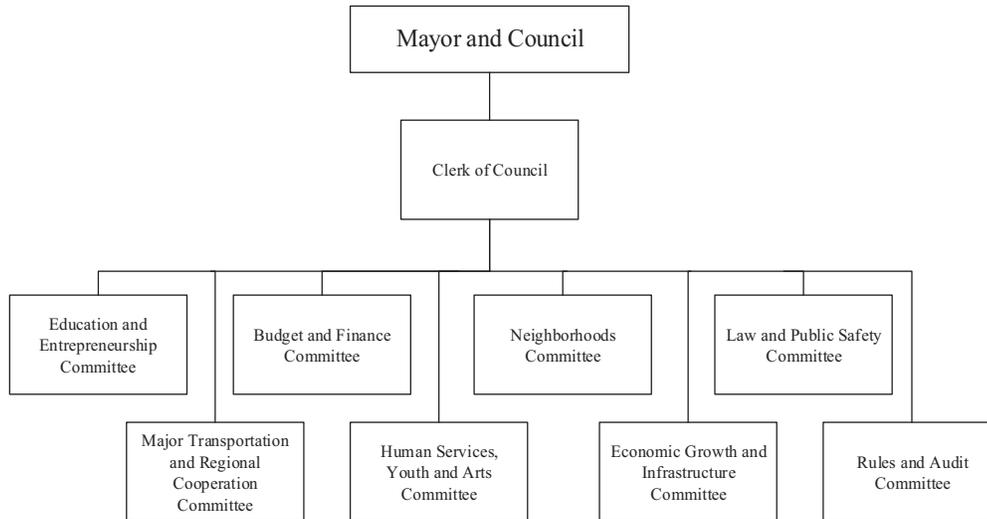
#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(16,490)	0.00	General Fund	This reflects a budget reduction to the Mayor's Office budget. The reduction represents an increase in position vacancy allowance.



## Clerk of Council

The mission of the Clerk of Council is effective custodianship and safeguarding of all official records and documents of the City Council.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	377,020	364,050	381,360	17,310
Employee Benefits	126,270	121,800	134,890	13,090
Other Expenses	181,720	177,760	132,570	(45,190)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>685,010</b>	<b>663,610</b>	<b>648,820</b>	<b>(14,790)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>685,010</b>	<b>663,610</b>	<b>648,820</b>	<b>(14,790)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>5.84</b>	<b>5.84</b>	<b>5.84</b>	<b>0.00</b>

# Departmental Budgets

Clerk of Council



## Department Programs

1. Clerk of Council

## Program Summaries

### Program 1: Clerk of Council

**Description:** The Clerk of Council prepares the agenda for each committee and the calendar for the weekly session of City Council. The weekly City Bulletin is the official publication of the City containing ordinances, resolutions, motions, and various legal notices.

### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	377,020	364,050	381,360	17,310
Employee Benefits	126,270	121,800	134,890	13,090
Other Expenses	181,720	177,760	132,570	(45,190)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>685,010</b>	<b>663,610</b>	<b>648,820</b>	<b>(14,790)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>685,010</b>	<b>663,610</b>	<b>648,820</b>	<b>(14,790)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	5.84	5.84	5.84	0.00

### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(1,850)	0.00	All Funds	This program reflects a General Fund decrease due to a transfer of software license costs to the non-departmental accounts. There is no change in FTE.

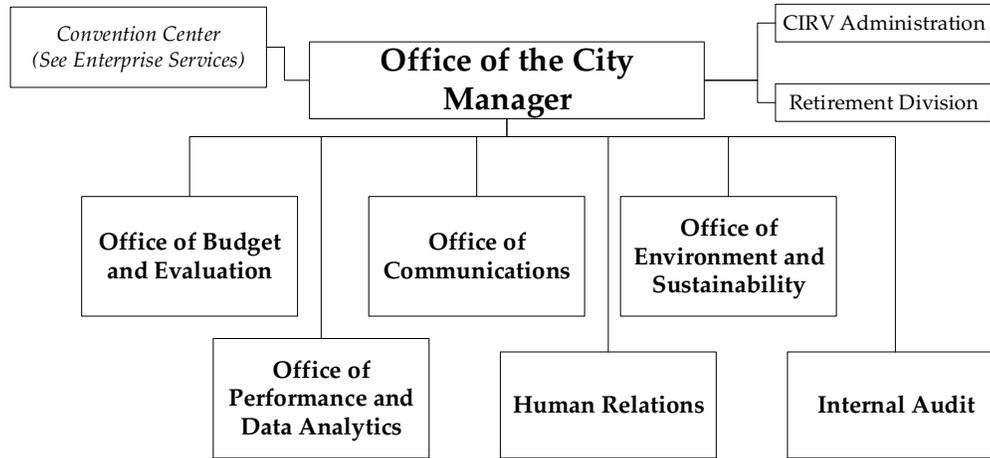
### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(12,950)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents an increase in position vacancy allowance as well as various non-personnel reductions.



## City Manager

The mission of the City Manager's Office is to provide and maintain essential City services through the efficient and effective management and operation of the City.



## Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	3,706,780	3,676,290	3,796,370	120,080
Employee Benefits	1,084,010	1,076,550	1,225,480	148,930
Other Expenses	4,706,540	4,329,400	3,407,430	(921,970)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>9,497,330</b>	<b>9,082,240</b>	<b>8,429,280</b>	<b>(652,960)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	105,660	105,660	160,670	55,010
Employee Benefits	43,180	43,180	48,880	5,700
Other Expenses	22,570	23,020	122,870	99,850
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>171,410</b>	<b>171,860</b>	<b>332,420</b>	<b>160,560</b>
Internal Service Funds	212,510	221,860	229,200	7,340
<b>Total</b>	<b>9,881,250</b>	<b>9,475,960</b>	<b>8,990,900</b>	<b>(485,060)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	3,930,000	3,930,000	4,119,000	189,000
Total Full-time Equivalent Positions	61.70	61.70	62.00	0.30

# Departmental Budgets

## City Manager



## Department Programs

1. Retirement Division
2. Office of the City Manager
3. Office of Communications
4. Office of Budget and Evaluation
5. Office of Environment and Sustainability
6. CIRV Administration
7. Office of Performance and Data Analytics
8. Internal Audit
9. Human Relations

## Program Summaries

### Program 1: Retirement Division

**Description:** The Cincinnati Retirement Division is governed by a Board of Trustees. The Manager implements policies and manages daily operations. The Cincinnati Retirement System is funded by employee and employer contributions, and investment gains from assets.

### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>1.00</b>

### Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
0	1.00 All Funds	The Operating Budget for this program is developed separately and subject to the approval of the Retirement Board. Only the FTE are reflected here. The increase in FTE is due to an increased volume of work due to the Collaborative Settlement Agreement.



**Program 2: Office of the City Manager**

**Description:** Chief Executive Officer providing overall leadership and top-level management of City operations.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,152,460	1,107,320	1,125,870	18,550
Employee Benefits	285,970	273,460	301,650	28,190
Other Expenses	1,150,110	859,460	701,290	(158,170)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,588,540</b>	<b>2,240,240</b>	<b>2,128,810</b>	<b>(111,430)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,588,540</b>	<b>2,240,240</b>	<b>2,128,810</b>	<b>(111,430)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
83,570	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
37,500	0.00	General Fund	This represents an increase for the continuation of funding for the Community Engagement Action Team (CEAT)/Invest in Neighborhoods for FY 2019.
5,000	0.00	General Fund	This represents an increase for funding for the use of a certified American Sign Language (ASL) interpreter as needed for media events and emergency communications.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(50,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction shifts funding for the Cincinnati Challenge Grants from an annual basis to a biennial basis. Challenge Grants will be made available every other year.
(187,500)	0.00	General Fund	This represents a reduction to leveraged funding for the Center for Closing the Health Gap in FY 2019.

# Departmental Budgets

## City Manager



### Program 3: Office of Communications

**Description:** The Office of Communications provides resources for disseminating strategic communications that are delivered professionally through multi-media outlets such as the news media, internet, Citicable, and community presentations.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	395,900	390,920	416,350	25,430
Employee Benefits	142,860	147,340	143,690	(3,650)
Other Expenses	89,560	86,020	98,270	12,250
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>628,320</b>	<b>624,280</b>	<b>658,310</b>	<b>34,030</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	100,000	100,000
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>628,320</b>	<b>624,280</b>	<b>758,310</b>	<b>134,030</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,800,000	2,800,000	2,800,000	0
Total Full-time Equivalent Positions	5.00	5.00	5.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
134,030	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(100,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will shift resources available for the provision of community media to the Cable Access Channel Management Fund.
100,000	0.00	Cable Access Management	



**Program 4: Office of Budget and Evaluation**

**Description:** The Office of Budget and Evaluation is responsible for budget development, budget monitoring, policy research, assisting in performance management, and the general administration of the U.S. Department of Housing and Urban Development funded programs.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	719,790	741,300	714,030	(27,270)
Employee Benefits	205,750	210,950	236,010	25,060
Other Expenses	107,650	101,530	69,560	(31,970)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,033,190</b>	<b>1,053,780</b>	<b>1,019,600</b>	<b>(34,180)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	105,660	105,660	160,670	55,010
Employee Benefits	43,180	43,180	48,880	5,700
Other Expenses	22,570	23,020	22,870	(150)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>171,410</b>	<b>171,860</b>	<b>232,420</b>	<b>60,560</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,204,600</b>	<b>1,225,640</b>	<b>1,252,020</b>	<b>26,380</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
61,380	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
20,000	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction will increase reimbursements from the Income Tax-Infrastructure Fund.
(20,000)	0.00	General Fund	
(35,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will decrease the amount of resources available for contractual services related to the enterprise wide budget system.

# Departmental Budgets

## City Manager



### Program 5: Office of Environment and Sustainability

**Description:** OES is responsible for programs that: reduce the carbon footprint of City government and the community; assess and remediate contaminated property; advise City Departments on their environmental obligations; and manage the City's energy usage.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	434,060	424,920	426,810	1,890
Employee Benefits	139,620	135,550	143,570	8,020
Other Expenses	2,682,390	2,635,620	1,877,770	(757,850)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,256,070</b>	<b>3,196,090</b>	<b>2,448,150</b>	<b>(747,940)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	212,510	221,860	229,200	7,340
<b>Total</b>	<b>3,468,580</b>	<b>3,417,950</b>	<b>2,677,350</b>	<b>(740,600)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	1,130,000	1,130,000	1,319,000	189,000
Total Full-time Equivalent Positions	7.70	7.70	7.00	(0.70)

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
110,010	(0.70)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The decrease in FTE is due to a part-time position that was not requested for funding in FY 2019.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
25,000	0.00	General Fund	This represents an increase for recycling carts which are at the end of their useful lives and need to be replaced at an accelerating rate.
2,880	0.00	Employee Safety & Risk Mangmt	This represents an increase for retroactive merit pay for FY 2018.
1,850	0.00	General Fund	This represents an increase for retroactive merit pay for FY 2018.
(815,000)	0.00	General Fund	This represents a reduction that shifts a portion of recycling expenses to the Stormwater Management Fund.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(25,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reflects a reduction to leveraged funding for the Greater Cincinnati Energy Alliance in FY 2019.



**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(44,800)	0.00	General Fund	This represents a reduction to leveraged funding for Community Urban Agriculture and the Greater Cincinnati Energy Alliance in FY 2019.

# Departmental Budgets

City Manager



## Program 6: CIRV Administration

**Description:** This program provides administrative oversight to the Cincinnati Initiative to Reduce Violence (CIRV) program, which works to reduce the frequency of gang/group-related street violence.

### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	38,680	38,960	36,230	(2,730)
Employee Benefits	16,940	17,060	15,750	(1,310)
Other Expenses	529,500	504,750	514,500	9,750
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>585,120</b>	<b>560,770</b>	<b>566,480</b>	<b>5,710</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>585,120</b>	<b>560,770</b>	<b>566,480</b>	<b>5,710</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
5,710	0.00	All Funds	This program reflects a General Fund increase due to an increase in contractual services funding. There is no change in FTE.



**Program 7: Office of Performance and Data Analytics**

**Description:** The Office of Performance and Data Analytics is responsible for the CincyStat program, maintaining performance agreements with City departments, and measuring data on program performance.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	485,000	504,230	547,440	43,210
Employee Benefits	125,480	130,060	170,070	40,020
Other Expenses	100,930	97,700	100,480	2,780
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>711,410</b>	<b>731,990</b>	<b>817,990</b>	<b>86,010</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>711,410</b>	<b>731,990</b>	<b>817,990</b>	<b>86,010</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(9,400)	(1.00)	All Funds	This program reflects a General Fund decrease due to miscellaneous personnel savings. The change in FTE is due to a position that was not included in the base budget, but is being added via exception for FY 2019.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
95,400	1.00	General Fund	This represents an increase for an Administrative Specialist position which was filled in April 2018. This position is responsible for maintaining the Open Data portal and fulfilling Collaborative Agreement Refresh monitoring requirements.

# Departmental Budgets

## City Manager



### Program 8: Internal Audit

**Description:** Performs operational and performance audits in order to examine and evaluate the effectiveness and efficiency of management controls in all City departments and independent boards and commissions.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	255,340	248,090	279,050	30,960
Employee Benefits	99,330	96,070	125,000	28,930
Other Expenses	6,360	6,180	6,340	160
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>361,030</b>	<b>350,340</b>	<b>410,390</b>	<b>60,050</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>361,030</b>	<b>350,340</b>	<b>410,390</b>	<b>60,050</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
60,050	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



**Program 9: Human Relations**

**Description:** The Human Relations program addresses issues affecting individuals who may be concerned about marginalization or are struggling to access resources in their community. This may include minorities, LGBT, low-income populations, refugees, etc.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	225,550	220,540	250,590	30,050
Employee Benefits	68,060	66,070	89,740	23,670
Other Expenses	40,030	38,130	39,220	1,090
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>333,640</b>	<b>324,740</b>	<b>379,550</b>	<b>54,810</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>333,640</b>	<b>324,740</b>	<b>379,550</b>	<b>54,810</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
89,810	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(35,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will increase position vacancy allowance for FY 2019.



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## Office of Communications

### Thriving and Healthy Neighborhoods

1) Continue to grow the City's web presence including the City's various social media accounts to promote City initiatives and inform citizens about City operations.

**Description:** This focuses on continuing to grow the City's web presence and making it available for all segments of the community.

#### Key Steps/Progress Milestones:

- Work with OPDA and ETS to track quantifiable online presence metrics and utilize the data to drive targeted, strategic outreach efforts
- Use the data to track the relationship between discrete online and social media tools to strategically drive efforts
- Work with ETS and OPDA to enhance customer service tools and web accessibility for residents and anyone wishing to utilize web based tools.

#### Data Capture:

- Number of social media followers on Twitter, Facebook, Nextdoor, Instagram, Vimeo, and LinkedIn.
- Number of impressions and retweet/shares, etc. of each social media platform.
- Website views overall as well as with specific engagement focused pages.

2) Utilize existing communications methods to enhance community engagement efforts.

**Description:** Work with the ECAT program to enhance and optimize the City's engagement efforts with all segments of the community through Community Councils.

#### Key Steps/Progress Milestones:

- Identify ways to track and measure ECAT action items as they are developed.
- Work with ECAT to integrate the Communications portal, currently under development, into the City's web presence and City operations.

#### Data Capture:

- Tracking of ECAT related engagement enhancements.
- Utilize Communications Portal usage metrics, once available.



## Innovative Government

### 1) Promote and Enhance use of City Dashboards and Open Data

**Description:** The Communications Office will work with ETS and OPDA to promote and enhance the knowledge, accessibility and ability to use the City's CincyInsights Dashboards and Open Data datasets.

In addition to promoting government accountability and transparency, Open Data and CincyInsights dashboards create efficiencies for personnel Citywide. By automating publication of datasets these initiatives reduce the staff time spent tracking and compiling information in response to record requests as well as the quality and utility of the data.

Creating these tools only represents half of the challenge. Working to raise awareness and provide education about how to best use the tools is what this priority seeks to accomplish.

#### Key Steps/Progress Milestones:

- OPDA will continue to actively participate with the Engage Cincy Action Team (ECAT), which is managed by the Office of Communications, in order to create strategic outreach opportunities and strategies for promoting the use and capabilities of the data tools.
- Identify key datasets and dashboards to publish that are of interest to the public and assist in reducing staff time and improve data quality.
- Work with ETS and OPDA to create a mechanism for the Open Data portal to receive internal and external user feedback.

#### Data Capture:

- The number of datasets published to the Open Data portal as well as the number of CincyInsights dashboards created.
- The number of user clicks on the Open Data and CincyInsights dashboards.

## *Office of Budget and Evaluation*

## Safer Streets

### 1) Integration with the Police Department's Violence Reduction Plan.

**Description:** CPD has launched a violence reduction plan, known as PIVOT, that integrates a targeted offender based approach from CIRV with a targeted place based approach. Success over time will depend on other City department's participation in the place-based enforcement and aftercare efforts. To the extent the department provides relevant services, the department will be expected to engage in supporting CPD's success.



**Key Steps/Progress Milestones:**

The Budget Office provides support to the Police Department for PIVOT including managing funding requests, participating in Stat meetings and providing support to the Police Department sworn and fiscal staff.

**Fund(s):** General Fund 050 and Income Tax-Infrastructure Fund 302

**Data Capture:** CPD maintains data

## **Thriving and Healthy Neighborhoods**

### **1) Youth to Work Program -Summer Employment Funding**

**Description:** Summer youth employment is a priority to the City of Cincinnati. The initiative will require an effective budget strategy to support growing the program. The City's goal is to incrementally increase youth participation to one-thousand youth participants by the year 2020.

**Key Steps/Progress Milestones:** Number of youth employed, transfer of budget from CED to CRC

**Fund(s):** Community Development Block Grant Fund 304, General Fund 050, and Citizens Summer Jobs Fund 308

**Data Capture:** CHRIS employee data and CFS/CBS data.

## **Fiscal Sustainability and Strategic Investment**

### **1) Structurally balanced budget presented to Mayor and Council by the City Manager**

**Description:** Develop a structurally balanced budget and develop processes to sustainably ensure sound financial condition in future years. Continue monitoring departments' operating budgets and identify any overages or shortfalls for all funds. Keep City Council members and Mayor informed of current budget issues for fiscal year.

**Key Steps/Progress Milestones:**

FY19 Budget is to be structurally balanced when presented to the Mayor and City Council; budget monitoring reports submitted to Council monthly from October to February; Final Adjustment Ordinance presented to Council in May to end the year balanced.

**Fund(s):** All funds

**Data Capture:** Monthly monitoring reports completed and submitted to council (CFS), FAO submitted by May 1, 2018, budget presented in May as structurally balanced (CBS, CFS, CHRIS).



### 2) Focus on Performance Management to Improve Service Delivery

**Description:** All departments are expected to use data to articulate their operations, measure overall performance, track timeliness and quality of customer service, and use that information to identify areas for continuous improvement. Specific to the Budget Office, work directly with OPDA to incorporate the performance management as part of the overall budget process.

#### **Key Steps/Progress Milestones:**

FY19 budget to include OPDA information as agreed upon by Budget and OPDA; support the STAT and iLab programs; utilize Budget Office staff to assist OPDA for reports and as needed for data.

**Fund(s):** All funds

**Data Capture:** Number of STAT meetings attended. Number of incorporated performance agreement in FY 2019 budget.

### 3) Develop the IT Governance Board and processes related to the Budget and City overall

**Description:** The City Manager has directed ETS to develop a collaborative management approach for the City's IT infrastructure. The goal of this effort is to develop a uniform methodology that rationalizes, "right-sizes," and refreshes the City's IT infrastructure. The Department will be expected to participate in this effort and provide information as necessary.

**Key Steps/Progress Milestones:** FY19 budget to include funding to continue the capital investment; participation in IT Governance, the appropriation of capital dollars for IT Efficiencies

**Fund(s):** General Fund 050, Income Tax-Infrastructure Fund 302, CAGIS Fund 449, CLEAR Fund 457, Enterprise Funds

**Data Capture:** Number of IT Governance meetings attended; number of IT Governance projects assisted; and funding budgeted for IT efficiencies approved by IT Governance.

## ***Office of Environment and Sustainability***

### **Growing Economy**

#### **1) Implement Large-Scale Solar Project**

**Description:** The Mayor has committed to construction of a 25mW solar project. Such a system would cover more than 100 acres, provide about 20% of City Government's energy needs, reduce the City's greenhouse gas emissions, and save money on City utility bills.



**Key Steps/Progress Milestones:**

- Sign Buyers Agent Contract - 5/18
- Publish RFP for Project - 9/18
- Contract for project construction - 1/19
- Complete construction - 12/19

**Fund(s):** General Fund 050 (FY18 appropriation)

**Data Capture:** None.

## **Thriving and Healthy Neighborhoods**

### **1) Enhance Energy Management**

**Description:** Energy is an essential tool for performing many City functions and may be the second largest expense in the City budget, after personnel costs. The City seeks to reduce costs, ensure reliability and minimize negative environmental and public health impacts through management of the City's energy utilization.

**Key Steps/Progress Milestones:**

- Implement an Energy Management System that includes: automated receipt of cost and usage data for each City energy account; automated screening of bills for anomalies; automated processing of bills for payment; and an ability to display and manipulate energy usage data to facilitate data driven energy decisions.
- Establish and maintain contracts for purchase of electricity and natural gas for City facilities and aggregation customers on terms that are financially and environmentally advantageous.
- Establish and maintain programs that advance energy efficiency and renewable energy in City buildings and private sector buildings in Cincinnati.

### **2) Reduce Annual Energy Consumption**

**Description:** Reduce energy use by 5% per year, starting in FY18. This reduction goal applies to the use of electricity, natural gas, and fossil based motor fuels by general fund departments, Recreation, Parks, Lunken Airport, Parking, and Health. It does not apply to MSD or GCWW, because they have their own energy management staff, and have a separate decision-making structure for energy opportunities. Energy reduction will be measured on a BTU basis, rather than based on dollars expended, to ensure that the measurement is not subjected to price swings. Achievement of this priority is only possible through upper management support, as well as fund appropriation for relevant energy projects.



#### Key Steps/Progress Milestones:

- Convert Additional Streetlights to LEDs – The City spends about \$2.3 million per year on electricity for streetlights. About 20% of City streetlights are LEDs, while the remaining 80% are conventional. Conversion to LED would reduce the energy usage of each conventional fixture by 50-80%.
- Retrofit City buildings with LED lighting – Many City buildings rely primarily on fluorescent lighting. Upgrades to LED lights offer substantial reductions in energy use. Challenges – Control of City buildings is divided among at least 7 different departments, and the energy bills are divided between 14 different departments.
- Reduce Gas streetlights – The City spends more than \$200,000 per year on natural gas for streetlights that burn 24/7 and provide nearly no useful light. The cost of gaslights in wealthy neighborhoods is being borne by all residents.
- Planned Unit Replacement (PUR) – Many City facilities currently rely on HVAC units that are far past their life expectancy. Many rooftop AC units utilize outdated, environmentally damaging and expensive R-22 refrigerant which is scheduled to be phased out in 2020. Developing and implementing a phased replacement plan will allow for energy savings and cost avoidance for emergency maintenance and replacement of failed units.
- Renewable Energy Generation – The City currently has 25 solar arrays totaling 1.7 megawatts of energy. As new facilities are brought on line or roofs are replaced on existing facilities there will be opportunities to install additional solar. Opportunities are available to develop large solar fields at City owned property and purchase the power for City use.

**Data Capture:** Electricity and natural gas usage and cost data from Duke Energy.

## 2) Update and Implement the Green Cincinnati Plan

**Description:** The Green Cincinnati Plan is the City's formally adopted sustainability plan. It provides a roadmap for efforts that will simultaneously improve the environment, economy, and quality of life for Cincinnatians.

#### Key Steps/Progress Milestones:

- Complete biennial update of GHG Emission inventories for City Government and the community.
- Complete quarterly updates of status tracking sheet for GCP recommendations.
- Obtain City Council endorsement/adoption of a major update to the plan.
- Go live with the OPDA Dashboard of Sustainability Statistics.
- Adoption of Green Cincinnati Plan anticipated in early 2018.



**Data Capture:** Sustainability Dashboard Data; Green Cincinnati Plan implementation updates

### **3) Reduce Cincinnati's Landfill Dependence**

**Description:** In nature, there is no such thing as garbage. All outputs from every process are the inputs for some other process. For the City, every item that we take to the landfill is a lost opportunity to extract value from that item.

**Key Steps/Progress Milestones:**

- Increase participation and Diversion in the Curbside Recycling Program
- Create sites that can accept and beneficially reuse wastes from Cincinnati.

**Data Capture:** Participation rate, tonnage reports.

## ***Office of Internal Audit***

### **Innovative Government**

#### **1) Quality Reporting**

**Description:** Produce quality reports that provide recommendations to improve the internal control structure within City Government.

**Key Steps/Progress Milestones:**

- Working with the Internal Audit Committee to identify areas of risk.
- Conducting audits per Generally Accepted Government Auditing Standards (GAGAS)
- Properly communicating to management findings and recommendations.

**Fund(s):** Internal Audit's existing appropriations support this effort.

**Data Capture:** Auto Audit Database

#### **2) Fraud, Waste, and Abuse Hotline**

**Description:** Support management's efforts to establish a culture that embraces ethics, honesty, and integrity through the Fraud, Waste and Abuse Hotline.

**Key Steps/Progress Milestones:**



Respond in a timely manner to all allegations made through the Hotline.

**Fund(s):** Internal Audit's existing appropriations support this effort.

## ***Office of Performance and Data Analytics***

### **Innovative Government**

#### **1) Promote Government Transparency and Information Accessibility.**

**Description:** The Open Data Portal and CincyInsights, the City's real-time, interactive dashboard portal, are both maintained and updated by OPDA. The goal of publishing high quality data (both as raw data and as interactive dashboards) is to increase government transparency and accountability while engaging citizens, increasing data literacy in communities, and maximizing shared information. Over the next year, OPDA's goal is to continue to expand the scope and volume of datasets published to the Open Data Portal, and to continue to create real-time, auto-updating dashboards for public consumption on CincyInsights.

#### **Key Steps/Progress Milestones:**

- Continue pushing data sets to Open Data, and expand to include spatial data: work with CAGIS to create and publish a spatial (GIS) open data portal to accompany the current portal
- Continue to build dashboards for publication to Cincy Insights dashboard portal
- Increase community engagement to promote data literacy and public use of open data resources
- Increase volume, quality, and frequency of datasets published to Open Data Portal
- Score 100% in all categories on the U.S. City Open Data Census

**Fund(s):** General Fund 050

#### **Data Capture:**

- Open Data Catalog (dataset inventory)
- CincyInsights dashboards
- Spatial datasets
- CincyInsights website analytics



## 2) Enhance Customer Services Citywide

**Description:** OPDA will continue to use data analysis, performance management, and process improvement to enhance customer service for citizens and residents of the City of Cincinnati. In addition to data aggregation and performance monitoring, OPDA will be working with City departments and ETS to find ways to enhance delivery of key digital services both internally and externally by creatively solving problems, assisting Departments with software/technology selection, and using existing data and technology to improve customer experience.

### Key Steps/Progress Milestones:

- Complete process mapping for Extreme Weather Task Force: hold an innovation lab to ensure that all data citywide is captured centrally for the purpose of maximizing FEMA reimbursement and optimizing service delivery during emergency situations.
- Complete innovation labs to improve contract routing process to enhance procurement processes.
- Continue to identify customer-facing processes that can be re-mapped, streamlined, and made accessible as online applications.

**Fund(s):** General Fund 050

### Data Capture:

- Number of innovation lab events
- Number of Department applications or digital services tools developed
- Number of customer facing applications/digital services developed

## 3) Improve data quality and management Citywide through data centralization, automation, and processing

**Description:** Continue working with Departments, as well as CAGIS and ETS to improve data quality, from input to analysis. Create guidelines for data validation, particularly for GIS data sets

### Key Steps/Progress Milestones:

- Review Department contracts with vendors, with an eye toward data quality, access, ownership, and cloud storage options
- Continue centralizing all City data for processing & automation (for operations management, performance monitoring, & publication via open data), and standardizing fields used citywide (i.e., Neighborhoods, street names, etc.)
- Hold regular data governance meetings, both citywide and with specific departments/operations, to ensure that agencies are equipped to be data service providers (internally and citywide)



Fund(s): 050

#### Data Capture:

- Data sources identified citywide
- Datasets process for central analysis in OPDA's data warehouse
- Datasets updated daily
- New views/data sets in OPDA's central warehouse
- Additional enrichment processes for enhancing data quality (OPDA ETL)

## Fiscal Sustainability and Strategic Investment

### 1) Generate savings through performance monitoring, innovation, data analytics, and operational oversight

**Description:** Continue to leverage data analytics framework, innovation lab, performance monitoring, and performance management agreements to maximize overall cumulative return on investment.

#### Key Steps/Progress Milestones:

- Enhance and continue building out performance agreements for use in ongoing performance monitoring, management, and operational oversight
- Continue holding PartnerStat meetings to hold outside agencies receiving general fund grants from the City accountable for spending, performance, and fund management
- Increase internal access to diverse City datasets

Fund(s): General Fund 050

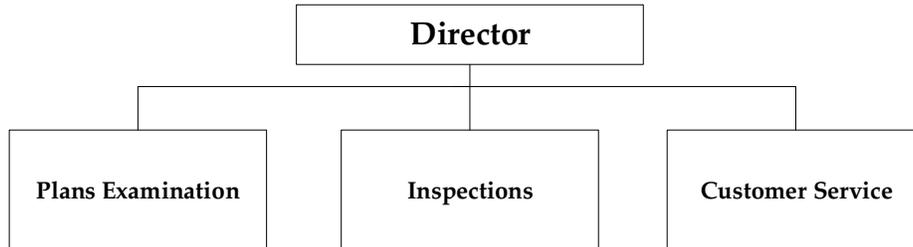
#### Data Capture:

- Cumulative impact - return on investment
- CincyStat meetings
- Departments participating in Stat
- Partnerstat meetings
- Datasets managed and processed through OPDA's enterprise data warehouse



## Buildings & Inspections

The mission of the Department of Buildings and Inspections is to ensure excellent customer service delivery, administer the life and fire safety standards in our building stock, conserve the rich architectural history of Cincinnati, and foster sustainable and environmentally sensitive developments.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	6,374,900	6,410,620	7,213,480	802,860
Employee Benefits	2,706,140	2,687,790	3,045,790	358,000
Other Expenses	1,244,920	814,620	1,015,200	200,580
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>10,325,960</b>	<b>9,913,030</b>	<b>11,274,470</b>	<b>1,361,440</b>
<b>Operating Budget Restricted</b>				
Personnel Services	176,390	176,390	174,040	(2,350)
Employee Benefits	77,020	77,020	76,000	(1,020)
Other Expenses	846,260	846,400	846,400	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,099,670</b>	<b>1,099,810</b>	<b>1,096,440</b>	<b>(3,370)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>11,425,630</b>	<b>11,012,840</b>	<b>12,370,910</b>	<b>1,358,070</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	12,600,370	12,894,910	17,534,070	4,639,160
Total Full-time Equivalent Positions	112.50	112.50	122.50	10.00

# Departmental Budgets

## Buildings & Inspections



### Department Programs

1. Building Administration
2. Customer Services
3. Plan Examination
4. Building Construction Inspections
5. Plumbing Inspections
6. Elevator Inspection
7. Property Maintenance Code Enforcement
8. Zoning Plan Review

### Program Summaries

#### Program 1: Building Administration

**Description:** This program includes all leadership and administrative staff for the Buildings Division of the department.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	602,380	587,850	999,850	412,000
Employee Benefits	196,610	190,450	398,690	208,240
Other Expenses	209,450	203,330	439,030	235,700
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,008,440</b>	<b>981,630</b>	<b>1,837,570</b>	<b>855,940</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	6,950	7,090	7,090	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>6,950</b>	<b>7,090</b>	<b>7,090</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,015,390</b>	<b>988,720</b>	<b>1,844,660</b>	<b>855,940</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	17.00	10.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(101,960)	0.00	All Funds	This program reflects an all funds decrease due to a reduction in contractual services which is partially offset by City Council approved wage increases and employee benefits increases. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
905,410	10.00	General Fund	This increase represents the creation of an Electrical Permits, Plan Reviews, and Inspections Section. The functions of this section were previously executed by a third party vendor. Funding is provided for additional FTE, equipment, and associated startup costs.



**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
52,500	0.00	General Fund	This increase represents funding for the OpenCounter initiative. This online portal guides business owners and investors through the permitting and development process, which results in fewer issues and leads to expedited development timelines.

# Departmental Budgets

## Buildings & Inspections



### Program 2: Customer Services

**Description:** This program manages permit issuance and customer service for the Permit Center.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	559,510	566,200	801,660	235,460
Employee Benefits	266,580	273,040	292,970	19,930
Other Expenses	67,250	65,210	108,760	43,550
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>893,340</b>	<b>904,450</b>	<b>1,203,390</b>	<b>298,940</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>893,340</b>	<b>904,450</b>	<b>1,203,390</b>	<b>298,940</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,696,060	2,990,600	2,643,200	(347,400)
Total Full-time Equivalent Positions	11.00	11.00	13.00	2.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
298,940	2.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases, as well as an increase in contractual services. The increase in FTE is due to the transfer of two positions from other programs.



**Program 3: Plan Examination**

**Description:** This program reviews applications, plans, and specifications for residential and commercial buildings to ensure code compliance.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	744,430	738,510	731,910	(6,600)
Employee Benefits	242,910	249,690	231,140	(18,550)
Other Expenses	31,110	30,150	14,490	(15,660)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,018,450</b>	<b>1,018,350</b>	<b>977,540</b>	<b>(40,810)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,018,450</b>	<b>1,018,350</b>	<b>977,540</b>	<b>(40,810)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>8.00</b>	<b>(1.00)</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(40,810)	(1.00)	All Funds	This program reflects a General Fund decrease due to a reduction in contractual services and temporary personnel. The decrease in FTE is due to the transfer of a position to Customer Services.

# Departmental Budgets

## Buildings & Inspections



### Program 4: Building Construction Inspections

**Description:** This program performs all new construction inspections, including HVAC and mechanical.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,320,410	1,328,000	1,391,760	63,760
Employee Benefits	549,160	542,930	618,870	75,940
Other Expenses	124,250	118,130	120,380	2,250
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,993,820</b>	<b>1,989,060</b>	<b>2,131,010</b>	<b>141,950</b>
<b>Operating Budget Restricted</b>				
Personnel Services	46,000	46,000	43,650	(2,350)
Employee Benefits	21,500	21,500	20,480	(1,020)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>67,500</b>	<b>67,500</b>	<b>64,130</b>	<b>(3,370)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,061,320</b>	<b>2,056,560</b>	<b>2,195,140</b>	<b>138,580</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	8,585,000	8,585,000	13,469,810	4,884,810
Total Full-time Equivalent Positions	22.00	22.00	22.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
141,960	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(3,370)	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction will reduce the available personnel reimbursements.



**Program 5: Plumbing Inspections** 

**Description:** This program performs all new construction plumbing inspections.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	345,960	351,090	346,230	(4,860)
Employee Benefits	151,770	149,300	160,810	11,510
Other Expenses	29,880	28,980	28,650	(330)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>527,610</b>	<b>529,370</b>	<b>535,690</b>	<b>6,320</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>527,610</b>	<b>529,370</b>	<b>535,690</b>	<b>6,320</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	60,000	60,000	72,020	12,020
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
6,320	0.00	All Funds	This program reflects a General Fund increase due to employee benefits increases. There is no change in FTE.

# Departmental Budgets

## Buildings & Inspections



### Program 6: Elevator Inspection

**Description:** This program provides for the inspection of all elevators, escalators, and other assorted equipment within the City of Cincinnati.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	492,970	501,950	526,940	24,990
Employee Benefits	207,450	204,510	233,140	28,630
Other Expenses	32,410	31,490	34,090	2,600
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>732,830</b>	<b>737,950</b>	<b>794,170</b>	<b>56,220</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>732,830</b>	<b>737,950</b>	<b>794,170</b>	<b>56,220</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	600,000	600,000	689,730	89,730
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
56,220	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



**Program 7: Property Maintenance Code Enforcement**

**Description:** This program addresses citizen complaints of sub-standard housing conditions, illegal use zoning violations, and blight/code violations through inspections of existing occupied or vacant commercial and residential buildings and premises.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,768,840	1,800,290	1,848,710	48,420
Employee Benefits	882,580	873,680	887,440	13,760
Other Expenses	729,300	316,680	247,950	(68,730)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,380,720</b>	<b>2,990,650</b>	<b>2,984,100</b>	<b>(6,550)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	130,390	130,390	130,390	0
Employee Benefits	55,520	55,520	55,520	0
Other Expenses	839,310	839,310	839,310	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,025,220</b>	<b>1,025,220</b>	<b>1,025,220</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>4,405,940</b>	<b>4,015,870</b>	<b>4,009,320</b>	<b>(6,550)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	659,310	659,310	659,310	0
<b>Total Full-time Equivalent Positions</b>	<b>40.50</b>	<b>40.50</b>	<b>39.50</b>	<b>(1.00)</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(6,550)	(1.00)	All Funds	This program reflects an all funds decrease due to a reduction in contractual services which is partially offset by City Council approved wage and employee benefits increases. The decrease in FTE is due to the transfer of a position to Customer Services.

# Departmental Budgets

## Buildings & Inspections



### Program 8: Zoning Plan Review

**Description:** This program reviews residential and commercial plans for zoning code compliance.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	540,400	536,730	566,420	29,690
Employee Benefits	209,080	204,190	222,730	18,540
Other Expenses	21,270	20,650	21,850	1,200
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>770,750</b>	<b>761,570</b>	<b>811,000</b>	<b>49,430</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>770,750</b>	<b>761,570</b>	<b>811,000</b>	<b>49,430</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
49,430	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



## Growing Economy

### 1) Coordinate Site Plan Review Process

**Description:** This initiative will result in timely, coordinated reviews involving multiple agencies. This creates an effective means to present a uniform front to developers and a means to collaboratively work with developers to find solutions that work for all agencies.

#### Key Steps/Progress Milestones:

To stand up this process the following milestones will need to be met:

- 1) Establish multiagency advisory team;
- 2) Create checklist for submission requirements for both the concept and technical reviews;
- 3) Establish high level site plan review committee;
- 4) Finalize the composition for both permit plus and cagis docs to support the proposed process;
- 5) Do out reach to the development community on this process;
- 6) Train staff on the various components of the process;
- 7) Integrate this process into the roll out of the new acella platform and the open counter front end to that system;
- 8) Periodically review the effectiveness of the model with the development community.

**Fund(s) :** This initiative will be funded through existing appropriations

#### Data Capture:

All routing, review actions, and conditions will be tracked in permits plus. The data sets will support the following metrics:

- 1) Number of projects;
- 2) Number of resubmissions required;
- 3) Average amount of time taken to review projects (by agency);
- 4) Number of reviews not meeting published review guidelines.

## Thriving and Healthy Neighborhoods

### 1) Façade and Fire Escape Safety Program

**Description:** The purpose of this program, currently in its second year, is to manage the risk of non-maintained fire escapes and façade elements on taller buildings. Fire escapes are primarily on older buildings whose design didn't incorporate safe means to exit the building. Most fire escapes are at least 75 years old. When not properly maintained, use of fire escapes are extremely hazardous. Similarly, facades on taller buildings that are not properly maintained can lead to injury or death of pedestrians walking on adjacent sidewalks. Over 2600 buildings are subject to this program. This program requires on a regular cycle for the owner to hire a registered design professional to evaluate the safety and performance of these components and for the owner to affect any repairs specified by the design professional.

#### Key Steps/Progress Milestones:

Outreach to owners and design professionals was done in year one. Going forward milestones are continuing to send notices to owners of impacted properties and monitoring compliance with the requirements of this program.



### Buildings & Inspections

**Fund(s):** There are no dedicated staff for this program. Rather this is handled as part of the duties of the district inspector. The cost of the program is offset by a report review charge of \$100.

#### Data Capture:

The various activities of this program are documented in Permits Plus. These data sets allow for the following metrics to be monitored:

- 1) Number of notices issued;
- 2) Number of reports received;
- 3) Number of properties in safe, safe with repairs, and unsafe status;
- 4) Number of violations corrected in the compliance period;
- 5) Number of violations requiring advanced enforcement.

### Innovative Government

#### 1) Quality Control Program

**Description:** The purpose of this program is to randomly sample work performed by each staff member. The purpose is to ensure that all work meets the department's quality standards in both technical decision-making as well as customer service. Through this monitoring, the department continually evaluates processes as well as trains employees.

#### Key Steps/Progress Milestones:

The department will be utilizing the program through the following milestones;

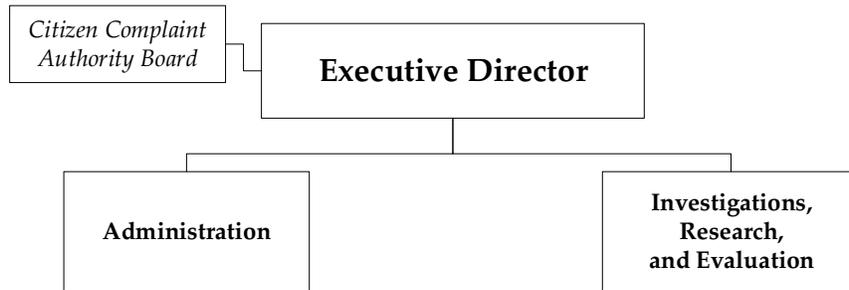
- 1) Perform quality control review of each employee on a quarterly basis;
- 2) Document review findings;
- 3) Hold review sessions with each employee;
- 4) Refine procedures and training based on quality control findings.

**Fund(s):** There is direct funding associated with this program.



## Citizen Complaint Authority

The mission of the Department of Citizen Complaint Authority is to investigate serious interventions by police officers, including but not limited to: allegations of discharging of firearms, death in custody, use of excessive force, improper pointing of firearms, improper search and seizures, and to resolve all citizen complaints in a fair and efficient manner.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	486,060	468,430	483,810	15,380
Employee Benefits	157,730	152,010	159,880	7,870
Other Expenses	29,260	28,240	27,380	(860)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>673,050</b>	<b>648,680</b>	<b>671,070</b>	<b>22,390</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>673,050</b>	<b>648,680</b>	<b>671,070</b>	<b>22,390</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>



**Department Programs**

- 1. Investigations, Research, and Evaluation
- 2. Administration

**Program Summaries**

**Program 1: Investigations, Research, and Evaluation**

**Description:** To provide the community with an investigation that is clear, concise, focused, and understandable.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	217,860	211,890	207,310	(4,580)
Employee Benefits	88,160	85,310	79,460	(5,850)
Other Expenses	9,080	8,820	7,890	(930)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>315,100</b>	<b>306,020</b>	<b>294,660</b>	<b>(11,360)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>315,100</b>	<b>306,020</b>	<b>294,660</b>	<b>(11,360)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(11,360)	0.00	All Funds	This program reflects a General Fund decrease due to wage and employee benefits savings. There is no change in FTE.



**Program 2: Administration** 

**Description:** To provide administrative support to the investigative staff.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	268,200	256,540	276,500	19,960
Employee Benefits	69,570	66,700	80,420	13,720
Other Expenses	20,190	19,430	19,490	60
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>357,960</b>	<b>342,670</b>	<b>376,410</b>	<b>33,740</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>357,960</b>	<b>342,670</b>	<b>376,410</b>	<b>33,740</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
33,740	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



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## Safer Streets

### 1) Management of Citizen Complaints

**Description:** Ensure timely response to citizen complaints and track the review of complaints to the completion of investigations. Use complaint data and investigation results to develop policy and procedure recommendations for CPD. These criteria are requirements of the Collaborative Agreement (CA).

#### Key Steps/Progress Milestones:

- Ensure intake, assignment and investigation procedures are in compliance with the CA.
- Upon CPD notification or stakeholders' requests, be present at crime scenes to begin preliminary investigations of CPD involved discharges of firearms and uses of force cases.
- Further review, analyze and detect patterns.
- Continue to provide recommendations and observations to CPD and monitor implementation/address of recommendations and observations by CPD.
- Conduct research and draft policy and procedure recommendations.
- Improve and modify Citizen Complaint Management System (CCMS) in order to ensure that the database remains "long term" viable.

**Fund(s):** Personnel Services

**Data Capture:** Data is tracked via CCMS (MS Access). Backup data is also maintained via MS Office Excel. Reports are created through queries; CCA maintains at least 60 queries. CCA continues to improve its CCMS to track and report relevant data as well as respond to additional queries of its data periodically. As a result, periodic queries and enhancements are needed and added.

### 2) Community Engagement

**Description:** To engage stakeholders through community outreach and information dissemination in addition to outreach requests about CCA's mission, investigations, statistics and other relevant topics. To further develop and increase CCA's public relations including updates to the website, social media and its literature. To execute a community engagement plan of action in support of proactive community problem oriented policing strategy.

#### Key Steps/Progress Milestones:

- Continue to develop communication (outreach/training) matrix.
- Conduct at least one outreach per month.
- Provide training and presentations periodically and upon request.



- Communicate and update CCA information via its websites and social media.
- Periodically monitor and make modifications to websites and social media to ensure viability.
- Create, provide, duplicate and distribute CCA information in order to increase awareness.
- Continue to review and evaluate the goals and provisions of the CA as it relates to CCA, and evaluate the progress.

**Fund(s):** Personnel and Non-Personnel Services

**Data Capture:** Data is tracked via CCA's Community Engagement Database and MS Excel. CCA continues to improve its information, tracking and reporting relevant data as well as respond to additional queries of its data periodically. As a result, periodic queries and enhancements are needed and added.

## Innovative Government

### 1) Tracking of CCA Data

**Description:** Ensure accountability via data input, analyses, and compliance.

**Key Steps/Progress Milestones:**

- Maintain agency records and files ensure investigations process remains in compliance with the Collaborative Agreement.
- Maintain complaint and investigations data in CCA's CCMS.
- Improvements and modifications to CCMS in order to ensure accuracy of the data and its long-term viability.

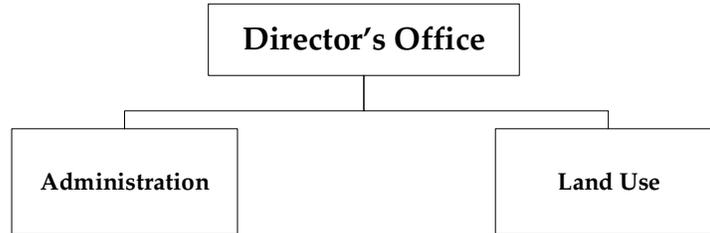
**Fund(s):** Personnel and Non-Personnel

**Data Capture:** CCA's CCMS and MS Office Excel.



## City Planning

The Department of City Planning is a high-performance team that guides land use and zoning. Through sound planning practices, City Planning ensures that our great city is enriched with vitality, thrives as an urban center, and is a model to other cities nationwide.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	531,040	516,510	468,360	(48,150)
Employee Benefits	163,300	158,540	134,700	(23,840)
Other Expenses	48,800	47,370	46,990	(380)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>743,140</b>	<b>722,420</b>	<b>650,050</b>	<b>(72,370)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>743,140</b>	<b>722,420</b>	<b>650,050</b>	<b>(72,370)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	100,000	100,000	336,240	236,240
Total Full-time Equivalent Positions	11.00	11.00	11.00	0.00

# Departmental Budgets

## City Planning



### Department Programs

1. Land Use

2. City Planning Administration

### Program Summaries

#### Program 1: Land Use

**Description:** This program maintains efficient review for subdivisions, zone changes, text changes, planned developments, conditional uses, variance special exceptions, hillsides, design review districts, and the sale or lease of city owned property.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	256,380	253,060	181,720	(71,340)
Employee Benefits	94,500	92,550	45,330	(47,220)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>350,880</b>	<b>345,610</b>	<b>227,050</b>	<b>(118,560)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>350,880</b>	<b>345,610</b>	<b>227,050</b>	<b>(118,560)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	100,000	100,000	336,240	236,240
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(30,560)	0.00	All Funds	This program reflects a General Fund decrease due to wage and employee benefits savings due to retirements which is partially offset by City Council approved wage increases and employee benefits increases. There is no change in FTE.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(88,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. Department staff will be reimbursed for work on Neighborhood Studies capital projects.



**Program 2: City Planning Administration**

**Description:** This program includes all leadership and administrative staff for the City Planning Division of the department.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	274,660	263,450	286,640	23,190
Employee Benefits	68,800	65,990	89,370	23,380
Other Expenses	48,800	47,370	46,990	(380)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>392,260</b>	<b>376,810</b>	<b>423,000</b>	<b>46,190</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>392,260</b>	<b>376,810</b>	<b>423,000</b>	<b>46,190</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
46,190	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



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## Thriving & Healthy Neighborhoods

### 1) Complete the Land Development Code (LDC)

**Description:** The Land Development Code (LDC) has been in progress since 2014, when the first draft was released to the public for review and comment. City Planning Staff did extensive outreach with Community Councils and other stakeholders in both 2014 and 2015, which resulted in hundreds of changes to the code text and maps. In late 2015, work on the LDC was put on hold due to the urgency of other projects with shorter-term deadlines. City Planning Staff was able to return to this work in late calendar year 2018 and is currently working with other internal departments to determine their suggested changes. The goal is to begin releasing chapters of the new LDC as they are ready in late FY18 and throughout FY19.

#### Key Steps/Progress Milestones:

- Continue working through incomplete chapters, working with both internal and external stakeholders as needed.
- Hold Staff Conferences for each chapter as they are complete.
- Begin to take each chapter through the approval process of City Planning Commission and Cincinnati City Council.

**Fund(s):** General Fund

#### Data Capture:

Draft LDC and draft chapters as they are available

### 2) Neighborhood Plan Completion

**Description:** The Department of City Planning currently has 12 neighborhood plans at some level of completion, with 6 additional neighborhoods in the pipeline to begin or expected to request a plan. Additional neighborhoods may request a plan through this biennial budget's Community Budget Request (CBR) process. A neighborhood plan can currently be a 2 year process. The Department of City Planning would like to complete as many of its outstanding plans as possible in order to respond to future plan requests in a more expedient manner.

#### Key Steps/Progress Milestones:

- Continue to work through all plans actively in progress to complete them as quickly as the process will allow.
- Assess any plans that have stalled and agree upon a strategy to complete each plan.
- Ensure appropriate community engagement and circulate final drafts to City departments for review.



### City Planning

- Present final plans and recommendations to City Planning Commission and City Council for approval.

**Fund(s):** General Fund

#### Data Capture:

- Neighborhood Plans in progress
- Neighborhood Plans completed

## Innovative Government

### 1) Plan Cincinnati Progress Report

**Description:** Plan Cincinnati, the City of Cincinnati's Comprehensive Plan, reached its 5 year milestone in December 2017. In those 5 years, many of the recommendations listed within Plan Cincinnati have been implemented or are in the process of being implemented. The Department of City Planning has been working with other City departments and outside stakeholders to track items successfully implemented and those in process. The Department of City Planning plans to prepare a report documenting those successes to be released in FY19.

#### Key Steps/Progress Milestones:

- Complete gathering data from other City departments.
- Design layout of report.
- Circulate draft report internally for comment.
- Release report to City Planning Commission and City Council for their review.

**Fund(s):** General Fund

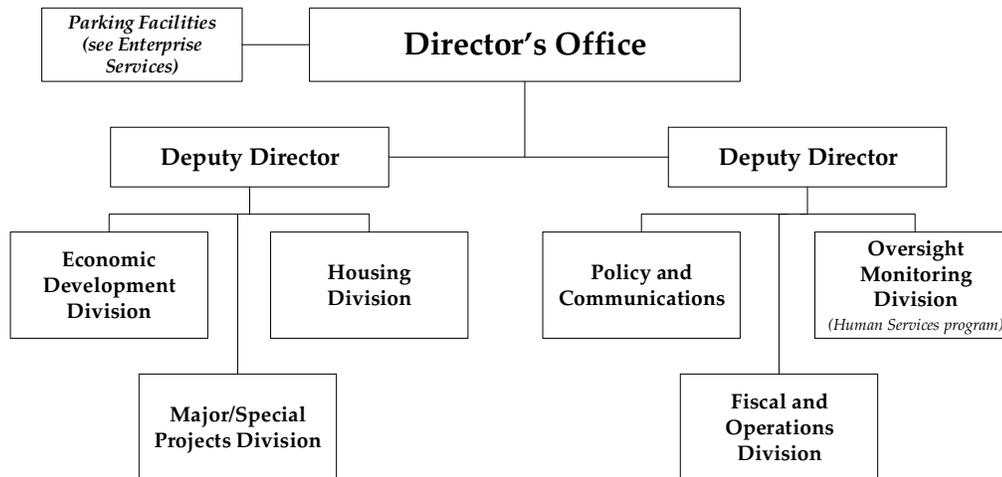
#### Data Capture:

Project descriptions provided by other departments, charts and graphics showing implementation progress



## Community & Economic Development

The mission of the Department of Community and Economic Development is to strengthen our neighborhoods and grow the City's revenue base through investment in its people and places.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,299,030	1,272,990	1,228,850	(44,140)
Employee Benefits	301,090	298,980	418,870	119,890
Other Expenses	6,919,270	6,320,850	4,460,420	(1,860,430)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>8,519,390</b>	<b>7,892,820</b>	<b>6,108,140</b>	<b>(1,784,680)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	172,740	179,370	165,030	(14,340)
Employee Benefits	36,330	37,310	55,000	17,690
Other Expenses	542,310	549,150	577,650	28,500
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>751,380</b>	<b>765,830</b>	<b>797,680</b>	<b>31,850</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>9,270,770</b>	<b>8,658,650</b>	<b>6,905,820</b>	<b>(1,752,830)</b>
Consolidated Plan Projects (CDBG)	1,931,710	2,521,370	1,685,940	(835,430)
Program Revenue	490,000	490,000	640,000	150,000
Total Full-time Equivalent Positions	55.00	55.00	49.73	(5.27)

# Departmental Budgets

## Community & Economic Development



### Department Programs

1. Human Services
2. Major/Special Projects Division
3. Fiscal & Operations Division
4. Oversight Monitoring Division
5. Housing Division (includes Neighborhood Support)
6. Director/Administration
7. Economic Development Division

### Program Summaries

#### Program 1: Human Services

**Description:** This program outlines the City's General Fund allocation of Human Services grants to qualified non-profit agencies that meet the Priority Areas of the City's Human Services Policy.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	4,056,790	3,646,030	3,022,670	(623,360)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>4,056,790</b>	<b>3,646,030</b>	<b>3,022,670</b>	<b>(623,360)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>4,056,790</b>	<b>3,646,030</b>	<b>3,022,670</b>	<b>(623,360)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
23,970	0.00	All Funds	This program reflects a General Fund increase due to an increase in grants and subsidies. There are no FTE in this program.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(647,330)	0.00	General Fund	This represents a reduction to leveraged funding for the City Human Services Fund (administered by the United Way), the Violence Prevention Program (administered by the United Way), the Cincinnati Works Hand Up Initiative, and Cincinnati Union Bethel in FY 2019.



**Program 2: Major/Special Projects Division**

**Description:** The Major/Special Projects program is responsible for commercial mixed use and industrial real estate development, business retention and expansion, and strategic initiatives.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	162,300	163,330	267,160	103,830
Employee Benefits	3,150	2,310	87,540	85,230
Other Expenses	225,000	221,380	225,000	3,620
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>390,450</b>	<b>387,020</b>	<b>579,700</b>	<b>192,680</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>390,450</b>	<b>387,020</b>	<b>579,700</b>	<b>192,680</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>	<b>(1.00)</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
192,680	(1.00)	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. The decrease in FTE is the result of an ongoing departmental reorganization.

# Departmental Budgets

## Community & Economic Development



### Program 3: Fiscal & Operations Division

**Description:** The Fiscal & Operations program oversees the following areas: financial management, budget development and analysis, compliance, loan servicing, records management, process management, and department operations.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	256,610	252,700	238,840	(13,860)
Employee Benefits	90,670	88,200	80,770	(7,430)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>347,280</b>	<b>340,900</b>	<b>319,610</b>	<b>(21,290)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	87,430	90,610	71,530	(19,080)
Employee Benefits	15,850	16,410	31,620	15,210
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>103,280</b>	<b>107,020</b>	<b>103,150</b>	<b>(3,870)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>450,560</b>	<b>447,920</b>	<b>422,760</b>	<b>(25,160)</b>
Consolidated Plan Projects (CDBG)	342,300	366,780	334,260	(32,520)
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>(1.00)</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
5,270	(1.00)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases which is partially offset by the transfer of a position. The decrease in FTE is the result of an ongoing departmental reorganization.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(30,430)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will eliminate temporary personnel resources in the Fiscal & Operations Division.



**Program 4: Oversight Monitoring Division**

**Description:** The Oversight Monitoring program is responsible for loan portfolio and development agreement compliance, Consolidated and Annual Action Plans, SBE compliance, relocation management, the Human Services Advisory Committee, and monitoring incentives.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	149,200	143,620	114,430	(29,190)
Employee Benefits	38,650	37,360	68,000	30,640
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>187,850</b>	<b>180,980</b>	<b>182,430</b>	<b>1,450</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>187,850</b>	<b>180,980</b>	<b>182,430</b>	<b>1,450</b>
Consolidated Plan Projects (CDBG)	(9,140)	516,460	358,620	(157,840)
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
1,450	0.00	All Funds	This program reflects a General Fund increase due to employee benefits increases. There is no change in FTE.

## Departmental Budgets

### Community & Economic Development



#### Program 5: Housing Division (includes Neighborhood Support)

**Description:** This program encompasses all housing-related programs to help home buyers and renters so that safe, clean and affordable housing is possible for everyone. Neighborhood support programs are also included.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	81,850	79,030	110,710	31,680
Employee Benefits	11,030	10,670	10,420	(250)
Other Expenses	636,400	624,310	552,010	(72,300)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>729,280</b>	<b>714,010</b>	<b>673,140</b>	<b>(40,870)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	59,070	60,250	60,250	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>59,070</b>	<b>60,250</b>	<b>60,250</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>788,350</b>	<b>774,260</b>	<b>733,390</b>	<b>(40,870)</b>
Consolidated Plan Projects (CDBG)	1,187,300	1,217,480	846,020	(371,460)
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>14.00</b>	<b>14.00</b>	<b>10.00</b>	<b>(4.00)</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
105,730	(4.00)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The decrease in FTE is due to an ongoing departmental reorganization.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(146,600)	0.00	General Fund	This represents a reduction to leveraged funding for Neighborhood Community Councils, Neighborhood Business Districts, the Cincinnati Neighborhood Games, and the Chamber of Commerce - Immigration Center Partnership in FY 2019.



**Program 6: Director/Administration**

**Description:** This program covers the programmatic and operational activities of the department and includes the staff in the Director's Office and Department Operations (including (1) Housing, (2) Fiscal & Operations, and (3) Oversight Monitoring divisions).

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	547,530	530,980	309,790	(221,190)
Employee Benefits	158,930	157,850	104,400	(53,450)
Other Expenses	348,130	338,410	200,470	(137,940)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,054,590</b>	<b>1,027,240</b>	<b>614,660</b>	<b>(412,580)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	85,310	88,760	93,500	4,740
Employee Benefits	20,480	20,900	23,380	2,480
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>105,790</b>	<b>109,660</b>	<b>116,880</b>	<b>7,220</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,160,380</b>	<b>1,136,900</b>	<b>731,540</b>	<b>(405,360)</b>
Consolidated Plan Projects (CDBG)	122,700	124,070	161,350	37,280
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>	<b>1.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(203,160)	1.00	All Funds	This program reflects an all funds decrease due to a transition in leadership which has resulted in lower personnel costs. The increase in FTE is related to an ongoing departmental reorganization.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(120,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction holds a Deputy Director position vacant for FY 2019.
(82,200)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction increases position vacancy allowance.

# Departmental Budgets

## Community & Economic Development



### Program 7: Economic Development Division

**Description:** The Economic Development program provides citywide economic development services, including business recruitment and retention, large-scale real estate development, and downtown development.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	101,530	103,330	187,920	84,590
Employee Benefits	(1,330)	2,590	67,740	65,150
Other Expenses	1,652,960	1,490,730	460,270	(1,030,460)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,753,160</b>	<b>1,596,650</b>	<b>715,930</b>	<b>(880,720)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	483,240	488,900	517,400	28,500
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>483,240</b>	<b>488,900</b>	<b>517,400</b>	<b>28,500</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,236,400</b>	<b>2,085,550</b>	<b>1,233,330</b>	<b>(852,220)</b>
Consolidated Plan Projects (CDBG)	288,550	296,600	(14,310)	(310,910)
Program Revenue	490,000	490,000	640,000	150,000
Total Full-time Equivalent Positions	11.00	11.00	10.73	(0.27)

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
207,400	(0.27)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The decrease in FTE is related to a more accurate reflection of part-time employees.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
28,500	0.00	Urban Dev Property Operations	This increase will provide resources to inspect and evaluate fire escapes and building facades for city-owned properties in compliance with the Cincinnati Building Code.
(17,500)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction holds a Co-Op/Intern position vacant for FY 2019.
(1,070,630)	0.00	General Fund	This represents a reduction to leveraged funding for Cintrifuse, the Regional Economic Development Initiative, the African American Chamber of Commerce, CincyTech, the Film Commission, MORTAR, and the CDC Association of Greater Cincinnati in FY 2019.



## **Safer Streets**

### **1) Neighborhood Enhancement Program (NEP)**

**Description:** The NEP is a 90-day collaborative effort between City departments, neighborhood residents and community organizations. Through focused, integrated and concentrated City service delivery and community redevelopment efforts, partners seek to improve the quality of life in City neighborhoods. Targeted areas are identified through an analysis of building code violations, vacant buildings, disorder and drug calls, drug arrests, as well as incidence of graffiti, junk autos, litter and weeds. The City selects each location based on data-driven criteria including crime and blight, as well as community input and private economic development. Once the City Manager approves selections, outreach to prospective communities occurs. The work begins when a community votes to work with the City on this long-term collaboration.

In 2017, DCED assumed the responsibility for coordinating efforts with various City Departments to lead the East Westwood/Westwood initiative. DCED also organized the effort to assist residents in responding to code violation orders as well as raising funds and identifying resources to accomplish signature projects. Management of the entire NEP process has continued with frequent community follow up. Some results from this collaborative effort include, but are not limited to:

- Baltimore/McHenry site has not had a shooting in more than 400 days
- Harrison/McHenry site has not had a shooting in more than 180 days
- Harrison/McHenry's violence score as of 2/14/18 is 51.4, a 60% reduction
- Baltimore/McHenry's current violence score as of 2/14/18 is 31.6, an 83% reduction
- Since March 2017, there have been 193 site cleanings to the 35 unique City owned greenspace sites and the grass has been cut 40 times.
- Since March 2017, 336 potholes have been filled in Westwood, averaging 2.7 days to fill
- Since March 1, 2017, 151 signs have been replaced
- Since March 1, 2017, 103 traffic signals have been repaired
- Repair of sidewalk along the north side of McHenry Avenue immediately west of Brokaw Avenue
- Repaving of a section of Baltimore Ave from Westwood Northern Blvd to President Drive

#### **Key Steps/Progress Milestones:**

The NEP focuses on developing neighborhood assets. Integrated service delivery includes:

- Identifying a neighborhood, a community wish list
- Tracking progress over 30, 60, and 90 days increments
- Building code enforcement concentration



### Community & Economic Development

- Identification of crime hot spots
- Streets, sidewalks, and vacant lots clean up
- Landscapes, streetscapes and public right of way beautification
- Engagement of property owners and residents to create and sustain a more livable neighborhood

#### Data Capture:

- Shootings over time (geographic area: NEP)
- Violence score over time (geographic area: NEP)
- Site cleanings: City owned greenspaces
- Signs replaced
- Traffic signals replaced
- Potholes filled & average time to fill
- Sidewalks repaired
- Streets repaved/repared

## Growing Economy

### 1) Promote Economic Inclusion and Build Capacity

**Description:** Capacity building is a large component of any M/WBE program, and a key to the success of the economic inclusion program. In FY19 DCED will work with the Department of Economic Inclusion (DEI) to identify opportunities to partner and collaborate with organizations that provide capacity building and technical support.

The City's goal is to increase the amount of city contract dollars flowing to minority- and women-owned firms to 10% for MBE and 2% for WBE for CY18, which will be accomplished by establishing M/WBE participation goals on contracts with a value of \$50,000 or more. Success will be measured as a percentage of total contract dollars to MBEs and WBEs.

The Monitoring & Compliance division supports the Meet & Confer meetings. In the upcoming year, Monitoring & Compliance will include collaborating on getting these meetings into Salesforce.

#### Key Steps/Progress Milestones:

- Identification of economic development opportunities that promote economic inclusion



- Identifying areas of need in coordination with DEI.

**Data Capture:**

- MBE Contract Award percentage [B2GNow]
- MBE Contract Award amount [B2GNow]
- WBE Contract Award percentage [B2GNow]
- WBE Contract Award amount [B2GNow]
- MBE Contract Spend percentage [Manual]
- MBE Contract Spend amount [Manual]
- WBE Contract Spend percentage [Manual]
- WBE Contract Spend amount [Manual]
- Contracts Awarded with Inclusion Goals [Manual]
- Contract Award Amount [Manual]

**2) Building Capacity of Small Business and Entrepreneurs**

**Description:** At the core of economic development is the creation and retention of employment opportunities. Small businesses or sole proprietorships may have fewer employees, but they have the most potential for growth. These businesses and startups account for more than half of all the net jobs in the United States.

Implementation of a Small Business Strategy will focus on both high-growth and Main Street business by capturing a greater percentage from local incubators, better coordinating access to the entrepreneurial ecosystem, and improving real estate opportunities.

In coordination with Policy and Communications, the Small Business Division aims to build on the success of the first Downtown Cincy Pop Shop. This program pairs available or under-utilized retail space in the City with deserving entrepreneurs looking to test their brick-and-mortar retail concepts. The Pop Shop, along with other creative approaches to increasing retail opportunities, will continue to evolve to the ever-changing demands of the retail sector as it expands to other City neighborhoods.

**Key Steps/Progress Milestones:**

- The resource navigator was expected to launch in FY18.
- The Department has started an inventory of property in focused locations throughout the City, with two sites in Evanston, and expected four more sites to be identified by the end of FY18.

## FY 2019 Department Strategic Priorities

### Community & Economic Development



- The BRE program will be expanded to include recent graduates and current businesses in the regions incubators.
- Design work for the co-working space in Walnut Hills, the Durner Building near the intersection of Gilbert and McMillan, should begin in FY18, and approx. 5,000 sq. ft. of the 10,000 sq. ft. space will be occupied, or able to be occupied, by the end of FY18.
- Four Entrepreneurial Academy events will occur in FY19.
- Completion of a Pop Shop Toolkit to be used by any City neighborhood in implementing its own retail initiative.
- Bi-Annual Pop Shop Grand Openings

#### Data Capture:

- Number of businesses assisted [Salesforce]
- Number of users: Resource Navigator [Website analytics]
- Number of BRE visits made with accelerator graduates
- Number of co-working /incubation spaces created
- Number of Entrepreneurial Academy Events
- Business growth resulting from Small Business Strategy [Salesforce]
- Total Sales by Pop Shop participants [Salesforce]
- Qualitative survey responses [Excel]
- Number of co-working spaces
- Pop Shop Applications Received
- Data captured from Pop Shop Tenant Social Media
- Number of Pop Shop Events

## Thriving and Healthy Neighborhoods

### 1) Promote diverse range of housing opportunities to meet changing needs

**Description:** Each year, it is the goal of the Housing Division of DCED to release a Notice of Funding Availability (NOFA). NOFAs provide necessary capital for a wide spectrum of housing projects. Projects include affordable rental and home ownership, market rate rental and home ownership, permanent supportive housing, and infrastructure needed to support housing development. The NOFA process will continually



evolve to address the needs of the City's changing housing market, including an alignment with priorities identified through the Golden Cincinnati initiative, providing housing attractive to "millennials", an attraction of more affordable and mixed-income housing.

**Key Steps/Progress Milestones:**

Progress can be measured in releasing a NOFA and through a competitive process, and recommending an investment in projects that promote thriving and healthy neighborhoods through a diverse range of housing options. The previous NOFA round had approximately 80% of funding dedicated to affordable housing projects including a special allocation by City Council of \$2MM for affordable housing projects. The 2019 NOFA has dedicated 60% of funding for affordable housing. Additionally, the NOFA evaluation criteria favors projects that foster the creation or preservation of affordable and/or mixed income housing. With that, it is our expectation that 60% or more of NOFA funds will be utilized to create or preserve an equal or higher percentage of affordable and/or mixed income projects.

**Data Capture:**

Evaluate criteria such as:

- Housing Tenure by type (rental, ownership)
- Affordability (market rate vs. affordability)
- Total Project Cost
- City portion/subsidy of total project cost (market rate vs. affordable)

**2) Target vacant, blighted property for development opportunities**

**Description:** The City owns property, some of which is not in productive use. These properties negatively affect quality of light in neighborhoods as magnets for crime, and as lost or missed opportunities for investment. DCED, in collaboration with other Departments, will work to identify property that can be marketed for redevelopment as new housing, industrial, or commercial opportunities.

To aid these efforts, a Property Portal will be created to visually display RFP opportunities on DCED's website. Using the Property Portal, potential developers will identify opportunities that are right for them with a simple click. A map view will allow developers access to properties by neighborhood, use type, and RFP status. Detailed information about individual opportunities will also be available, including the ability to download the full RFP. Furthermore, potential developers will be able to sign up to join a mailing list or submit questions specific to an opportunity. Through both the Property Portal and the RFP process, the City can work with potential developers to put underutilized City property back to active use.

**Key Steps/Progress Milestones:**

- Launching the Property Portal
- Releasing new RFPs



- Awarding RFPS
- Executing RFP Sale and Development Agreements
- Start of RFP Site Construction
- Completion of RFP Site Construction.

#### Data Capture:

- RFP Sites Identified
- Number of RFP Sites Added to Property Portal
- Number of RFP Proposal Received by Site
- Number of Sale and Development Agreements
- Number of city lots sold below market rate (ED incentive)
- Incentive amount: lots sold below market rate (ED incentive)
- Net Present value: lots sold below market rate (ED incentive, last 2-5 y)

## Innovative Government

### 1) Parking Operations data collection, analysis and reporting

**Description:** Collect, analyze and use parking operations data to make policy and procedure decisions aimed at maximizing revenue, increasing efficiency and providing “World Class” service delivery to businesses, employees and visitors to the City of Cincinnati. Bring the City’s Parking System Facilities Fund back into balance by ensuring that revenue exceeds expenditures.

#### Key Steps/Progress Milestones:

- The Parking Division will provide datasets to OPDA for analysis and presentation, and work with Conduent (formerly Xerox) to refine current data collections and reporting.
- Begin monitoring parking revenue collections to optimize deployment of smart meters and parking technology.
- Complete OTR parking plan, based partly on utilization data provided from smart meter technology and Conduent data analysis/reporting.

#### Data Capture:



- Number of parking tickets issued [Conduent]
- Total amount of parking ticket fines (\$\$) [Conduent]
- Dashboards completed for analysis of parking data

## 2) Operating Contract Management

**Description:** The Monitoring & Compliance Division will implement management of General Fund operating contracts. This will involve tracking scope of services, key performance indicators, and STAT reviews with OPDA. STAT reviews have been completed for all organizations successfully; and Monitoring and Compliance has established a new method for collecting data and using it in review meetings. KPI revisions have been checked by liaisons, and Q4 reports are still in progress. We are currently collecting all relevant data as part of STAT review process. The Monitoring & Compliance division will continue to collect quarterly reports and revisit KPIs as needed for the CY2018 STAT Reviews. DCED still plans to get these contracts into Salesforce.

### Key Steps/Progress Milestones:

Include operating contract information in Salesforce, with revised KPI's, and successful process improvements recommended through STAT reviews.

### Data Capture:

- Number of contracts monitored (via PartnerStat)
- Number of PartnerStat meetings
- KPI revisions
- Amount of funding awarded by CED
- Amount of funding awarded by all City funding sources

## Fiscal Sustainability and Strategic Investment

### 1) Robust monitoring of DCED incentives and funding agreements

**Description:** The Monitoring and Compliance Division will implement additional surveillance of companies receiving tax incentives. This additional monitoring will include site visits and interviews to assess the status of the project and its compliance with the related funding agreements.

Monitoring of all CRAs continues. These annual reports are electronic and much easier for companies to complete and much easier for the City to review and monitor. We will also work with OPDA to provide complete access to Salesforce data to start live updates to our Economic Growth dashboards and create other dashboards for both internal and external audiences. DCED will continue to work with OPDA to



improve linkages to DCED's Salesforce data and establishing the process of live updates of the dashboards, both existing and new.

#### Key Steps/Progress Milestones:

- Compilation of all eligible projects due for review, annual schedule for site visits, policy for handling non-compliance.
- DCED will also begin data sharing with OPDA to ensure standardized data collection, management, and publication to Open Data Portal and CincyInsights.

#### Data Capture:

- Number of companies receiving tax incentives [Salesforce]
- Total site visits [Salesforce]
- Total interviews [Salesforce]
- Number of eligible projects due for review [Salesforce]
- Number of projects found to be in non-compliance [Salesforce]
- Number of development incentives, by incentive type [Salesforce]
- Total amount in development incentives, by incentive type [Salesforce]

## 2) Refining the Notice of Funding Availability (NOFA) Application

**Description:** The Housing Division will implement changes to the NOFA application that will help attract projects with a higher private-public partner leverage and more owner equity. It is our goal be better stewards of our limited resources by having a more strategic approach in the projects we attract and eventually recommend for funding. Establishing other thresholds prior to application submission will help to ensure that the City has more shovel-ready projects and less due diligence time required from funding recommendation to construction start.

#### Key Steps/Progress Milestones:

The Housing Division has significantly amended the 2018 NOFA by adding a modernized, online, self-scoring application which will encourage highly leveraged and shovel ready projects:

- Projects must now have a minimum of 60 percent of the financing secured prior to application submission which will reduce the subsidy request and provide more impact for City dollars.
- Another improvement to the NOFA is dividing funds into two application rounds per year with the intent to create a more competitive process and reduce approval turnaround times.



These new changes to the NOFA will promote projects that meet more of the Division's policy goals for affordable housing, sustainability, energy efficiency and geographic priorities.

**Data Capture:**

- Number of NOFA applications received
- Total leverage of private-public partnership
- Number of NOFA application rounds



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## Economic Inclusion

The mission of the Department of Economic Inclusion is to ensure economic opportunity and inclusion for all citizens seeking to do business with the City of Cincinnati and serve as a catalyst for the growth of minority-and women-owned businesses in the City and throughout the region.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	669,850	655,690	657,020	1,330
Employee Benefits	219,820	213,580	229,100	15,520
Other Expenses	229,200	221,170	84,180	(136,990)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,118,870</b>	<b>1,090,440</b>	<b>970,300</b>	<b>(120,140)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	229,030	236,060	236,350	290
Employee Benefits	72,260	73,510	79,020	5,510
Other Expenses	12,990	12,880	0	(12,880)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>314,280</b>	<b>322,450</b>	<b>315,370</b>	<b>(7,080)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,433,150</b>	<b>1,412,890</b>	<b>1,285,670</b>	<b>(127,220)</b>
Consolidated Plan Projects (CDBG)	41,190	41,190	0	(41,190)
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00</b>

# Departmental Budgets

## Economic Inclusion



### Department Programs

1. Contract Compliance

2. Economic Inclusion

### Program Summaries

#### Program 1: Contract Compliance

**Description:** This program administers and enforces the Small Business Enterprise (SBE), Equal Employment Opportunity (EEO) and the Living Wage Programs, Prevailing Wage laws, and Meet & Confer provisions to promote full and equal business opportunities with the City.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	148,140	147,990	118,320	(29,670)
Employee Benefits	66,870	65,450	54,340	(11,110)
Other Expenses	187,830	182,140	84,180	(97,960)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>402,840</b>	<b>395,580</b>	<b>256,840</b>	<b>(138,740)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	229,030	236,060	236,350	290
Employee Benefits	72,260	73,510	79,020	5,510
Other Expenses	12,990	12,880	0	(12,880)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>314,280</b>	<b>322,450</b>	<b>315,370</b>	<b>(7,080)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>717,120</b>	<b>718,030</b>	<b>572,210</b>	<b>(145,820)</b>
Consolidated Plan Projects (CDBG)	41,190	41,190	0	(41,190)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(62,290)	0.00	All Funds	This program reflects an all funds decrease due to a transfer of software license costs to the non-departmental accounts. There is no change in FTE.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(12,880)	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction will reduce temporary personnel expenses in FY 2019.
(28,840)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will decrease the amount of resources available for miscellaneous non-personnel expenses.
(41,820)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will hold an Administrative Technician position vacant for FY 2019.



**Program 2: Economic Inclusion**

**Description:** This program ensures economic opportunity and inclusion for all citizens seeking to do business with the City of Cincinnati and serves as a catalyst for the growth of minority- and women-owned businesses in the City and throughout the region.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	521,710	507,700	538,700	31,000
Employee Benefits	152,950	148,130	174,760	26,630
Other Expenses	41,380	39,040	0	(39,040)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>716,040</b>	<b>694,870</b>	<b>713,460</b>	<b>18,590</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>716,040</b>	<b>694,870</b>	<b>713,460</b>	<b>18,590</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
59,970	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(41,380)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will suspend the Sustainability Education and Training Program for an additional year.



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## Growing Economy

### 1) Significant, Meaningful Progress Towards Certifying 400 Companies.

**Description:** The goal of the Certification Program is to increase the number of certified companies, especially minority- and women-owned firms, expands the City's directory and allows for a larger pool of competition among City-certified firms.

#### Key Steps/Progress Milestones:

- Consistent monitoring and tracking of certification against FY18 activity
- Produce quarterly and yearly reports detailing vendor certification for SBEs, SLBEs, ELBEs, MBEs and WBEs

#### Data Capture:

As required by the Director of DEI in Ordinance 323 and 324, quarterly development reports are to be developed for the submission to the Mayor and Members of City Council that feature information specific to the number of firms currently certified with the City, award data, spend data and outreach initiatives. The first, second, and third quarter reports from the Calendar Year 2017 have been uploaded for the SBE program and the M/WBE program.

- Number of certified SBE firms
- Number of certified SLBE firms
- Number of certified ELBE firms
- Number of certified WBE firms
- Number of certified MBE firms

### 2) Collaboration and Partnership

**Description:** Capacity building is a large component of any S/M/WBE program. In FY 19 DEI will make a concerted effort to partner and collaborate with organizations that provide capacity building, technical support and procurement opportunities to City-certified firms. DEI is currently not able to fund these organizations for this effort; however we can foster public-private partnerships to advance our mission as well as our Business Training Center.

#### Key Steps/Progress Milestones:

Success will be measured and tracked based upon offerings of the Business Training Center, webinars, contractual documents that document new public/private partnerships and surveys taken by class participants.



#### Data Capture:

- Number of certified vendors per category ( B2Gnow)
- Business Training Center participant surveys
- Contract and MOU documents between the City of Cincinnati and partnering agencies.

### 3) Increase MBE and WBE Utilization on City Contracts to 16%

**Description:** DEI's goal is to continue to increase the amount of City contract dollars to minority- and women-owned firms to 12% for MBE and 4% for WBE for CY19

#### Key Steps/Progress Milestones:

Currently DEI tracks the award and expenditures made to city certified S/M/WBE's. Award utilization is tracked quarterly.

#### Data Capture:

- DEI's CY 2017 quarter one, two, and three M/WBE Reports
- Amount and percentage of contracts awarded to MBE/WBE
- Actual amount spent for MBE/WBE contracts

## Innovative Government

### 1) Refine the automation of various data compiled by DEI

**Description:** DEI utilizes various database management systems that capture important data such as S/M/WBE utilization, prevailing wage and contract data that allow the department to administer, enforce and monitor our various programs and procurements. With new requirements for data tracking on the horizon, there is an increased need to streamline the compilation of data that DEI currently receives (much in paper format) into a data system that allows the easy search and manipulation of target data as needed.

#### Key Steps/Progress Milestones:

- Compile exhaustive list of information that is currently captured through various sources, including CFS, LCP Tracker, B2GNow, Microsoft Access and paper forms.
- Reduce the number of paper forms required by DEI to be completed by third parties

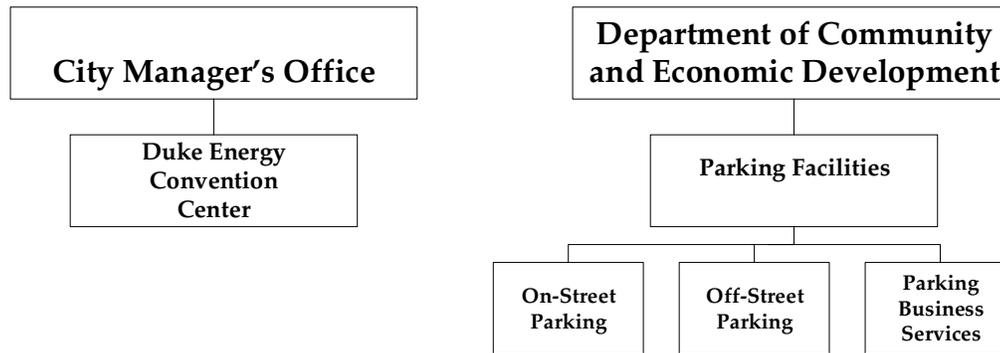
#### Data Capture:

Data consists of information currently gathered on various forms such as: Wage Enforcement, M/WBE Utilization Packet, Subcontractor Utilization Forms, EEO documents, and Prevailing Wage document submission



## Enterprise Services

The mission of the Department of Enterprise Services is to contribute to the economic growth and stability of Cincinnati by providing a premier convention center facility and professional management of the City's parking assets.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	2,341,000	2,446,220	2,404,190	(42,030)
Employee Benefits	969,920	995,400	1,067,650	72,250
Other Expenses	14,317,160	14,418,780	14,739,860	321,080
Properties	0	0	0	0
Debt Service	2,316,650	2,290,870	2,317,540	26,670
<b>Operating Total</b>	<b>19,944,730</b>	<b>20,151,270</b>	<b>20,529,240</b>	<b>377,970</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>19,944,730</b>	<b>20,151,270</b>	<b>20,529,240</b>	<b>377,970</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	19,879,360	19,868,970	19,638,970	(230,000)
Total Full-time Equivalent Positions	49.92	49.92	49.91	(0.01)

# Departmental Budgets

## Enterprise Services



### Department Programs

1. Duke Energy Convention Center
2. On-Street Parking
3. Off-Street Parking
4. Parking Business Services

### Program Summaries

#### Program 1: Duke Energy Convention Center

**Description:** The Duke Energy Convention Center program oversees the management agreement between Global Spectrum, LP and the City of Cincinnati.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	105,130	110,090	124,260	14,170
Employee Benefits	46,040	48,210	54,150	5,940
Other Expenses	8,393,470	8,380,080	8,707,570	327,490
Properties	0	0	0	0
Debt Service	402,290	402,290	388,960	(13,330)
<b>Operating Total</b>	<b>8,946,930</b>	<b>8,940,670</b>	<b>9,274,940</b>	<b>334,270</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>8,946,930</b>	<b>8,940,670</b>	<b>9,274,940</b>	<b>334,270</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	9,054,860	8,944,470	8,714,470	(230,000)
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
334,270	0.00	All Funds	This program reflects a Convention Center Fund increase due to increases in contractual services and reimbursements for employee wages and benefits. There is no change in FTE.



**Program 2: On-Street Parking**

**Description:** This program consists of enforcement, collection, maintenance, and management of over 5,000 single space meters located in the downtown area and neighborhood business districts, as well as 76 multi-space pay-and-display units.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	1,462,860	1,543,120	1,556,330	13,210
Employee Benefits	643,080	660,890	738,410	77,520
Other Expenses	2,015,020	2,039,360	2,024,770	(14,590)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>4,120,960</b>	<b>4,243,370</b>	<b>4,319,510</b>	<b>76,140</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>4,120,960</b>	<b>4,243,370</b>	<b>4,319,510</b>	<b>76,140</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	3,266,500	3,366,500	3,366,500	0
Total Full-time Equivalent Positions	35.92	35.92	39.91	3.99

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
76,140	3.99	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is related to an ongoing departmental reorganization and a more accurate reflection of part-time employees.

# Departmental Budgets

## Enterprise Services



### Program 3: Off-Street Parking

**Description:** This program consists of the operation, maintenance, and management of over 4,900 parking spaces located at seven City-owned parking garages and five surface lots throughout downtown Cincinnati.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	390,800	405,560	312,480	(93,080)
Employee Benefits	131,560	134,940	141,350	6,410
Other Expenses	3,758,180	3,845,840	3,823,260	(22,580)
Properties	0	0	0	0
Debt Service	1,914,360	1,888,580	1,928,580	40,000
<b>Operating Total</b>	<b>6,194,900</b>	<b>6,274,920</b>	<b>6,205,670</b>	<b>(69,250)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>6,194,900</b>	<b>6,274,920</b>	<b>6,205,670</b>	<b>(69,250)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	7,558,000	7,558,000	7,558,000	0
Total Full-time Equivalent Positions	11.00	11.00	7.00	(4.00)

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(69,250)	(4.00)	All Funds	This program reflects an all funds decrease due to the transfer of positions to other programs. The decreases in FTE are the result of an ongoing departmental reorganization.



**Program 4: Parking Business Services**

**Description:** This program manages internal and external customer transactions for the Parking Facilities Division.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	382,210	387,450	411,120	23,670
Employee Benefits	149,240	151,360	133,740	(17,620)
Other Expenses	150,490	153,500	184,260	30,760
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>681,940</b>	<b>692,310</b>	<b>729,120</b>	<b>36,810</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>681,940</b>	<b>692,310</b>	<b>729,120</b>	<b>36,810</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
36,810	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

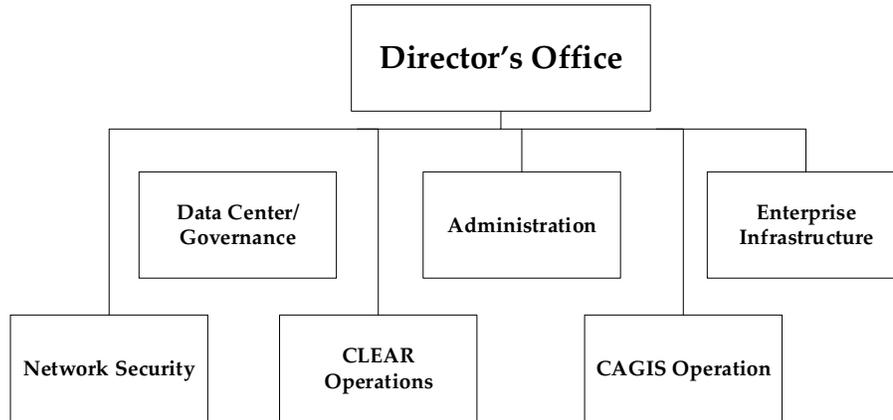


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## Enterprise Technology Solutions

The mission of Enterprise Technology Solutions (ETS) is to ensure the availability of citywide technology applications and infrastructures and enable the procurement and implementation of innovative, secure, and cost effective technology and business solutions through collaborative partnerships with all City departments, inclusive governance, and effective security policy administration.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	3,786,060	3,747,180	4,247,290	500,110
Employee Benefits	1,173,850	1,189,370	1,263,840	74,470
Other Expenses	584,080	573,910	584,760	10,850
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,543,990</b>	<b>5,510,460</b>	<b>6,095,890</b>	<b>585,430</b>
<b>Operating Budget Restricted</b>				
Personnel Services	3,931,380	4,026,770	3,272,390	(754,380)
Employee Benefits	1,144,860	1,191,640	1,044,360	(147,280)
Other Expenses	6,022,930	5,627,840	6,534,930	907,090
Properties	300,000	309,000	0	(309,000)
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>11,399,170</b>	<b>11,155,250</b>	<b>10,851,680</b>	<b>(303,570)</b>
Internal Service Funds	4,215,610	4,244,180	4,601,010	356,830
<b>Total</b>	<b>21,158,770</b>	<b>20,909,890</b>	<b>21,548,580</b>	<b>638,690</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	130	130	4,680,470	4,680,340
<b>Total Full-time Equivalent Positions</b>	<b>88.55</b>	<b>88.55</b>	<b>95.80</b>	<b>7.25</b>



**Department Programs**

- |                                |                     |
|--------------------------------|---------------------|
| 1. ETS Administration          | 4. CIT-E Operations |
| 2. CLEAR Operations            | 5. CTS Operations   |
| 3. CAGIS Consortium Operations |                     |

**Program Summaries**

**Program 1: ETS Administration** 

**Description:** Provides overall policy direction, procurement, accounts payable, accounts receivable, human resources, and budget support for Enterprise Technology Solutions.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	273,550	272,040	372,440	100,400
Employee Benefits	97,590	99,980	58,650	(41,330)
Other Expenses	305,300	299,150	376,330	77,180
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>676,440</b>	<b>671,170</b>	<b>807,420</b>	<b>136,250</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>676,440</b>	<b>671,170</b>	<b>807,420</b>	<b>136,250</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	130	130	130	0
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE Fund	Description
236,050	0.00 All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

**One-Time Significant Program Changes**

Budget	FTE Fund	Description
(99,800)	0.00 General Fund	This reflects a budget reduction to the department's budget. This reduction holds a Supervising Management Analyst in ETS Administration and two Senior Computer Programmer/Analyst positions in CTS Operations vacant through FY 2019.



**Program 2: CLEAR Operations**

**Description:** To provide a computerized police information system for all Hamilton County law enforcement agencies. This program is funded entirely by a levy assessed to all Hamilton County property owners.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	1,827,410	1,858,030	1,451,000	(407,030)
Employee Benefits	523,290	542,930	404,860	(138,070)
Other Expenses	3,293,910	2,839,220	3,229,210	389,990
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,644,610</b>	<b>5,240,180</b>	<b>5,085,070</b>	<b>(155,110)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,644,610</b>	<b>5,240,180</b>	<b>5,085,070</b>	<b>(155,110)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(155,110)	0.00	All Funds	This program reflects an all funds decrease due to the reallocation of reimbursements to ETS Administration, which are partially offset by City Council approved wage increases and employee benefits increases. There is no change in FTE.



**Program 3: CAGIS Consortium Operations** 

**Description:** The Cincinnati Area Geographic Information System represents a computerized, information sharing system that enables the fundamental transformation of government and utility service management and delivery through the use of geographic information.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	2,103,970	2,168,740	1,821,390	(347,350)
Employee Benefits	621,580	648,710	639,500	(9,210)
Other Expenses	2,708,020	2,767,620	2,900,330	132,710
Properties	300,000	309,000	0	(309,000)
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,733,570</b>	<b>5,894,070</b>	<b>5,361,220</b>	<b>(532,850)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,733,570</b>	<b>5,894,070</b>	<b>5,361,220</b>	<b>(532,850)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	18.00	18.00	18.00	0.00

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(532,850)	0.00	All Funds	This program reflects an all funds decrease due to the reallocation of reimbursements to ETS Administration, which are partially offset by City Council approved wage increases and employee benefits increases. There is no change in FTE.



**Program 4: CIT-E Operations**

**Description:** CIT-E provides information technology solutions including consulting, implementation, and support services for City enterprise business systems such as Financial, HR, Email, Electronic Government, and Business Analytics.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,948,820	1,913,840	1,887,700	(26,140)
Employee Benefits	576,260	577,490	606,770	29,280
Other Expenses	79,050	81,360	25,280	(56,080)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,604,130</b>	<b>2,572,690</b>	<b>2,519,750</b>	<b>(52,940)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	1,300,000	1,300,000	1,400,000	100,000
<b>Total</b>	<b>3,904,130</b>	<b>3,872,690</b>	<b>3,919,750</b>	<b>47,060</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	1,400,000	1,400,000
<b>Total Full-time Equivalent Positions</b>	<b>19.75</b>	<b>19.75</b>	<b>20.00</b>	<b>0.25</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(2,940)	0.25	All Funds	This program reflects an all funds decrease due to reductions in non-personnel costs. The increase in FTE is due to an increase in the hours worked by a position during FY 2018.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(50,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction provides for the reimbursement of salaries and benefits for Digital Services staff from capital improvement program projects.

# Departmental Budgets

## Enterprise Technology Solutions



### Program 5: CTS Operations

**Description:** Provide support for City's Communication Technology Services (CTS) programs, maintaining radio communications, data communications infrastructure and the City's telephone network.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,563,690	1,561,300	1,987,150	425,850
Employee Benefits	500,000	511,900	598,420	86,520
Other Expenses	199,730	193,400	183,150	(10,250)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,263,420</b>	<b>2,266,600</b>	<b>2,768,720</b>	<b>502,120</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	21,000	21,000	405,390	384,390
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>21,000</b>	<b>21,000</b>	<b>405,390</b>	<b>384,390</b>
Internal Service Funds	2,915,610	2,944,180	3,201,010	256,830
<b>Total</b>	<b>5,200,030</b>	<b>5,231,780</b>	<b>6,375,120</b>	<b>1,143,340</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	3,280,340	3,280,340
Total Full-time Equivalent Positions	28.80	28.80	35.80	7.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
367,790	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
205,390	0.00	9-1-1 Cell Phone Fees	This represents the transfer of information technology staff and related non-personnel expenses from the Emergency Communications Center (ECC).
549,220	6.00	General Fund	
179,000	0.00	9-1-1 Cell Phone Fees	This increase represents the costs for maintenance and support for the newly installed Computer Aided Dispatch (CAD) system.
96,420	1.00	General Fund	This represents the addition of a Senior Computer Programmer/Analyst (SCPA) position in Enterprise Technology Solutions (ETS) as part of the Emergency Communications Action Plan.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(125,260)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will provide for the reimbursement of salaries and benefits for ETS Service Desk staff from resources in the Regional Computer Center Fund.
(176,390)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will increase reimbursements from the Regional Computer Center Fund.



**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(192,840)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction holds a Supervising Management Analyst in ETS Administration and two Senior Computer Programmer/Analyst positions in CTS Operations vacant through FY 2019.
(16,830)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction provides for the reimbursement of salaries and benefits for Network Services staff from capital improvement program projects.



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## **Safer Streets**

### **1) 800 Mhz Radio System Monitoring**

**Description:** High

**Key Steps/Progress Milestones:**

- Identification of poor radio system coverage location
- Identification of radios with reported communications problems
- Regular reporting of system communication problems to public safety

**Fund(s):** FY18 IT Capital (\$166k)

## **Thriving and Healthy Neighborhoods**

### **1) Citizen Notification System Implementation**

**Description:** High

**Key Steps/Progress Milestones:**

- Development of a list of Citizen Alert Coordinators to serve as liaisons to the City's Public Information Office.
- Develop a unified strategy to a) encourage citizens to sign up for City alerts, b) manage the type of alerts to citizens and their frequency, and c) report on the level of use the City receives.

**Fund(s):** ETS Fund 702 (\$55,000)

## **Innovative Government**

### **1) Peoplesoft Enhancements (FMLA, Absence Management, Kronos Interface) Implementation**

**Description:** High

**Key Steps/Progress Milestones:**

- Lead the re-tooling of the Peoplesoft (CHRIS) Steering Committee leadership structure to include greater involvement from the ETS, Human Resources, Risk Management, and Finance department heads.

## **FY 2019 Department Strategic Priorities**

### **Enterprise Technology Solutions**



- Lead the re-tooling of the Peoplesoft (CHRIS) Functional Committee as an Operational Collaboration Team tasked with developing a strategic road map to identify and document business process that can be automated in CHRIS, set KPO's for the CHRIS system, and lead the full deployment of the systems capabilities over time.
- Assist HR with delivering information and training to the HR liaisons utilizing the Peoplesoft (CHRIS) system.

**Fund(s):** FY17 IT Capital (\$300k), FY18 IT Capital (\$40,800), FY18 ETS Non-Departmental (\$300k), FY19 IT Capital Request (\$136k) [Total Funds Available if all Approved = \$640,800]

#### **Data Capture:**

CHRIS Data, DPS-CWW-MSD-Police-Fire Kronos Data

### **2) Council Online System Replacement**

**Description:** High

#### **Key Steps/Progress Milestones:**

- Identify additional funds for the replacement of the current Council Online system.
- Work with the Clerk's Office to define the KPO's and most critical needs in a new system.
- Identify a viable replacement system and the most ideal procurement mechanism to expedite the project.

**Fund(s):** FY18 IT Capital (\$35k)

### **3) Metropolitan Area Business Network Upgrade (Phase 1)**

**Description:** High

**Fund(s):** FY17 IT Capital (\$3.65 million), FY18 IT Capital (\$600k) [Total Budget = \$4.065 million]



## *Cincinnati Area Geographic Information System (CAGIS)*

### **Innovative Government**

#### **1) CAGIS EDGE: Continue to Plan & Implement Upgrade of the CAGIS Consortium PermitsPlus Enterprise Land Management Business System**

**Description:** CAGIS EDGE: Enterprise Land Management Business system, currently referred to as Accela PermitsPlus, includes Permitting, Licensing, Code Enforcement, Inspections, etc. There are hundreds of business workflows operational within this platform that are utilized by over 550 users daily and supports the everyday operations of over 20 City and County agencies. This platform needs to be upgraded to the new version called Accela Automation. CAGIS is implementing a strategically focused methodology for migration planning as phase one of the overall migration project. This is a multi-year, multi-agency implementation with significant progress made in FY18 to lay the foundation with the final Request for Proposal (RFP) slated to be released in quarter two of 2018 for Cincinnati and Hamilton County Building departments. Implementation of the migration of the Cincinnati and Hamilton County Building departments will be a key focus for FY19.

#### **Key Steps/Progress Milestones:**

- CAGIS will act as the coordinating project manager between the selected implementation vendor/consultant and the Cincinnati and Hamilton County Building departments for the implementation of all workflows in the scope of the RFP
- Successful delivery of each permit automation workflow per project schedule (currently at around 60 total aggregated and distinct workflows)
- User acceptance training sessions, both public and internal
- Go-live implementation by CAGIS of Cincinnati Buildings Annual Elevator Licensing & Inspections and Annual Treasury Dance Hall Licensing.

**Fund(s):** Funding provided by revenues from both City and County permits and inspections.

#### **Data Capture:**

CAGIS Systems, CAGIS Project Reports, and Management tools

#### **2) GIS New Technology: Continue Implementation for business end users**

**Description:** CAGIS GIS is a key backbone platform for land process management, integration and coordination of services among agencies. CAGIS is continuing the upgrade and enhancement of GIS technologies. A priority for FY19 will be continued implementation of new technologies for business end users.

## **FY 2019 Department Strategic Priorities**

### **Enterprise Technology Solutions**

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#### **Key Steps/Progress Milestones:**

- Comprehensive Department of Transportation and Engineering (DOTE) Asset Inventory - Phase Two
- Enhancements of CAGIS Gen8 - V1 desktop GIS
- Enhancements of CAGIS Map portal - V1 for online GIS

**Fund(s):** Operating and Capital support provided through the CAGIS Consortium.

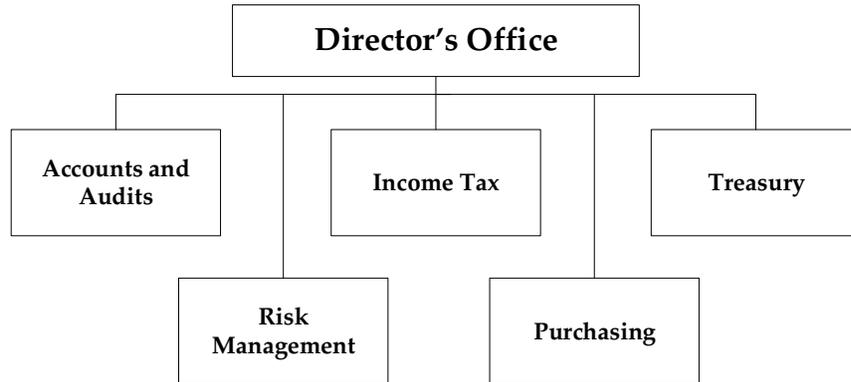
#### **Data Capture:**

CAGIS Systems



## Finance

The mission of the Finance Department is to serve as a strong steward of public financial resources, contribute to the financial strength of the City, and provide quality financial services to customers. This mission is accomplished through the functions and duties of: the Office of the Director, Accounts & Audits, City Treasury, Income Tax, Purchasing, and Risk Management.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	4,564,070	4,651,090	4,597,100	(53,990)
Employee Benefits	1,580,480	1,615,370	1,580,400	(34,970)
Other Expenses	1,207,240	1,193,220	1,041,810	(151,410)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>7,351,790</b>	<b>7,459,680</b>	<b>7,219,310</b>	<b>(240,370)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	823,630	761,860	780,450	18,590
Employee Benefits	270,770	255,020	295,150	40,130
Other Expenses	3,825,880	3,835,780	3,826,720	(9,060)
Properties	0	0	0	0
Debt Service	113,350,650	114,550,650	121,400,000	6,849,350
<b>Operating Total</b>	<b>118,270,930</b>	<b>119,403,310</b>	<b>126,302,320</b>	<b>6,899,010</b>
Internal Service Funds	4,268,000	4,379,600	4,586,010	206,410
<b>Total</b>	<b>129,890,720</b>	<b>131,242,590</b>	<b>138,107,640</b>	<b>6,865,050</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	328,694,650	335,335,480	331,247,720	(4,087,760)
Total Full-time Equivalent Positions	105.75	105.75	104.56	(1.19)

# Departmental Budgets

## Finance



### Department Programs

- |                                       |                        |
|---------------------------------------|------------------------|
| 1. Administration                     | 6. Risk Management     |
| 2. Financial Reporting and Monitoring | 7. Income Tax          |
| 3. Payroll Preparation                | 8. Procurement         |
| 4. Debt Management                    | 9. Printing and Stores |
| 5. Treasury Operations                |                        |

### Program Summaries

#### Program 1: Administration

**Description:** Consists of the Finance Director, Assistant Finance Director, and an Administrative Specialist.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	299,800	359,430	304,400	(55,030)
Employee Benefits	57,420	69,270	66,820	(2,450)
Other Expenses	23,950	23,650	24,050	400
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>381,170</b>	<b>452,350</b>	<b>395,270</b>	<b>(57,080)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	70,490	6,710	55,120	48,410
Employee Benefits	13,820	1,310	18,420	17,110
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>84,310</b>	<b>8,020</b>	<b>73,540</b>	<b>65,520</b>
Internal Service Funds	12,620	0	10,720	10,720
<b>Total</b>	<b>478,100</b>	<b>460,370</b>	<b>479,530</b>	<b>19,160</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
61,650	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases, and increases in contractual services due to the transfer of the UC Economics Center contract. There is no change in FTE.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(53,220)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents a decrease in funding for financial consultants.



**Program 2: Financial Reporting and Monitoring**

**Description:** Prepares revenue estimates and financial analyses. Maintains records and prepares reports on the financial position of each fund and project. Monitors expenditures. Prepares the City's annual report. Reconciles property tax revenue.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	979,210	972,070	940,310	(31,760)
Employee Benefits	337,030	333,090	326,590	(6,500)
Other Expenses	153,770	148,580	95,190	(53,390)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,470,010</b>	<b>1,453,740</b>	<b>1,362,090</b>	<b>(91,650)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	308,540	322,540	312,310	(10,230)
Employee Benefits	118,370	121,410	110,730	(10,680)
Other Expenses	425,080	433,580	429,120	(4,460)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>851,990</b>	<b>877,530</b>	<b>852,160</b>	<b>(25,370)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,322,000</b>	<b>2,331,270</b>	<b>2,214,250</b>	<b>(117,020)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	17.00	17.00	17.00	0.00

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(49,610)	0.00	All Funds	This program reflects an all funds decrease due to wage and benefit decreases, and decreases in contractual services and fixed charges. There is no change in FTE.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(1,050)	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction decreases resources available for telephone charges.
(420)	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction will eliminate training resources in the Accounts & Audits Division.
(63,700)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction holds an Accounting Technician position vacant.
(2,240)	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction decreases the resources available for information technology services.

# Departmental Budgets

## Finance



### Program 3: Payroll Preparation

**Description:** Processes biweekly payroll for approximately 6,500 employees, interprets and implements government regulations, and reconciles all employee deductions and tax deposits.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	129,130	127,290	163,640	36,350
Employee Benefits	40,970	44,100	67,100	23,000
Other Expenses	5,690	5,520	5,650	130
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>175,790</b>	<b>176,910</b>	<b>236,390</b>	<b>59,480</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>175,790</b>	<b>176,910</b>	<b>236,390</b>	<b>59,480</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
59,480	0.00	All Funds	This program reflects a General Fund increase primarily due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



**Program 4: Debt Management**

**Description:** Manages general obligation debt repayment.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	279,550	297,420	282,840	(14,580)
Employee Benefits	83,800	87,520	107,560	20,040
Other Expenses	3,333,300	3,334,150	3,330,100	(4,050)
Properties	0	0	0	0
Debt Service	113,350,650	114,550,650	121,400,000	6,849,350
<b>Operating Total</b>	<b>117,047,300</b>	<b>118,269,740</b>	<b>125,120,500</b>	<b>6,850,760</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>117,047,300</b>	<b>118,269,740</b>	<b>125,120,500</b>	<b>6,850,760</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	25,044,350	25,259,410	25,476,620	217,210
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
6,850,760	0.00	All Funds	This program reflects an all funds increase due to increases in debt service payments. There is no change in FTE.

# Departmental Budgets

## Finance



### Program 5: Treasury Operations

**Description:** Performs cash management and banking activities, manages the City's investment portfolio, issues business licenses/permits, collects admissions taxes and transient occupancy tax, and pursues delinquent account collection.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	512,630	538,450	521,430	(17,020)
Employee Benefits	164,850	171,020	191,450	20,430
Other Expenses	320,170	329,830	251,670	(78,160)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>997,650</b>	<b>1,039,300</b>	<b>964,550</b>	<b>(74,750)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	67,800	35,980	22,000	(13,980)
Employee Benefits	24,790	14,450	9,670	(4,780)
Other Expenses	67,500	68,050	67,500	(550)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>160,090</b>	<b>118,480</b>	<b>99,170</b>	<b>(19,310)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,157,740</b>	<b>1,157,780</b>	<b>1,063,720</b>	<b>(94,060)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	15,859,000	15,859,000	16,381,100	522,100
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
121,410	0.00	All Funds	This program reflects an all funds increase due to increases in employee benefits. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(45,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents the amount paid to collection agencies diminishing as the Division of Parking Facilities is now responsible for overseeing the collection of delinquent parking fines.
(54,910)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents a budget adjustment to reduce non-personnel expenses.
(40,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents a decrease for postage as the department is moving more to electronic payments.
(75,560)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction holds an Accounting Technician 2 position vacant for FY 2019.



**Program 6: Risk Management**

**Description:** Monitors the City's insurance program. Provides employee safety services to departments in field audits and training. Provides employee health services. Maintains current benefits and workers' compensation rates.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	156,870	152,510	157,000	4,490
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>156,870</b>	<b>152,510</b>	<b>157,000</b>	<b>4,490</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	2,042,310	2,114,970	2,084,860	(30,110)
<b>Total</b>	<b>2,199,180</b>	<b>2,267,480</b>	<b>2,241,860</b>	<b>(25,620)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	5,710,000	5,710,000	5,710,000	0
Total Full-time Equivalent Positions	15.75	15.75	14.75	(1.00)

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
4,490	(1.00)	All Funds	This program reflects an all funds increase due to increases in insurance. The decrease in FTE is due to the elimination of a vacant Administrative Specialist position.

# Departmental Budgets

## Finance



### Program 7: Income Tax

**Description:** Provides taxpayer service and education, ensures taxpayer compliance with the City's tax code, pursues payment of past due tax liabilities, and processes income tax forms and payments.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,989,140	1,989,100	2,059,190	70,090
Employee Benefits	734,330	748,140	740,970	(7,170)
Other Expenses	416,410	403,670	381,300	(22,370)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,139,880</b>	<b>3,140,910</b>	<b>3,181,460</b>	<b>40,550</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,139,880</b>	<b>3,140,910</b>	<b>3,181,460</b>	<b>40,550</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	279,381,300	285,807,070	280,700,000	(5,107,070)
Total Full-time Equivalent Positions	31.00	31.00	30.81	(0.19)

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
95,270	(0.19)	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and contractual services increases. The decrease in FTE is due to adjustments in how position reimbursements are reflected.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(23,720)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents position vacancy allowance for a Clerk 2 position.
(31,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will decrease non-personnel expenses for replacing outdated computers and printers.



**Program 8: Procurement**

**Description:** Performs procurement functions including competitive bids, reverse auctions, demolition bids, professional services proposals, procurement cards, citywide vendor registration, and record management for all City contracts.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	654,160	664,750	608,130	(56,620)
Employee Benefits	245,890	249,750	187,470	(62,280)
Other Expenses	130,390	129,470	126,950	(2,520)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,030,440</b>	<b>1,043,970</b>	<b>922,550</b>	<b>(121,420)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	97,250	99,210	108,180	8,970
Employee Benefits	29,980	30,330	48,770	18,440
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>127,230</b>	<b>129,540</b>	<b>156,950</b>	<b>27,410</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,157,670</b>	<b>1,173,510</b>	<b>1,079,500</b>	<b>(94,010)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	280,000	280,000
Total Full-time Equivalent Positions	19.00	19.00	19.00	0.00

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
7,700	0.00	All Funds	This program reflects an all funds increase due to increases in fixed charges such as subscriptions, and software and licenses. There is no change in FTE.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(90,550)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction holds a Supervising Management Analyst position vacant for approximately six months.
(2,240)	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction will decrease resources available for travel for training in the Purchasing Division.
(8,420)	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction will decrease resources available for training in the Purchasing Division.
(500)	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction decreases resources available for memberships.

# Departmental Budgets

## Finance



### Program 9: Printing and Stores

**Description:** Provides printing, mail, and store services to all City agencies.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	2,213,060	2,264,630	2,490,430	225,800
<b>Total</b>	<b>2,213,060</b>	<b>2,264,630</b>	<b>2,490,430</b>	<b>225,800</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,700,000	2,700,000	2,700,000	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	This program reflects an increase in the internal service funds due to City Council approved wage increases and employee benefits increases, and increases in contractual services and supplies. There is no change in FTE.



## Growing Economy

### 1) Procurement Reform & Economic Inclusion

**Description:** Continue work of improving the City’s procurement process to increase competition and economic inclusion at all levels of contracting, including leveraging greater competition for orders amongst vendors awarded multiple indefinite delivery, indefinite quantity contracts. Furthermore, continue work with DEI on strategies that mutually preserve competition and increase the likelihood of M/WBE and SBE awards and participation.

#### Key Steps/Progress Milestones:

- Ongoing training for Division of Purchasing staff and City departments on policies and procedures implemented in FY18;
- Greater use of technologies and internal procedures that promote competition amongst multiple indefinite delivery, indefinite quantity contracts;
- Implement new contracting strategies that ensure fair opportunity and economic inclusion with respect to how the City contracts;
- Improve vendor user experience by conducting training sessions for how to register and online bidding, including an update of the manual for vendors and enhancement of the user interface within the Vendor Self Service system; and,
- Increase functionality in the procurement module of the Cincinnati Financial System (CFS) to improve efficiencies.

**Fund(s):** General Fund \$200,000

#### Data Capture:

Relevant Data	Data Source
M/W/SBE Contract Award percentage	B2GNow
M/W/SBE Contract Award Spend	Manual Tracking
Training sessions conducted by Purchasing	CHRIS system & manual tracking
Supply catalog contracts within the E-link gateway	E-link (VIT) quarterly reports

## Fiscal Sustainability & Strategic Investment

### 1) Bond Rating Sustainability and Enhancement

**Description:** The City's credit rating was improved during FY 17. Standard and Poor's increased the City's rating to AA from AA-. The rating was influenced by several initiatives related to strong fiscal policies developed including the Debt Management and Investment policies. These policies are being monitored and reviewed to ensure compliance.

The City will secure FY 19 credit ratings for Standard & Poor’s and Moody’s in advance of bond issues.



## Finance

Strategies are in place to continue receiving excellent credit ratings in the future.

**Key Steps/Progress Milestones:** The actual ratings report received from both rating agencies Standard & Poor's and Moody's will serve as the data source.

**Fund(s):** Bond Retirement

### 2) Continuous Improvement of Income Tax Revenue

**Description:** The Income Tax Division will address several of the recommendations in the Income Tax Collections Process Study completed by the PFM Group. The Income Tax Division will expedite the processing of tax returns and implement a risk based compliance program. The customer service experience will be enhanced through modernized payment options and an improved telephone answering system. The new billing module and updated procedures will allow the Income Tax Division to shorten the collection time line.

**Key Steps/Progress Milestones:**

The Income Tax Division anticipates a decrease in the audit cycle for processing current year returns, an increase in the number of first time filers, a decline in the Accounts Receivables, and an increase in the amount of referrals to the Law Department for legal action.

**Fund(s):** General Fund

**Data Capture:**

Relevant Data	Data Source
Income Tax claims referred to Law	Law: Collections DB
Amount referred to Law	Law: Collections DB
Accounts receivable	Income Tax
New Taxpayer Accounts	Income Tax

### 3) Financial Reporting

**Description:** The Financial Reporting section within the Accounts and Audits Division provided accurate and meaningful reporting on the City's financial condition which includes the City of Cincinnati's Comprehensive Annual Financial Report (CAFR). Priority 1 for the division is to maintain the excellence associated with the production of the document and to receive the Government Finance Officers Association (GFOA)'s Certificate of Achievement in Financial Reporting.

**Key Steps/Progress Milestones:**

Develop milestones in junction with the Ohio State Auditor office. The CAFR completion date is six months after the close of the fiscal year.

**Fund(s):** General Fund



**Data Capture:**

Cincinnati Financial System

**4) Continued oversight of healthcare costs/trends in effort to reduce future costs**

**Description:** Risk Management will continue to examine overall healthcare spend and trends in an effort to reduce future costs. Efforts will include re-bidding the current Healthcare and Pharmaceutical Benefit Manager (“PBM”) contracts for City employees in the 2nd half of FY 2019 for implementation on 1/1/20, continued promotion of the Healthy Lifestyles program, and the completion of a dependent eligibility audit.

**Key Steps/Progress Milestones:**

- Marketing, selection, contract execution, and implementation of a new Healthcare and PBM contracts.
- Increase in Healthy Lifestyles participation numbers through new and innovative programs.
- Completion of a dependent eligibility audit to reduce enrollment and costs of the City’s healthcare plan.

**Fund(s):** General Fund

**Data Capture:** Cincinnati Financial System

**5) Increased use of electronic funds transactions to reduce the possibility of fraud**

**Description:** Risk Management will examine the use of electronic funds transactions to reduce the possibility of fraud.

**Key Steps/Progress Milestones:**

Require all vendors to receive electronic payments  
Increase acceptance of credit cards throughout the City agencies  
Assist Income Tax with developing method for electronic refunds  
Periodic audit of larger establishments to ensure compliance

**Fund(s):** General Fund

**Data Capture:** Cincinnati Financial System

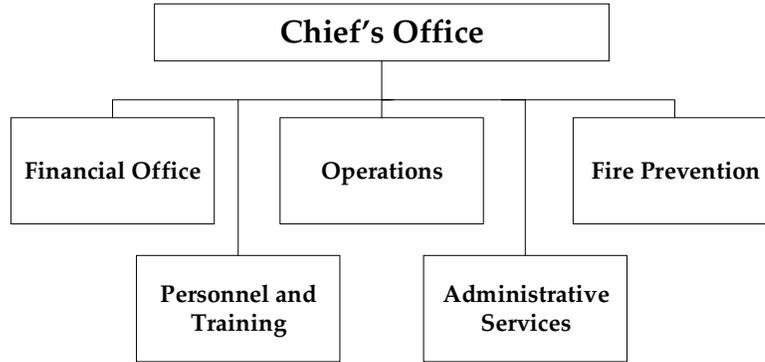


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**Fire**

The mission of the Cincinnati Fire Department is to protect lives and property, and to minimize the suffering of its customers during emergencies. The Cincinnati Fire Department strives to quickly restore normalcy to its customers' lives by responding to their needs in an expeditious manner.



**Departmental Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	71,992,880	72,268,600	75,341,820	3,073,220
Employee Benefits	30,099,400	30,336,800	33,192,170	2,855,370
Other Expenses	9,308,370	7,370,890	8,989,400	1,618,510
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>111,400,650</b>	<b>109,976,290</b>	<b>117,523,390</b>	<b>7,547,100</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>111,400,650</b>	<b>109,976,290</b>	<b>117,523,390</b>	<b>7,547,100</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	9,137,000	9,137,000	9,655,000	518,000
<b>Total Full-time Equivalent Positions</b>	<b>887.00</b>	<b>894.00</b>	<b>908.00</b>	<b>14.00</b>

# Departmental Budgets



## Fire

### Department Programs

1. Financial Management and Planning
2. Support Services
3. Prevention and Community Education
4. Human Resources
5. Response

### Program Summaries

#### Program 1: Financial Management and Planning

**Description:** This program sustains departmental functions through prudent oversight of available funding and management of activities necessary to meet financial obligations. This program also pursues resources through grants administration.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	798,890	785,460	848,060	62,600
Employee Benefits	282,280	278,730	289,060	10,330
Other Expenses	493,390	275,320	96,940	(178,380)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,574,560</b>	<b>1,339,510</b>	<b>1,234,060</b>	<b>(105,450)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,574,560</b>	<b>1,339,510</b>	<b>1,234,060</b>	<b>(105,450)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(125,450)	0.00	All Funds	This program reflects a General Fund decrease due to a reduction in building lease payments, which is partially offset by City Council approved wage increases and employee benefits increases. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
20,000	0.00	General Fund	This represents an increase to personnel due to additional contract pay in lieu of overtime payments for eligible employees.



**Program 2: Support Services**

**Description:** This program utilizes technological advancements to ensure the highest level of safety and equipment for Fire Department employees.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	2,999,580	2,971,000	2,575,000	(396,000)
Employee Benefits	996,170	981,840	1,003,900	22,060
Other Expenses	1,173,150	590,260	603,290	13,030
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,168,900</b>	<b>4,543,100</b>	<b>4,182,190</b>	<b>(360,910)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,168,900</b>	<b>4,543,100</b>	<b>4,182,190</b>	<b>(360,910)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>37.00</b>	<b>37.00</b>	<b>37.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(87,010)	0.00	All Funds	This program reflects a General Fund decrease due to shifting overtime expenses to Response which is partially offset by City Council approved wage increases and employee benefits increases and increases in contractual services. There is no change in FTE.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(273,900)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents holding certain administrative positions vacant for FY 2019.

# Departmental Budgets



## Fire

### Program 3: Prevention and Community Education

**Description:** This program provides fire prevention inspections and enforcement of the Fire Prevention Code. This program also provides fire education programs and safety information to the public.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	3,060,960	2,981,150	2,294,470	(686,680)
Employee Benefits	834,380	812,820	883,660	70,840
Other Expenses	184,960	180,140	190,450	10,310
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>4,080,300</b>	<b>3,974,110</b>	<b>3,368,580</b>	<b>(605,530)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>4,080,300</b>	<b>3,974,110</b>	<b>3,368,580</b>	<b>(605,530)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	505,000	505,000	755,000	250,000
Total Full-time Equivalent Positions	22.00	22.00	22.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(605,530)	0.00	All Funds	This program reflects a General Fund decrease due to the transfer of overtime expenses to Response which is partially offset by City Council approved wage increases and employee benefits increases. There is no change in FTE.



**Program 4: Human Resources**

**Description:** This program ensures that the Fire Department institutionalizes its customer service philosophy into every level of the organization related to internal and external customers.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,843,300	1,837,990	1,170,520	(667,470)
Employee Benefits	463,850	357,200	396,850	39,650
Other Expenses	290,740	166,390	722,950	556,560
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,597,890</b>	<b>2,361,580</b>	<b>2,290,320</b>	<b>(71,260)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,597,890</b>	<b>2,361,580</b>	<b>2,290,320</b>	<b>(71,260)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(71,260)	0.00	All Funds	This program reflects a General Fund decrease due to the transfer of overtime expenses to Response which is partially offset by City Council approved wage increases and employee benefits increases. There is no change in FTE.

# Departmental Budgets



## Fire

### Program 5: Response

**Description:** This program is reactionary and provides effective fire response, emergency medical services (EMS), and other emergency response services such as hazardous materials response and specialized rescue services.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	63,290,150	63,693,000	68,453,770	4,760,770
Employee Benefits	27,522,720	27,906,210	30,618,700	2,712,490
Other Expenses	7,166,130	6,158,780	7,375,770	1,216,990
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>97,979,000</b>	<b>97,757,990</b>	<b>106,448,240</b>	<b>8,690,250</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>97,979,000</b>	<b>97,757,990</b>	<b>106,448,240</b>	<b>8,690,250</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	8,632,000	8,632,000	8,900,000	268,000
Total Full-time Equivalent Positions	807.00	814.00	828.00	14.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
9,332,930	14.00	All Funds	This program reflects a General Fund increase due to the transfer of overtime expenses from other programs, and City Council approved wage and employee benefits increases. The increase in FTE is due to the planned graduation of Fire Recruits.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
272,000	0.00	General Fund	This increase will provide additional personnel resources for training the recruit class and back-filling unexpected sworn vacancies.
(392,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will delay the start of the paramedic training class due to the department currently having enough certified paramedics on staff. Should more paramedics be needed, the contract allows for a class to be started sooner.
(522,680)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents lump sum position vacancy allowance for several unexpected sworn vacancies.



## Safer Streets

### 1) Expand and Increase Community Outreach

**Description:** Community risk reduction and fire education

**Key Steps/Progress Milestones:**

Expand the core community outreach team. Develop a committee for community engagement who will be dispatched and detailed to events to educate the public and hand out informational pamphlets.

**Data Capture:**

CFD Web will be used to identify valuable partners within each community to build capacity and trust within areas around companies.

### 2) Reduce the number of firefighter injuries by 20%

**Description:** The Cincinnati Fire Department would like to enhance injury reduction communications via monthly reminder memos to all personnel. The communications would remind personnel to wear protective gear, operate within prescribed guidelines, and stay physically fit.

**Key Steps/Progress Milestones:**

- Begin annual physicals for firefighting personnel.
- Develop Memos to communicate updated policies/procedures to Department personnel.
- Have Safety Captains' monitor proper work techniques and ensure that protective gear is worn.

**Fund(s):** General Fund 050

**Data Capture:**

- Number of firefighters with injuries.
- CFDWeb average number of sworn personnel on Limited Duty for work injuries
- Percentage of completed annual firefighter physicals

### 3) Increase Customer Service Delivery

**Description:** Continuously improve workforce planning processes to ensure efficient delivery to citizens.

**Key Steps/Progress Milestones:**

- Gather and analyze current workforce data
- Meet with all divisions and identify future workforce needs



### Fire

- Evaluate call volume per unit
- Determine where to adjust units to meet service demand
- Re-evaluate progress annually or within 60 days of a major department change

### Data Capture:

CAD, CFDWEB, and NFIRS call and run data to assess changing demographics and the impact on customer service delivery.

## Thriving and Healthy Neighborhoods

### 1) Reduce non-emergency 911 calls

**Description:** Develop a coordinated Fire and EMS community outreach strategy.

### Key Steps/Progress Milestones:

- Identify content areas within suppression and EMS that could be paired together. For example, scan for falls/trip hazards with fire alarm installation (Saturday Sweeps)
- Increase awareness that firefighters are trained in emergency medicine

**Funds:** General Fund 050

### Data Capture:

- CAD data, 911 phone system, and EMS reporting
- Identify valuable partners within each community to build capacity and trust within areas around companies
- Communicate with partners to cross promote ongoing initiatives
- Sponsorship of CFD community events

## Fiscal Sustainability and Strategic Investment

### 1) Continue monitoring overtime expenditures, including reimbursable overtime (OT) payable to the Department by outside entities

**Description:** As part of the FireStat process, CFD has been working with Budget and OPDA to monitor overtime expenditures, mitigate contributing factors, and ensure that the Department is correctly inventorying overtime expenditures by type and reimburse-ability.

### Key Steps/Progress Milestones:



- Continue monitoring overtime expenditures and relevant contributing factors, including limited duty; abuse of sick days; planned vacation; scheduled training/paramedic classes; and any other relevant factors.
- Meet with OPDA and Budget in the Innovation lab to review planned training and other scheduled events throughout the year which contribute to OT expenditures.
- Create a model for predicting OT expenditures throughout FY19.
- Continue to monitor all categories that fall within 'reimbursable' overtime, including the party from whom the City expects to receive reimbursement. This will require the department to review current processes for overtime categorization, and thoroughly inventory those categories to ensure standardization in invoicing processes.
- Outline the process for billing outside parties for reimbursable overtime in a timely manner, and tracking outstanding bills to enforce timely and complete payment and contractor accountability.
- Identify other revenue streams that might be created such as inspections of high rise buildings and including them in permit process.

**Data Capture:**

- FIM Inspection system
- Average OT expenditure per pay period
- CFS number of training sessions held
- Weekly average number of firefighters on limited duty
- CFD average number of firefighters on scheduled leave
- Anticipated firefighter attrition
- CFD amount of outstanding reimbursable overtime
- CFD reimbursable overtime received

**2) Develop plan to reduce exposure to cancer causing environmental hazards because of firefighting**

**Description:** Develop a yearly plan to implement procedures to reduce the exposure to cancer causing elements found in the firefighting profession.

**Key Steps/Progress Milestones:**

- Implement procedure for cleaning of personal protective equipment (PPE) at fire scenes.
- Develop a plan to install gear lockers in all stations.
- Develop a plan to have testing done in concert with the University of Cincinnati in reducing the number of firefighters with cancer.



### **Fire**

- Use detox sauna and immediate cleaning after fires through new standard operating procedures.

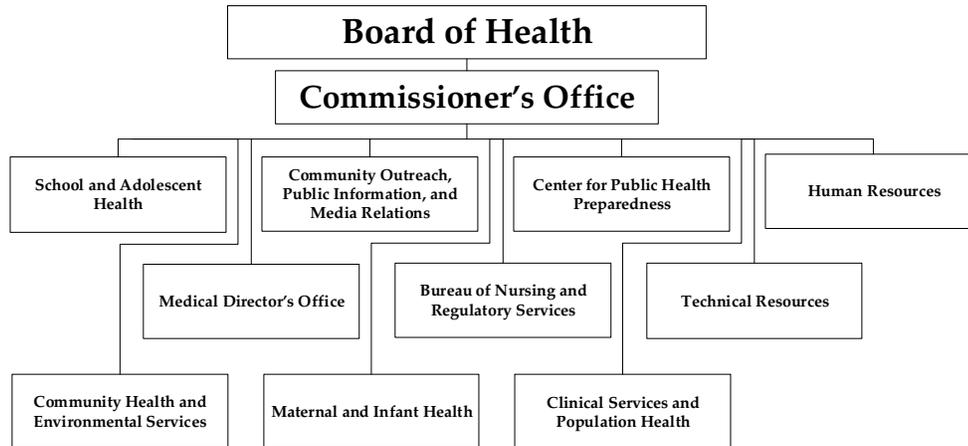
### **Data Capture:**

- Kronos, CFDWEB, and Risk Management data in CHRIS.
- Stations with Gear Lockers installed
- Number of Personal Protective Equipment maintained by the department
- Percent of Firefighters undergoing cancer testing at UC Medical Center.



## Health

The mission of the Health Department is to work for the health and wellness of Cincinnati citizens, employing methods that include surveillance, assessment, disease prevention, health education and assuring access to public health services. The Health Department is committed to providing programs and services, facilitating partnerships, promoting wellness and advocating prudent, ethical and effective public health policies.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	11,586,190	11,453,260	11,618,190	164,930
Employee Benefits	4,170,770	4,125,140	4,327,670	202,530
Other Expenses	1,189,330	1,160,200	1,119,330	(40,870)
Properties	3,000	2,860	2,940	80
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>16,949,290</b>	<b>16,741,460</b>	<b>17,068,130</b>	<b>326,670</b>
<b>Operating Budget Restricted</b>				
Personnel Services	17,945,340	18,833,060	20,088,750	1,255,690
Employee Benefits	6,584,760	6,834,290	7,787,830	953,540
Other Expenses	9,981,200	10,048,230	9,404,710	(643,520)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>34,511,300</b>	<b>35,715,580</b>	<b>37,281,290</b>	<b>1,565,710</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>51,460,590</b>	<b>52,457,040</b>	<b>54,349,420</b>	<b>1,892,380</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	35,598,860	36,601,890	37,505,440	903,550
<b>Total Full-time Equivalent Positions</b>	<b>490.48</b>	<b>489.48</b>	<b>501.77</b>	<b>12.29</b>

# Departmental Budgets

## Health



### Department Programs

1. Health Administration
2. Health Centers
3. Community Health and Environmental Services
4. Maternal and Infant Health
5. School & Adolescent Health

### Program Summaries

#### Program 1: Health Administration

**Description:** Provides professional, technical, and administrative support to the Board of Health and staff.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	3,127,360	3,030,440	3,496,020	465,580
Employee Benefits	1,086,100	1,077,300	1,248,460	171,160
Other Expenses	671,960	659,340	685,770	26,430
Properties	3,000	2,860	2,940	80
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>4,888,420</b>	<b>4,769,940</b>	<b>5,433,190</b>	<b>663,250</b>
<b>Operating Budget Restricted</b>				
Personnel Services	756,210	793,610	510,470	(283,140)
Employee Benefits	216,470	223,100	167,440	(55,660)
Other Expenses	103,880	104,400	98,900	(5,500)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,076,560</b>	<b>1,121,110</b>	<b>776,810</b>	<b>(344,300)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,964,980</b>	<b>5,891,050</b>	<b>6,210,000</b>	<b>318,950</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	997,600	1,026,000	688,000	(338,000)
Total Full-time Equivalent Positions	56.55	55.55	56.55	1.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
318,950	1.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases, and contractual services and fixed charges increases. The increase in FTE is due to the transfer of a position from another program.



**Program 2: Health Centers**

**Description:** Elm Street, Cann, Millvale, Northside, Price Hill and Clement Health Centers provide safety net preventive and primary care services to all Cincinnatians who are uninsured or underinsured.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	4,333,250	4,282,140	3,528,100	(754,040)
Employee Benefits	1,479,470	1,459,570	1,247,440	(212,130)
Other Expenses	4,280	4,080	7,930	3,850
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,817,000</b>	<b>5,745,790</b>	<b>4,783,470</b>	<b>(962,320)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	7,960,180	8,330,070	9,356,480	1,026,410
Employee Benefits	2,926,260	3,019,780	3,568,040	548,260
Other Expenses	6,385,620	6,426,220	6,834,620	408,400
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>17,272,060</b>	<b>17,776,070</b>	<b>19,759,140</b>	<b>1,983,070</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>23,089,060</b>	<b>23,521,860</b>	<b>24,542,610</b>	<b>1,020,750</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	17,800,860	18,529,290	19,787,240	1,257,950
<b>Total Full-time Equivalent Positions</b>	<b>184.33</b>	<b>184.33</b>	<b>182.73</b>	<b>(1.60)</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
1,020,750	(1.60)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases, and contractual services and fixed charges increases. The change in FTE is due to changes in hours worked for various positions.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
128,310	1.00	Community Health Center Activities	This reflects a budget reduction to the department's budget. This reduction represents the transfer of a Nursing Supervisor position to the Community Health Center Activities Fund.
(128,310)	(1.00)	General Fund	
118,310	1.00	Community Health Center Activities	This reflects a budget reduction to the department's budget. This reduction represents the transfer of a Nursing Supervisor position to the Community Health Center Activities Fund.
(118,310)	(1.00)	General Fund	
124,960	1.00	Community Health Center Activities	This reflects a budget reduction to the department's budget. This reduction represents the transfer of a Nursing Supervisor position to the Community Health Center Activities Fund.
(124,960)	(1.00)	General Fund	
134,160	1.00	Community Health Center Activities	This reflects a budget reduction to the department's budget. This reduction represents the transfer of a Nursing Supervisor position to the Community Health Center Activities Fund.
(134,160)	(1.00)	General Fund	

# Departmental Budgets

## Health



### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(102,720)	(1.00)	General Fund	This reflects a budget reduction to the department's budget. This reduction represents the transfer of a Public Health Nurse 2 position to the Community Health Center Activities Fund.
102,720	1.00	Community Health Center Activities	
64,060	1.00	Community Health Center Activities	This reflects a budget reduction to the department's budget. This reduction represents the transfer of a Medical Assistant position to the Community Health Center Activities Fund.
(64,060)	(1.00)	General Fund	
63,830	1.00	Community Health Center Activities	This reflects a budget reduction to the department's budget. This reduction represents the transfer of a Medical Assistant position to the Community Health Center Activities Fund.
(63,830)	(1.00)	General Fund	
64,060	1.00	Community Health Center Activities	This reflects a budget reduction to the department's budget. This reduction represents the transfer of a Medical Assistant position to the Community Health Center Activities Fund.
(64,060)	(1.00)	General Fund	
63,830	1.00	Community Health Center Activities	This reflects a budget reduction to the department's budget. This reduction represents the transfer of a Medical Assistant position to the Community Health Center Activities Fund.
(63,830)	(1.00)	General Fund	
(99,040)	(1.00)	General Fund	This reflects a budget reduction to the department's budget. This reduction represents the transfer of a Public Health Nurse 2 position to the Community Health Center Activities Fund.
99,040	1.00	Community Health Center Activities	



**Program 3: Community Health and Environmental Services**

**Description:** This program operates the Health Promotion grant, the Immunization Action Plan grant, the lead inspection and abatement program and grants, the Public Employee Assistance Program (PEAP), the Environmental Health programs, and Vital Records.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	2,463,360	2,472,720	2,651,920	179,200
Employee Benefits	985,440	971,210	1,024,100	52,890
Other Expenses	240,250	229,450	263,800	34,350
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,689,050</b>	<b>3,673,380</b>	<b>3,939,820</b>	<b>266,440</b>
<b>Operating Budget Restricted</b>				
Personnel Services	1,626,040	1,691,200	1,469,190	(222,010)
Employee Benefits	528,740	553,700	487,000	(66,700)
Other Expenses	1,064,600	1,064,780	160,270	(904,510)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,219,380</b>	<b>3,309,680</b>	<b>2,116,460</b>	<b>(1,193,220)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>6,908,430</b>	<b>6,983,060</b>	<b>6,056,280</b>	<b>(926,780)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	3,898,400	3,948,400	2,776,000	(1,172,400)
Total Full-time Equivalent Positions	73.65	73.65	74.65	1.00

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(926,780)	1.00	All Funds	This program reflects an all funds decrease due to the expiration of grant funding in the Cincinnati Abatement Project Fund. The department will reapply for the grant in FY 2019. The increase in FTE is due to the transfer of a position.

# Departmental Budgets

## Health



### Program 4: Maternal and Infant Health

**Description:** This program operates the Community Nursing program; the Women, Infants, and Children (WIC) grant, and the Reproductive Health grant.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	856,530	847,660	1,106,640	258,980
Employee Benefits	313,850	310,510	449,230	138,720
Other Expenses	222,000	218,580	116,260	(102,320)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,392,380</b>	<b>1,376,750</b>	<b>1,672,130</b>	<b>295,380</b>
<b>Operating Budget Restricted</b>				
Personnel Services	2,807,420	2,961,700	3,028,940	67,240
Employee Benefits	1,193,280	1,256,970	1,341,510	84,540
Other Expenses	1,136,500	1,142,200	943,200	(199,000)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,137,200</b>	<b>5,360,870</b>	<b>5,313,650</b>	<b>(47,220)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>6,529,580</b>	<b>6,737,620</b>	<b>6,985,780</b>	<b>248,160</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	5,017,000	5,235,000	4,973,000	(262,000)
Total Full-time Equivalent Positions	71.50	71.50	74.69	3.19

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
248,160	3.19 All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to the transfer of positions from another program.



**Program 5: School & Adolescent Health**

**Description:** School & Adolescent Health programs provide vision and hearing screenings, health assessments, medical referrals, immunizations, lead testing, and follow up for children who attend 43 targeted Cincinnati Public Schools.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	805,700	820,300	835,510	15,210
Employee Benefits	305,920	306,550	358,440	51,890
Other Expenses	50,840	48,750	45,570	(3,180)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,162,460</b>	<b>1,175,600</b>	<b>1,239,520</b>	<b>63,920</b>
<b>Operating Budget Restricted</b>				
Personnel Services	4,795,490	5,056,480	5,723,670	667,190
Employee Benefits	1,720,020	1,780,740	2,223,840	443,100
Other Expenses	1,290,600	1,310,630	1,367,720	57,090
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>7,806,110</b>	<b>8,147,850</b>	<b>9,315,230</b>	<b>1,167,380</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>8,968,570</b>	<b>9,323,450</b>	<b>10,554,750</b>	<b>1,231,300</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	7,885,000	7,863,200	9,281,200	1,418,000
Total Full-time Equivalent Positions	104.45	104.45	113.15	8.70

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
1,231,300	8.70	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases, and increases in supplies, and software and licenses. The increase in FTE is due to the transfer of positions from other programs.



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## Safer Streets

### 1) Enhance the public health response to the opioid epidemic

**Description:** To ensure that the CHD is involved in primary, secondary, and tertiary addiction prevention activities in Cincinnati. Ensure that we promote the public health model of harm reduction which includes syringe exchange services. Rates of overdoses and deaths due to the Opioid Epidemic continue to rise as well as rates of HIV and Hepatitis C linked to IV drug use.

#### Key Steps/Progress Milestones:

- Addictions health counselor to help with syringe exchange efforts as well as coordination of efforts with police and fire colleagues.
- Enhance collaboration with other city departments as well as external agencies around prevention and treatment.
- Engage health center partners in discussions around treatment of Opioid Use Disorder (OUD) through the use of evidence-based Medication Assisted Treatment (MAT).
- Expansion of syringe exchange locations to one additional city site.

**Fund(s):** \$163,000 per year from the General Fund

#### Data Capture:

- Hamilton County Public Health daily overdose reports;
- OPDA Cincy Insights;
- Narcan daily and weekly report
- Syringe exchange weekly report
- Case management report for linkage to care
- Fusion Center
- Epi Center report
- Coroner data for death
- HIV and Hepatitis B & C reports



### Thriving and Healthy Neighborhoods

#### 1) Chronic Disease Management

**Description:** The 2017 Community Health Assessment identified chronic diseases as one of the four key health concerns for Cincinnati (along with social determinants of health, infant mortality, and opioid use). Chronic Disease Self-Management (CDSM) programs are evidence-based programs that support patients' active management of their condition in their daily life. CDSM focuses on self-monitoring and medical management, decision making, or health-promoting behaviors to minimize disability and delay the progress of chronic disease. Programs are being delivered by lay individuals in community settings, via computer or phone applications or messaging, as well as in group visits at CHD health centers.

For the community, Creating Healthy Communities is partnering with City of Cincinnati Recreation Commission and Commission on Aging to begin providing these six-week workshops at recreation centers. The first is being provided in Evanston Recreation Center.

For CHD health center patients, we are combining CDSM Program Workshops with group visits as it provides opportunity for our patients with chronic diseases to learn together. Providing CDSM for our health center patients increases the outcomes. Our providers identify and refer patients in need of assistance with self-management to the workshop. We are working to achieve the Quadruple Aim of healthcare: enhanced satisfaction is apparent for both the patient and the provider as self-management skills are gained, improved health outcomes are evident and future healthcare costs are reduced with better management of chronic diseases.

To further the impact of CDSMP, Mindfulness sessions will be held in conjunction with the CDSMP classes. Mindfulness is awareness of the current state of being through meditation. It relieves stress and increases resiliency.

**Key Steps/Progress Milestones:** The outcome evaluation includes implementing policy, systems, and environmental changes to support the Chronic Disease Self-Management Program.

- As a policy, Chronic Disease Self-Management will be integrated into the Health Promotion and Worksite Wellness Program Plan for Creating Healthy Communities and will be tracked and monitored for accreditation purposes.
- As systems change, the Cincinnati Health Department's health centers as well as the Cincinnati Recreation Commission will now deliver Chronic Disease Self-Management for city residents.
- Increased use of electronic access for patients to their charts to improve patient self-management, health care experience and accessibility. In the health centers, increase in MyChart (an electronic access for patients to their health records) use by patients will be a focus as part of CDSM.
- Sustainability of resources is being achieved by training lay leaders - 15 lay leaders with three CDSMP classes and by combining CDSM with billable group visits in the health centers.
- Integrate CDSMP with Mindfulness.



**Fund(s):** The funding for the Creating Healthy Communities program comes from a \$135,000 grant with the Ohio Department of Health. The funding for the Health Center activities is embedded inside the total budget to operate the Health Center program.

**Data Capture:**

- Community utilization: CDSMP and Mindfulness attendance
- Community resources: Number of lay leaders trained and number of workshops with CRC attended Health Center patient participation
- Number of group visits with CDSM and total number of patients participating Chronic Disease rate improvement for health center patients
- Number of patients in participating health centers with hypertension levels reduced (well-controlled) and/or with Diabetes control improved (Hemoglobin A1c levels)

**2) Social Determinants of Health and Equity - School and Adolescent Health and Creating Healthy Communities**

**Description:** School Nurses and School Based Health Centers create Thriving and Healthy Neighborhoods by improving the health of children in Cincinnati through on-site services for 35,000 Cincinnati Public School (CPS) children/66,000 total children in Cincinnati.

The primary goal is healthy children with high rates of school attendance, improved scores in third grade reading, and lower rates of hospitalization. Progress measures include reduced rates of vaccine-preventable disease, improved asthma and other chronic disease management, timely treatment of contagious and other acute illness, regular access to wellness care including assessment for chronic conditions, mental wellness, obesity, impaired vision, and dental disease. Newly evolving evidence indicates that adverse childhood experiences impact children's health.

The Creating Healthy Communities Coalition (CHCC) at the Cincinnati Health Department is a collaborative approach to policy, systems and environmental changes that support local population health. The 100+ member Coalition works together to increase access to opportunities for Healthy Eating, Active Living, Tobacco Free Living and Chronic Disease Management. Coalition partners include: community members, educational institutions, businesses, transportation, housing authorities, healthcare systems, governmental departments, non-profit organizations, faith-based organizations, and other coalitions or agencies. There is a strong commitment to make the City of Cincinnati a place where each and every resident can achieve their optimal state of health and well-being. Change has occurred through a multi-sector approach in which all stakeholders are engaged, empowered, and encouraged to build a culture of health. This has been recognized through several successes.

**Key Steps/Progress Milestones:**

- Access to health care increased based on increased patient population
- Compliance with required immunizations



### Health

- Identification and treatment of dental and vision problems
- Improved care & outcomes with reduced hospitalizations for students with asthma. Asthma rate of 13.7% of Cincinnati Public School (CPS) students compared to 8% nationally.
- Primary Care Provider or PCP Documentation: Goal 80%. Currently at 77% ongoing measure until June
- Current AAP: Goal 60%. Currently at 45% ongoing measure until June
- Asthma Control Test: Goal 80%. Currently at 81% ongoing measure until June
- **Connected Care:** Last year, project was limited to certain zip codes (approximately 8 schools). This year, project spread to all schools with RN on-site (35 schools). Goal for follow-up within 48 hours is 50%.
- Development of resilience for students exposed to the “Pair of Aces” – adverse childhood events and adverse community environment
- **Creating Healthy Communities Coalition** is to implement and support the Creating Healthy Communities Strategic Plan: 2015-2019. The Creating Healthy Communities Strategic Plan overarching priorities are to increase physical activity, promote healthy eating, and decrease tobacco usage in an effort to reduce chronic disease. Currently, the CHCC has implemented over 70% of the Strategic Plan by implementing policy, systems, and environmental changes.
- **Tobacco Free Campuses:** CHCC has worked to increase tobacco-free policies throughout the city including working with Metro (850 employees), Cincinnati Metropolitan Housing Authority (13,000 residents), and the University of Cincinnati (44,380 students and 10,000 employees) impacting 68,633 people collectively. Youth Stand Groups: CHCC continues to give youth a platform to “stand up and speak out against tobacco”. Members aim to eliminate the cultural acceptance of tobacco use, especially among their peers. Cincinnati STAND members have conducted tobacco retail store assessments and tobacco sales compliance checks.
- **Healthy Eating:** Access to healthy food in Cincinnati is still an issue and the CHCC Healthy Eating Subcommittee has been hard at work creating innovative solutions. The Produce Perks incentive-based program effectively addresses this issue by providing a dollar-for-dollar match up to \$10, giving people \$20 buying power at local farmers markets. Due to the popularity of the program, it has now expanded throughout the state becoming its own non-profit, Produce Perks Midwest. In Ohio, more than 830 farmers and producers participate in the program, which has resulted in more than \$345,000 in SNAP and nutrition incentives spent since 2015.
- **Active Living:** CHCC has implemented several Crime Prevention through Environmental Design (CPTED) policies and initiatives throughout the city. The goal is to deter criminal activity by changing the physical environment through landscaping and lighting to help individuals feel safer in their communities. CHCC launched Open Street events where we close down the street to cars and open them up for fun and play. Other initiatives include trail promotion and special events such as FC Cincinnati Soccer Clinics in collaboration with



Connected Language, the Cincinnati Recreation Commission and the Greater Cincinnati Water Works Department.

**Fund(s):** For school-based activities, the operating budget is divided into school nursing and school-based health center. Funding for the school nursing program is comprised of: General Fund support (33%), a contract with Cincinnati Public Schools (42%), and Medicaid Administrative Claiming (25%). The School Based Health Center Program is 100% supported through billing and the federal HRSA grant program. In the fiscal 2019 budget, the School Health Services program leverages \$1.2 million of General Fund support to create a program providing \$9,000,000 of services. The Creating Healthy Community activities are funded through a \$135,000 grant from the Ohio Department of Health.

**Data Capture:** Data is entered by school nurses in PowerSchool and from EPIC Electronic Health Records (EHR) based on health visit data and from information obtained from providers. Reports are generated from PowerSchool. Cincinnati Children's Hospital Medical Center (CCHMC) project data is collected from CCHMC, PowerSchool, and EPIC.

### **3) Infant Mortality - Family Health Services, Reproductive Health/Wellness, Men's Health, and Tobacco Use Prevention**

**Description:** Continue partnership with UC Health and Cradle Cincinnati to improve prenatal care goals (first trimester entry to care, co-production of care with moms, identification of preterm/low birth risks, tobacco cessation) and safe sleep initiatives. Ensure all families eligible for WIC services in Cincinnati/Hamilton County are enrolled as to (1) ensure health equity in nutrition, and to (2) promote breastfeeding in Cincinnati families. Continue to support the Reproductive Health and Wellness Program at the Cincinnati Health Department as an effective, safe, affordable, and responsible way to promote reproductive health and life planning. Home nursing services to provide mom/baby visits and options for skilled nursing or public health nursing visitation for those patients/clients experiencing access barriers to health centers. In addition, the use of Community Health Workers to complement the nursing services offered for mothers and their infants/children.

Tobacco cessation community-wide, tobacco policy creation and implementation, as well as promotion of breastfeeding facilities in the workplace are also activities included as part of the Creating Healthy Communities Coalition, staffed by the Health Promotion and Worksite Wellness program. Through funding from the Ohio Department of Health, the Health Promotion and Worksite Wellness program also works with youth to create a Tobacco Youth Stand Campaign. Youth create anti-tobacco messages, conduct compliance checks, and educate other youth about the dangers of smoking.

#### **Key Steps/Progress Milestones:**

- Infant mortality rate changes
- Entry into prenatal care
- Increase rate of breastfeeding in the area (using additional hiring of peer breastfeeding coaches)
- Attract eligible families to WIC and other services to bolster enrollment



### Health

- Continue serving residents at or below 100% of poverty level through reproductive health and wellness program (RHWP)
- Expand community engagement/outreach for innovative Men's Health Initiative
- Utilize additional community nurses to streamline community nursing services, and provide service to targeted "at risk" zip codes in Cincinnati
- Reduced rates of smoking in pregnancy
- Tobacco cessation program and reduction in tobacco use with adults and youth (CHCC)
- Promotion of tobacco-free campuses, and technical support for creation of smoke-free multi-unit housing by the Cincinnati Metropolitan Housing Authority (CHCC)
- Breastfeeding friendly policies for the City of Cincinnati (CHCC)

**Fund(s):** General Fund Support of \$929,000 in operating its Community Nursing program (also, generates \$150,000 in Medicaid billing). In addition, the Health Department relies on grants from the Ohio Department of Health passing through federal dollars for WIC (\$3.5 million) and Reproductive Health (\$648,000), a contract with Cradle Cincinnati for Community Health Workers (\$165,000), and billing for reproductive health services rendered at its health centers to provide the funding (over \$500,000 annually) to fund its Infant Mortality reduction activities. Funding for the Creating Healthy Communities Coalition activities is provided by the Ohio Department of Health, through several grants totaling \$126,833.00.

#### Data Capture:

- The WIC program has its own data system that captures all services delivered to WIC patients.
- The Community Nursing and Children with Medical Handicaps program each has its own software application to document their activities and outcomes.
- The Reproductive Health Services provided through the Health Department's Federally Qualified Health Center operation.
- The Community Health Worker program records their activities and patient outcomes in a data system named Care Coordination System hosted by Health Care Access Now.
- The Health Promotion and Worksite Wellness Program captures and reports data on all activities funded by grants from the Ohio Department of Health. Data is also accessible on Cincy Insights.

#### 4) Environmental Health

##### Description:

The Food Inspection Program: It is the goal of the CHD to protect the public from foodborne illness caused by unsafe food products. The unit works closely with the CHD epidemiology staff and the Ohio Department



of Health (ODH) to investigate illnesses associated with food and to prevent outbreaks. Healthy Homes Program: A Healthy Homes Assessment looks at health and safety environmental issues in and around homes that may contribute to poor health, may present safety hazards or may cause accidents. The inspectors look at and identify issues that could adversely affect the occupant's health to provide homeowners, rental property owners, and tenants with information on how to prevent health and safety hazards. Key areas are ventilation, pests, moisture, contaminants, housekeeping, safety and maintenance.

Childhood Lead Poisoning Prevention Program (CLPPP): Lead Poisoning is the number one environmental disease of children. Childhood lead poisoning is linked to a drop in IQ, behavioral issues, difficulties in school, and adult criminal activity. CHD CLPPP provides state mandated Public Health Lead Investigations (PHLI) for children with elevated blood lead levels of  $\geq 5$  mg/dL. Children with levels of 5-9 mg/dL, receive a Nurse Case Manager visit to their home, providing consultation and education to the family. For children with levels of 10 mg/dL, CHD CLPPP is funded to provide a full Risk Assessment of the child's primary residence, in addition to the Nurse Case Manager services. The Risk Assessment includes testing of deteriorated paint, and sampling of dust and soil, by a Licensed Lead Risk Assessor.

**Key Steps/Progress Milestones:**

- Finalized program hazard protocols for complaint investigations and foodborne illness outbreaks.
- Met and exceeded ODH minimum mandated inspection criteria in a timely fashion prior to annual deadline.
- Passed Board of Health resolution providing power to the Commissioner of Health to suspend or revoke the license of a food service operation or retail food establishment under emergency and non-emergency violation provisions.
- Maintained approved Health Department status by successfully passing ODH Food program evaluation re-survey.
- From Jan 1, 2017 to March 7, 2018 (21) Healthy Homes assessment were completed. Cultivated a cooperative relationship with the Building and Inspections department with conducting restaurant plan reviews for the public.
- Created over 700 lead-safe homes since 2008.
- The Cincinnati Health Department Childhood Lead Poisoning Prevention Program (CHD CLPPP) receives an annual average of 350 referrals for lead-poisoned children, with 100 of them having blood lead levels of  $\geq 10$  mg/dL.
- Developed inspection checklist focusing on Healthy Homes principles with proven efficacy in decreasing exposure and disease in homes to yield the best intervention.
- Incremental improvements of public understanding regarding the connection between housing and health, including an understanding of the concepts and terms related to healthy homes.
- Focused discussion on Healthy Homes and innovative ideas for future enhancements and potential colorations.



### Health

- Utilizing CHD CLPPP administers grant funding from the federal department of Housing and Urban Development (HUD), to create lead-safe housing for low-income families with children.
- Commercial-grade HEPA vacuum loaner program for citizens wishing to perform their own specialized cleaning.
- Providing outreach and education through health fairs and presentations to community groups.

**Fund(s):** Funding for the respective programs come from different sources. The Food Inspection Program is primarily funded from revenue collected from food operator fees to license and administrator the program. Healthy Homes assessment activities are currently funded through the General Fund. The Childhood Lead Poisoning and Prevention Program receives funding from the General Fund, the Community Development Block Grant Funding and HUD Lead Abatement grant funding.

### Data Capture:

- Inspection data are captured and managed in the Permits Plus system developed by the Cincinnati CAGIS division. Personnel time spent conducting administrative and field inspection functions are captured in the Environmental Database.
- Case management EBLs (Elevated Blood Lead Levels) are tracked through the ODH Healthy Homes surveillance systems (HHLBSS). Inspection data are captured and managed in the Permits Plus system developed by the Cincinnati CAGIS division.

## Fiscal Sustainability and Strategic Investment

### 1) Accreditation

**Description:** CHD is currently in the process of completing accreditation by the national Public Health Accreditation Board (PHAB). Ohio Department of Health requires accreditation to be completed for all local health departments (LHDs) that receive state funding by 2020. Accreditation is a lengthy process of developing a performance management system and quality improvement processes to ensure public health follows a sustainable, cyclical improvement model (Plan, Do, Study, Act or PDSA) that:

- Begins with community needs assessment to identify current health challenges
- Creates/retains/selects evidence-based interventions in partnership with community
- Implements approved plans
- Measures progress toward selected short and long-term outcomes
- Identifies and seeks appropriate partners and funding sources
- Assesses progress to make any revisions indicated



PHAB Accreditation involves all divisions and programs, guided by the Accreditation Coordinator and Office of the Health Commissioner. The Accreditation Coordinator serves as the Performance Management Team Coordinator and Comprehensive Quality Improvement Team Coordinator as these teams are essential to accreditation.

#### **Key Steps/Progress Milestones:**

Accreditation is approved for five years. Documentation has been submitted to PHAB, and CHD is awaiting PHAB identification of a site visit team to review the documentation and conduct the site visit.

**Fund(s):** Accreditation is housed with the Office of the Health Commissioner. Funds support the Accreditation Coordinator for performance management system development (\$100,000 in payroll and fringes), department-wide quality improvement activities, community health assessment, and strategic planning. Other funds needed might not be directly related to accreditation but are needs identified through accreditation. Most recently this included updated branding of all CHD buildings.

**Data Capture:** Accreditation is a data-driven process and the accreditation coordinator is leading the developing performance management system to monitor programs progress with selected program goals and assess progress of quality improvement projects. Performance Management Measures need to be matched to the Priority Agreement.

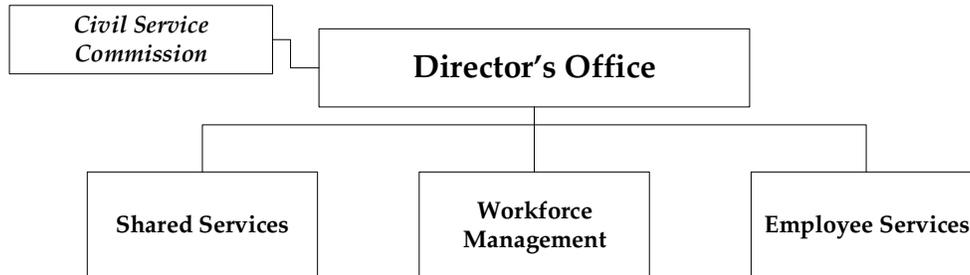


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## Human Resources

The mission of the Human Resources Department, in collaboration with its partners, is to promote, grow, hire, and sustain a diverse workforce that is skilled, valued, recognized and engaged in building tomorrow's government today.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,092,290	1,083,240	951,920	(131,320)
Employee Benefits	357,370	354,180	339,740	(14,440)
Other Expenses	462,350	678,170	493,890	(184,280)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,912,010</b>	<b>2,115,590</b>	<b>1,785,550</b>	<b>(330,040)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	237,870	242,100	312,670	70,570
Employee Benefits	80,990	82,170	97,240	15,070
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>318,860</b>	<b>324,270</b>	<b>409,910</b>	<b>85,640</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,230,870</b>	<b>2,439,860</b>	<b>2,195,460</b>	<b>(244,400)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>22.10</b>	<b>22.10</b>	<b>22.10</b>	<b>0.00</b>

# Departmental Budgets

## Human Resources



### Department Programs

1. Workforce Management
2. Employee Services
3. Shared Services
4. Administration

### Program Summaries

#### Program 1: Workforce Management

**Description:** Responsible for the Workforce Management function of the organization which includes: position management; classification and compensation; talent acquisition (recruitment, hiring and selection); classification and salary studies; and assessments.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	249,920	244,310	223,800	(20,510)
Employee Benefits	95,760	92,530	101,160	8,630
Other Expenses	365,780	346,400	408,000	61,600
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>711,460</b>	<b>683,240</b>	<b>732,960</b>	<b>49,720</b>
<b>Operating Budget Restricted</b>				
Personnel Services	237,870	242,100	312,670	70,570
Employee Benefits	80,990	82,170	97,240	15,070
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>318,860</b>	<b>324,270</b>	<b>409,910</b>	<b>85,640</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,030,320</b>	<b>1,007,510</b>	<b>1,142,870</b>	<b>135,360</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>10.10</b>	<b>10.10</b>	<b>11.10</b>	<b>1.00</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
244,610	1.00 All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to the transfer of a Human Resources Analyst position from the Shared Services program.

#### One-Time Significant Program Changes

Budget	FTE Fund	Description
(86,200)	0.00 General Fund	This reflects a budget reduction to the department's budget. This reduction represents an increase in position vacancy allowance.
(23,050)	0.00 Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction will capture lump sum position vacancy savings.



**Program 2: Employee Services**

**Description:** Responsible for Employee Services across the organization which includes: conflict resolution, legal compliance, talent management, labor negotiations, management, administration, professional development, and organizational effectiveness.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	286,930	282,520	191,520	(91,000)
Employee Benefits	102,870	103,550	87,520	(16,030)
Other Expenses	28,110	265,310	31,860	(233,450)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>417,910</b>	<b>651,380</b>	<b>310,900</b>	<b>(340,480)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>417,910</b>	<b>651,380</b>	<b>310,900</b>	<b>(340,480)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>(1.00)</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(264,920)	(1.00)	All Funds	This program reflects a General Fund decrease due to reductions to various non-personnel costs. The decrease in FTE is due to the transfer of a Human Resources Analyst position to the Workforce Management program.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(75,560)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction holds a Senior Human Resources Analyst position vacant through FY 2019.

# Departmental Budgets



## Human Resources

### Program 3: Shared Services

**Description:** Responsible for policy design/management, IT strategic planning and management, website design/management, strategic partnerships, budget development/monitoring, HR analytics, marketing, public information requests, and compliance/auditing.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	274,940	286,530	301,790	15,260
Employee Benefits	81,810	84,030	85,550	1,520
Other Expenses	14,310	13,900	14,320	420
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>371,060</b>	<b>384,460</b>	<b>401,660</b>	<b>17,200</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>371,060</b>	<b>384,460</b>	<b>401,660</b>	<b>17,200</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
17,200	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



**Program 4: Administration**

**Description:** Oversight responsibility for the strategic direction of the Human Resources Department to include serving as the Secretary, Chief-Examiner.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	280,500	269,880	234,810	(35,070)
Employee Benefits	76,930	74,070	65,510	(8,560)
Other Expenses	54,150	52,560	39,710	(12,850)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>411,580</b>	<b>396,510</b>	<b>340,030</b>	<b>(56,480)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>411,580</b>	<b>396,510</b>	<b>340,030</b>	<b>(56,480)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
19,080	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(75,560)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction holds a Senior Human Resources Analyst position vacant through FY 2019.



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## **Safer Streets**

### **1) Enhance recruitment, on-boarding, and overall hiring efforts for Police and Fire recruit classes.**

**Description:** The Human Resources Department will partner with the Police and Fire Departments to on-board new recruit classes during FY19. This will entail working with both the police and fire recruit teams to ensure a diverse pool of applicants, candidate assessment and on-boarding.

#### **Key Steps/Progress Milestones:**

In conjunction with Police and Fire, the Human Resources Department will work to enhance the efficiency of the testing process, and ensure error-free testing and selection processes for recruit and promotional tests. Both Police and Fire have recruit testing in FY19.

### **2) Establish Public Safety Labor Management Collaborative**

**Description:** The Human Resources Department will establish a Public Safety Labor Management Collaborative focused on relationship building, sharing of information, and resolving issues before they result in a grievance filing.

## **Innovative Government**

### **1) Continue to enhance Citywide HR service delivery**

**Description:** Continue to enhance City-wide service delivery. A timeline will be crafted for the revision of the HR P&P and the Civil Service Rules. Committees will be established for each working group and applicable timelines for completion will be broken down by chapters within each review group.

#### **Key Steps/Progress Milestones:**

- Review and revision of the Human Resources Policies and Procedures (HR P&P);
- Review and revision of the Civil Service Rules and assessing further efficiencies within the Civil Service structure; and
- Begin crafting a centralized model of the Human Resources Department.

### **2) Upgrade of the Cincinnati Human Resources Information System (CHRIS)**

**Description:** Building upon the recent CHRIS upgrade, the Human Resources Department will work closely with ETS to implement enhancements to our CHRIS system. These may include Time and Labor, Absence Management, FMLA module, etc.



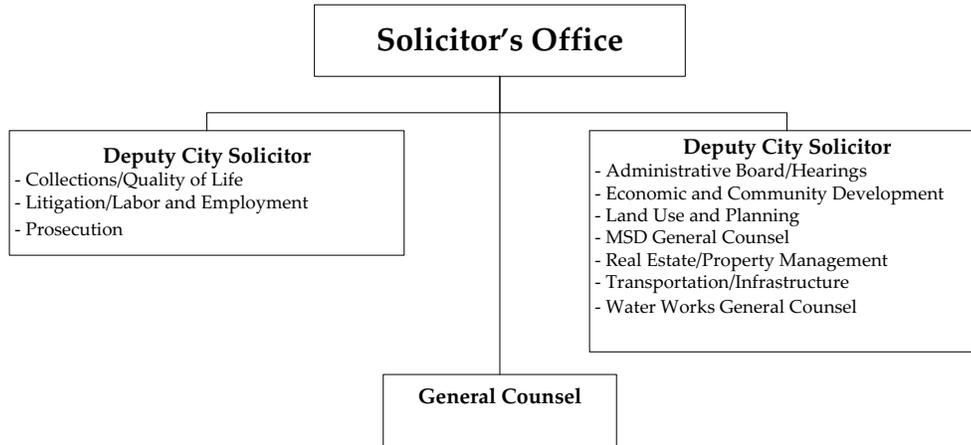
#### Key Steps/Progress Milestones:

Working with ETS: 1. Establishing a project committee to begin work on the CHRIS Enhancements; 2. Develop a project plan for the completion of items associated with the enhancement; 3. Identify key targets/deliverables for the project work; 4. Project updates reviewed and monitored on, at minimum, a bi-weekly basis; Monitor the project budget on a monthly basis to ensure budgetary targets are met and not exceeded; 5. Establish protocols and communication strategies for any enhancement testing; 6. Develop any and all new procedures and system rules prior to the adoption and implementation of the various components; 7. Validate data integrity throughout the project; 8. Train applicable staff members on system changes within the expected time periods; and 8. Enhancement of the various systems completed and implemented within the indicated time period.



**Law**

The mission of the Law Department is to provide the highest quality legal services to all City of Cincinnati departments and officials in service of the citizens of Cincinnati, to do justice for the community, and to protect and defend the Charter and the Municipal Code.



**Departmental Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	4,863,190	4,611,340	5,179,470	568,130
Employee Benefits	1,522,780	1,470,340	1,806,420	336,080
Other Expenses	750,460	628,920	646,950	18,030
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>7,136,430</b>	<b>6,710,600</b>	<b>7,632,840</b>	<b>922,240</b>
<b>Operating Budget Restricted</b>				
Personnel Services	294,320	301,710	303,660	1,950
Employee Benefits	68,520	70,200	69,040	(1,160)
Other Expenses	6,490	6,610	6,610	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>369,330</b>	<b>378,520</b>	<b>379,310</b>	<b>790</b>
Internal Service Funds	701,130	712,990	802,190	89,200
<b>Total</b>	<b>8,206,890</b>	<b>7,802,110</b>	<b>8,814,340</b>	<b>1,012,230</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,200,000	2,100,000	2,190,000	90,000
<b>Total Full-time Equivalent Positions</b>	<b>81.20</b>	<b>81.20</b>	<b>82.20</b>	<b>1.00</b>

# Departmental Budgets



## Law

### Department Programs

1. Law - Civil
2. Law - Administrative Hearings
3. Law - Administrative Boards
4. Law - Prosecution
5. Law - Real Estate

### Program Summaries

#### Program 1: Law - Civil

**Description:** The Civil section drafts legislation for City Council, the Mayor, and the Administration, and provides legal advice and counsel to the City's officials and agencies.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	2,828,940	2,644,840	2,999,580	354,740
Employee Benefits	859,640	830,240	1,056,850	226,610
Other Expenses	588,970	472,060	485,600	13,540
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>4,277,550</b>	<b>3,947,140</b>	<b>4,542,030</b>	<b>594,890</b>
<b>Operating Budget Restricted</b>				
Personnel Services	255,310	260,600	271,600	11,000
Employee Benefits	58,010	59,120	60,570	1,450
Other Expenses	3,320	3,380	3,380	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>316,640</b>	<b>323,100</b>	<b>335,550</b>	<b>12,450</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>4,594,190</b>	<b>4,270,240</b>	<b>4,877,580</b>	<b>607,340</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	500,000	500,000	500,000	0
Total Full-time Equivalent Positions	45.20	45.20	45.20	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
624,110	0.00 All Funds	This program reflects an all funds increase due to an internal department reorganization and City Council approved wage increases and employee benefits increases. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE Fund	Description
100,000	1.00 General Fund	This increase represents the addition of an Assistant City Solicitor position to handle contract negotiations with both the Fraternal Order of Police (FOP) and the International Association of Fire Fighters (IAFF). Both contracts are set to expire in early 2019.



**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(77,080)	(1.00)	General Fund	This reflects a budget reduction to the department's budget. This reduction transfers a Support Services Specialist position from the General Fund to the Property Management Fund.
(39,690)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will hold a part-time Law Clerk position vacant for FY 2019.

# Departmental Budgets



## Law

### Program 2: Law - Administrative Hearings

**Description:** To ensure that municipal civil code violations are effectively enforced by conducting fair and impartial administrative hearings based on the Notices of Civil Offense issued by City departments.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	185,150	179,140	195,500	16,360
Employee Benefits	80,380	77,570	89,200	11,630
Other Expenses	47,750	46,350	47,680	1,330
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>313,280</b>	<b>303,060</b>	<b>332,380</b>	<b>29,320</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>313,280</b>	<b>303,060</b>	<b>332,380</b>	<b>29,320</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	1,700,000	1,600,000	1,690,000	90,000
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
29,320	0.00	All Funds	This program reflects a General Fund increase primarily due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



**Program 3: Law - Administrative Boards**

**Description:** Staffs and manages several of the City's administrative boards to ensure that their duties and responsibilities are carried out in an efficient, timely, and appropriate manner.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	202,660	195,570	215,800	20,230
Employee Benefits	75,580	72,860	83,670	10,810
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>278,240</b>	<b>268,430</b>	<b>299,470</b>	<b>31,040</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>278,240</b>	<b>268,430</b>	<b>299,470</b>	<b>31,040</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
31,040	0.00	All Funds	This program reflects a General Fund increase primarily due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

# Departmental Budgets



## Law

### Program 4: Law - Prosecution

**Description:** Prosecuting misdemeanors, including all traffic and criminal cases brought before the Municipal Court for violation of criminal offenses occurring within the City.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,646,440	1,591,790	1,768,590	176,800
Employee Benefits	507,190	489,670	576,700	87,030
Other Expenses	113,730	110,510	113,670	3,160
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,267,360</b>	<b>2,191,970</b>	<b>2,458,960</b>	<b>266,990</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,267,360</b>	<b>2,191,970</b>	<b>2,458,960</b>	<b>266,990</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	24.00	24.00	24.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
266,990	0.00	All Funds	This program reflects an all funds increase due to an internal department reorganization and City Council approved wage increases and employee benefits increases. There is no change in FTE.



**Program 5: Law - Real Estate**

**Description:** Manage, lease and sell all City owned or leased real property. In addition, appraise, negotiate, and acquire all real property needed by the City.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	39,010	41,110	32,060	(9,050)
Employee Benefits	10,520	11,080	8,470	(2,610)
Other Expenses	3,170	3,230	3,230	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>52,700</b>	<b>55,420</b>	<b>43,760</b>	<b>(11,660)</b>
Internal Service Funds	701,130	712,990	802,190	89,200
<b>Total</b>	<b>753,830</b>	<b>768,410</b>	<b>845,950</b>	<b>77,540</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>1.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
540	0.00	All Funds	This program reflects an all funds increase primarily due to City Council approved wage increases and employee benefits increases which is partially offset by an increase in reimbursements. There is no change in FTE.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
77,080	1.00	Property Management	This reflects a budget reduction to the department's budget. This reduction transfers a Support Services Specialist position from the General Fund to the Property Management Fund.
12,200	0.00	Property Management	This reflects a budget reduction to the department's budget. This reduction will increase the amount of reimbursements received from the Property Management Fund.
(12,200)	0.00	Income Tax-Infrastructure	



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## Safer Streets

### 1) Strategic Partnerships: Vacant Property Task Force

**Description:** The Law Department continues to collaborate with the Vacant Property Task Force to identify and address issues of blight affecting the City and County at large. The City's participation in this group over the past year has led to significant County-City collaboration.

#### Key Steps/Progress Milestones:

- The partnership has prompted the County to actively participate in City-led litigation by bundling their claims and, for the first time in decades, filing a large tax foreclosure claim against an owner of many tax-delinquent properties;
- The County Treasurer is considering the use of negotiated tax lien certificate sales, which may benefit City residents by protecting them against predatory collection agencies; and
- The creation of a new working group focused on drafting legislation to impose greater restrictions on purveyors of land sale contracts. Over the course of the last year, the Law Department filed two significant lawsuits against predatory land sale contract purveyors who, through their unconscionable contracts and poor property stewardship, have taken advantage of the City's more vulnerable residents; caused and/or contributed to blight in City neighborhoods; and caused the City to incur costs in abating nuisance conditions at their properties. The draft legislation is aimed at, among other things, building in greater protections for residents and reducing blight and nuisance conditions.

#### Data Capture:

Because this priority involves activities related to achieving policy changes that benefit the City and its residents through blight reduction, implementation of consumer protection measures, and bringing vacant properties into good use, quantifiable data sets are inapplicable.

### 2) Strategic Partnerships: U.S. Attorney's Office

**Description:** The Law Department continues to collaborate with the U.S. Attorney's office by designating an attorney as a "Special U.S. Attorney" in order to prosecute federal gun violence charges.

#### Key Steps/Progress Milestones:

In the past fiscal year, the Solicitor's office's participation has resulted in an increased number of federal gun prosecutions. In FY 2019, through collaboration with the Cincinnati Police Department; the Bureau of Alcohol Tobacco, Firearms, and Explosives; and the United States Attorney's Office, this partnership has been enhanced by engaging in focused and targeted federal prosecution of the most violent offenders with an emphasis on geographical areas experiencing the highest rate of gun violence. The this partnership has also been enhanced as part of a collaborative effort with Cincinnati Police Department and United States Attorney's Office to target individuals believed to be driving a majority of the violence in the city. In the past year, the number of federal gun prosecutions increased and the shootings within the city decreased. To date the 2018 shooting numbers are down 44.3%.



### Law

**Fund(s):** There are no budgetary funds associated with this partnership; all activity is limited to attorney time.

#### Data Capture:

The Cincinnati Police Department tracks the number and geographical locations of shootings occurring within the City of Cincinnati daily. The data is compiled into a "Morning Shooting Report" which the city attorneys designated as SAUSAs receive daily. The reports are reviewed to track progress in violence reduction and identify potential priority offenders. Information about the number of prosecutions and sentence lengths is monitored and maintained by the US Attorney's Office.

## Innovative Government

### 1) Establish a Housing Court

**Description:** The Law Department continues to work in collaboration with the Mayor and City Council, Hamilton County Officials, the Ohio Supreme Court and General Assembly to achieve a county-wide common pleas housing court that will have greater jurisdiction over nuisance properties, code violations, and other housing issues. Currently, Toledo, Columbus, and Cleveland all have dedicated courts to address these issues, which are highly successful at achieving lasting and comprehensive results in reduction of neighborhood blight, protection for vulnerable tenants living in substandard housing, and greater code enforcement.

#### Key Steps/Progress Milestones:

- Partnership with the Hamilton County Land Reutilization Corporation aimed at garnering strong county-wide support for housing court;
- Engagement with neighborhood community development corporations who stand to benefit from the creation of a housing court; and
- Engagement with neighboring municipalities, townships, and villages through, among other things, Law Department attorneys advising and collaborating with outside municipal attorneys to address nuisance conditions in their districts through enforcement strategies and litigation.

**Fund(s):** We have encumbered \$75,000 for outside counsel to produce/develop all documents and legislation (for the local court, the Ohio Supreme Court, and state legislature) required for creating a new court and/or converting an existing court into a special court or specialized docket.

#### Data Capture:

This policy-oriented priority, which largely consists of collaboration, production of documents, and legislative efforts, is not quantifiable through data capture.



## 2) Centralized Collections

**Description:** Over the past fiscal year, in addition to increasing collection rates, the Law Department's Collections Division has negotiated and secured a contract for new Collections software, which is currently being implemented and is expected to go live in August 2018. Further, after identifying that one outside collection firm was not adequately performing, the Collections Division engaged in an RFP process and, ultimately, entered into a contract with a local collection firm that is strongly outperforming its predecessor. Goals for FY2019 include full implementation of purchased software, filing and obtaining judgments on outstanding debt incurred by businesses who are in default with City contracts, and increased efficiency and greater collections rates.

### Key Steps/Progress Milestones:

- Purchase and installation of software that will allow the Law Department Collections Division to pull and push data from other departments with the goal of obtaining debt referrals in a more timely manner to increase their collectability;
- Retention of a local firm as outside collections counsel that is outperforming its predecessor by a nearly 50% increase in the rate of collection; and
- Collections to date are approximately \$1.5 million and projected to reach \$3 million by the end of FY2018.

**Fund(s):** Aside from already procured and expended funds used to purchase the CSS software, budgetary funds necessary to achieve these goals, at this time, are limited to staff salary and filing fees.

### Data Capture:

The Collections Division holds a quarterly CollectStat with the Office of Performance and Data Analytics through which the Law Department reports robust and numerous data sets, including referrals and recovery amounts and rates by Department, and referrals to outside firms and their collection rates.

## 3) Promotion and Preservation of Inclusion Priorities in City Government

**Description:** As competing interests and priorities continue to impact the City's procurement practices, the Law Department is working closely with the City Administration and elected officials and staff to develop and implement strategic methods to promote and preserve the City's inclusion priorities as supported by the City's disparity study

### Key Steps/Progress Milestones:

- Provide legal advice to City Manager, Procurement Officer, elected officials and staff as needed regarding procurement and inclusion priorities.
- Conduct necessary legal research and draft appropriate legislation while avoiding unintended consequences regarding inclusion priorities.



### Law

#### Data Capture:

This is a new priority. Thus, there are no data sets currently available. However, all data sets related to this priority will be maintained by either the Economic Inclusion or Procurement divisions.

## Fiscal Sustainability & Strategic Investment

### 1) Manage the expiration of the MSD 1968 Agreement

**Description:** The 1968 Agreement between the City and the County regarding the management and operations of the Metropolitan Sewer District will expire in 2018. In order to maintain seamless operations of the sewer system, the agreement will need to be extended, re-negotiated or concluded. A conclusion will require that the assets and liabilities are equitably divided and a new system established to address the sewer needs of the City and to ensure compliance with the Federal Consent Decree

#### Key Steps/Progress Milestones:

- The City and the County have entered into a commitment letter to resolve the complications that result from the existing structure. The agreement has been tentatively agreed to, but cannot take effect until such time as the state legislature passes the required measures to allow the deal to proceed.
- Thus far, consent decree milestones have been met and city assets have been preserved.

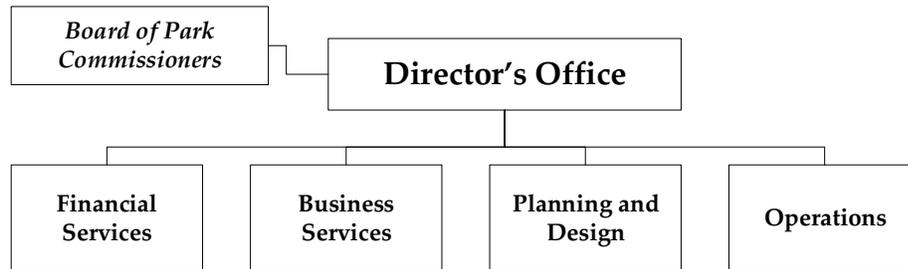
#### Data Capture:

This priority requires resolution either in court or through negotiated settlement. There are no relevant data sets.



## Parks

The mission of the Department of Parks is to conserve, manage, sustain, and enhance parks' natural and cultural resources and public green spaces for the enjoyment, enlightenment, and enrichment of the Cincinnati community.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	4,696,360	4,922,600	4,593,390	(329,210)
Employee Benefits	1,472,720	1,523,300	1,329,400	(193,900)
Other Expenses	2,901,540	2,804,080	2,975,090	171,010
Properties	43,000	43,000	0	(43,000)
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>9,113,620</b>	<b>9,292,980</b>	<b>8,897,880</b>	<b>(395,100)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	4,415,630	4,523,160	5,074,610	551,450
Employee Benefits	1,693,140	1,726,160	2,107,030	380,870
Other Expenses	2,871,230	2,858,940	3,402,620	543,680
Properties	30,000	30,000	30,000	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>9,010,000</b>	<b>9,138,260</b>	<b>10,614,260</b>	<b>1,476,000</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>18,123,620</b>	<b>18,431,240</b>	<b>19,512,140</b>	<b>1,080,900</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	4,751,000	4,751,000	5,416,000	665,000
Total Full-time Equivalent Positions	248.15	250.15	251.65	1.50

# Departmental Budgets



## Parks

### Department Programs

1. Director's Office
2. Operations & Facility Management
3. Urban Forestry
4. Planning & Design
5. Financial & Business Services
6. Krohn Conservatory
7. Explore Nature
8. Facility Maintenance
9. Customer Service

### Program Summaries

#### Program 1: Director's Office

**Description:** The Director's Office manages the entire department according to the Park Board's annual Business Plan approved by the Board of Park Commissioners.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	190,780	183,550	208,750	25,200
Employee Benefits	56,750	58,690	57,270	(1,420)
Other Expenses	710	690	710	20
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>248,240</b>	<b>242,930</b>	<b>266,730</b>	<b>23,800</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>248,240</b>	<b>242,930</b>	<b>266,730</b>	<b>23,800</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
23,800	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases. There is no change in FTE.



**Program 2: Operations & Facility Management**

**Description:** This program provides the ongoing maintenance of the park system, which includes mowing, trimming, weeding, planting, watering, litter control and pruning according to the Park Board's maintenance standard guidelines.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	3,055,390	3,272,570	2,789,210	(483,360)
Employee Benefits	989,030	1,030,900	722,770	(308,130)
Other Expenses	2,090,340	2,016,300	2,164,770	148,470
Properties	43,000	43,000	0	(43,000)
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>6,177,760</b>	<b>6,362,770</b>	<b>5,676,750</b>	<b>(686,020)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	3,228,000	3,305,330	3,857,030	551,700
Employee Benefits	1,283,500	1,300,850	1,681,000	380,150
Other Expenses	1,185,930	1,197,050	1,545,080	348,030
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,697,430</b>	<b>5,803,230</b>	<b>7,083,110</b>	<b>1,279,880</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>11,875,190</b>	<b>12,166,000</b>	<b>12,759,860</b>	<b>593,860</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	3,680,500	3,680,500	3,752,500	72,000
Total Full-time Equivalent Positions	181.85	183.85	184.35	0.50

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
779,850	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
50,000	0.00	General Fund	This represents an increase for operating expenses at Ziegler Park as a result of a reduction for the transient boat dock at Smale Riverfront Park which will not yet be operational in FY 2019.
42,810	1.50	General Fund	This represents an increase for operating expenses at Westwood Town Hall Park as a result of a reduction for the transient boat dock at Smale Riverfront Park which will not yet be operational in FY 2019.
(1,055,020)	0.00	General Fund	This represents a reduction that shifts litter pickup expenses to the Stormwater Management Fund.
1,055,000	0.00	Stormwater Management	
20,000	0.00	General Fund	This represents an increase for operating expenses at Lytle Park as a result of a reduction for the transient boat dock at Smale Riverfront Park which will not yet be operational in FY 2019.
50,000	0.00	General Fund	This represents an increase in taxes based on a two cents increase to the Street Tree Assessment. These funds will be used in the Forestry Assessments Fund for tree planting, trimming, and pruning.

# Departmental Budgets



## Parks

### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(112,810)	(1.00)	General Fund	This represents a reduction for the transient boat dock at Smale Riverfront Park which will not yet be operational in FY 2019. The reduction is being used to partially cover operating expenses at Westwood Town Hall, Lytle Park, and Ziegler Park.

### One-Time Significant Program Changes

Budget	FTE	Fund	Description
550,000	0.00	Cincinnati Riverfront Park	This reflects a budget reduction to the department's budget. This represents a reduction in General Fund personnel and non-personnel expenses by shifting the funding source to the department's restricted revenue funds for FY 2019 as well as an increase in position vacancy savings.
(986,660)	0.00	General Fund	
200,660	0.00	Sawyer Point	
(98,370)	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This represents a reduction in the Income Tax-Infrastructure Fund personnel expenses by shifting the funding source to the Sawyer Point Fund for FY 2019.
98,370	0.00	Sawyer Point	



**Program 3: Urban Forestry**

**Description:** This program manages the City's Street Tree program. There are over 80,000 street trees between the curb and the sidewalk throughout the city. This program manages the annual assessment collected and spent to maintain these trees on a six-year cycle.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	574,310	590,500	590,420	(80)
Employee Benefits	209,780	217,990	219,970	1,980
Other Expenses	1,081,130	1,051,180	1,258,190	207,010
Properties	30,000	30,000	30,000	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,895,220</b>	<b>1,889,670</b>	<b>2,098,580</b>	<b>208,910</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,895,220</b>	<b>1,889,670</b>	<b>2,098,580</b>	<b>208,910</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
8,910	0.00	All Funds	This program reflects a Forestry Assessments Fund increase due to a small increase in non-personnel expenses. There is no change in FTE.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
200,000	0.00	Forestry Assessments	This represents an increase in contractual services for tree planting, trimming, and pruning based on a two cents increase to the Street Tree Assessment.

# Departmental Budgets



## Parks

### Program 4: Planning & Design

**Description:** This program provides for ongoing capital improvements to all park infrastructure assets. It also is responsible for implementing the Park Board's overall Master Plan.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	208,260	212,800	223,050	10,250
Employee Benefits	7,800	10,890	38,770	27,880
Other Expenses	1,720	1,670	1,710	50
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>217,780</b>	<b>225,360</b>	<b>263,530</b>	<b>38,180</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>217,780</b>	<b>225,360</b>	<b>263,530</b>	<b>38,180</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
38,180	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



**Program 5: Financial & Business Services**

**Description:** This program provides for the financial and business oversight for the Park Board, which includes budgeting, finance, human resources, safety, training, procurement, technology, and oversight of the department's utilities, phones, and sewer charges.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	467,880	467,180	547,530	80,350
Employee Benefits	171,230	172,190	222,110	49,920
Other Expenses	640,440	622,530	640,340	17,810
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,279,550</b>	<b>1,261,900</b>	<b>1,409,980</b>	<b>148,080</b>
<b>Operating Budget Restricted</b>				
Personnel Services	108,690	113,320	81,420	(31,900)
Employee Benefits	49,650	50,530	39,150	(11,380)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>158,340</b>	<b>163,850</b>	<b>120,570</b>	<b>(43,280)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,437,890</b>	<b>1,425,750</b>	<b>1,530,550</b>	<b>104,800</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	30,000	30,000	30,000	0
Total Full-time Equivalent Positions	10.00	10.00	11.00	1.00

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
104,800	1.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to the addition of three part-time Recreation Specialist positions.

# Departmental Budgets



## Parks

### Program 6: Krohn Conservatory

**Description:** This program manages the ongoing operations of the Krohn Conservatory, which includes over 5,000 plants, and multiple events annually including six unique floral shows each year.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	227,390	228,060	234,350	6,290
Employee Benefits	56,620	56,380	62,980	6,600
Other Expenses	16,720	15,770	16,220	460
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>300,730</b>	<b>300,210</b>	<b>313,550</b>	<b>13,350</b>
<b>Operating Budget Restricted</b>				
Personnel Services	371,030	380,420	412,150	31,730
Employee Benefits	118,970	125,550	137,420	11,870
Other Expenses	381,110	385,840	369,480	(16,360)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>871,110</b>	<b>891,810</b>	<b>919,050</b>	<b>27,240</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,171,840</b>	<b>1,192,020</b>	<b>1,232,600</b>	<b>40,590</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	576,500	576,500	781,500	205,000
Total Full-time Equivalent Positions	14.00	14.00	14.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
40,590	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



**Program 7: Explore Nature**

**Description:** This program provides more than 1,500 nature programs to the citizens of Cincinnati each year. The programs are a combination of free and paid and reach all social economic levels. The program also provides for enhanced awareness of nature.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	356,830	353,140	368,810	15,670
Employee Benefits	123,080	124,450	140,980	16,530
Other Expenses	27,570	26,760	27,520	770
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>507,480</b>	<b>504,350</b>	<b>537,310</b>	<b>32,970</b>
<b>Operating Budget Restricted</b>				
Personnel Services	133,590	133,590	133,590	0
Employee Benefits	31,240	31,240	29,190	(2,050)
Other Expenses	23,370	23,840	28,840	5,000
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>188,200</b>	<b>188,670</b>	<b>191,620</b>	<b>2,950</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>695,680</b>	<b>693,020</b>	<b>728,930</b>	<b>35,920</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>15.30</b>	<b>15.30</b>	<b>15.30</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
35,920	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

# Departmental Budgets



## Parks

### Program 8: Facility Maintenance

**Description:** This program provides for reliable facilities and structures throughout the park system. This program performs over 1,300 preventive maintenance tasks each year, addresses emergency maintenance issues, and provides contractual oversight when needed.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	68,240	86,320	89,700	3,380
Employee Benefits	16,870	20,120	24,390	4,270
Other Expenses	108,140	104,960	107,960	3,000
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>193,250</b>	<b>211,400</b>	<b>222,050</b>	<b>10,650</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>193,250</b>	<b>211,400</b>	<b>222,050</b>	<b>10,650</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
10,650	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



**Program 9: Customer Service**

**Description:** This program provides oversight of customer service requests and special permitting, manages the rental process of park sites including premier facilities, and provides staffing at park concerts and events.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	121,610	118,980	131,990	13,010
Employee Benefits	51,360	49,680	60,130	10,450
Other Expenses	15,910	15,410	15,860	450
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>188,880</b>	<b>184,070</b>	<b>207,980</b>	<b>23,910</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	300	300
Other Expenses	199,690	201,030	201,030	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>199,690</b>	<b>201,030</b>	<b>201,330</b>	<b>300</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>388,570</b>	<b>385,100</b>	<b>409,310</b>	<b>24,210</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	464,000	464,000	852,000	388,000
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
24,210	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



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**Strategic Priorities for the Parks Department were not submitted by the department.**

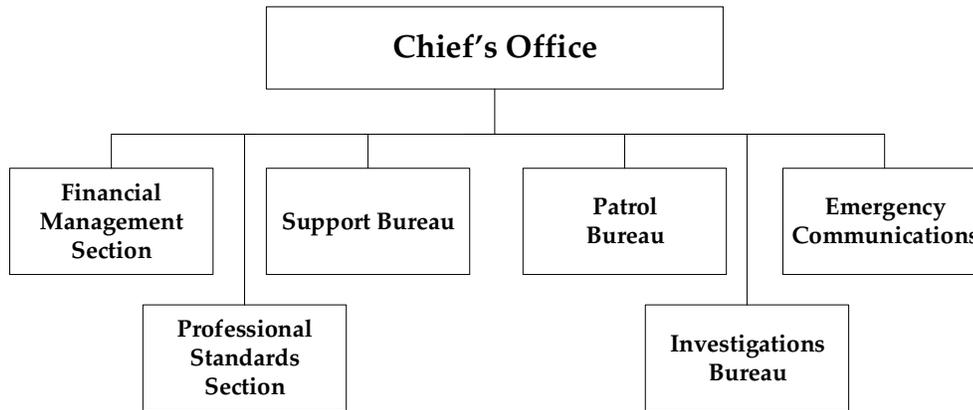


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## Police

The Cincinnati Police Department will develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	98,723,140	100,169,120	105,256,860	5,087,740
Employee Benefits	37,402,240	37,309,300	40,037,910	2,728,610
Other Expenses	13,560,360	12,943,370	13,429,580	486,210
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>149,685,740</b>	<b>150,421,790</b>	<b>158,724,350</b>	<b>8,302,560</b>
<b>Operating Budget Restricted</b>				
Personnel Services	965,000	965,000	1,043,810	78,810
Employee Benefits	0	0	0	0
Other Expenses	2,250,880	2,266,660	2,593,990	327,330
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,215,880</b>	<b>3,231,660</b>	<b>3,637,800</b>	<b>406,140</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>152,901,620</b>	<b>153,653,450</b>	<b>162,362,150</b>	<b>8,708,700</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	3,545,000	3,545,000	3,327,000	(218,000)
<b>Total Full-time Equivalent Positions</b>	<b>1,379.46</b>	<b>1,379.46</b>	<b>1,418.46</b>	<b>39.00</b>

# Departmental Budgets

## Police



### Department Programs

1. Emergency Communications Center
2. Neighborhood Policing
3. Special Operations
4. Special Investigations
5. Operations Support
6. Personnel Training and Support
7. Technology Support
8. General Administration and Support

### Program Summaries

#### Program 1: Emergency Communications Center

**Description:** The Emergency Communications Center's responsibilities focus on public safety by directly supporting the mission of emergency responders, including law enforcement, fire, and emergency medical services.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	6,755,530	6,793,230	7,652,650	859,420
Employee Benefits	2,448,150	2,440,410	3,228,920	788,510
Other Expenses	201,250	191,460	184,230	(7,230)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>9,404,930</b>	<b>9,425,100</b>	<b>11,065,800</b>	<b>1,640,700</b>
<b>Operating Budget Restricted</b>				
Personnel Services	965,000	965,000	1,043,810	78,810
Employee Benefits	0	0	0	0
Other Expenses	375,880	375,880	236,490	(139,390)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,340,880</b>	<b>1,340,880</b>	<b>1,280,300</b>	<b>(60,580)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>10,745,810</b>	<b>10,765,980</b>	<b>12,346,100</b>	<b>1,580,120</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	1,300,000	1,300,000	1,340,000	40,000
Total Full-time Equivalent Positions	120.00	120.00	146.00	26.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,307,210	20.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases and an internal reorganization of employees. The increase in FTE is due to the addition of Operator & Dispatcher positions.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
872,940	10.00	General Fund	This increase represents the addition of civilian positions at the Emergency Communications Center as part of the Emergency Communications Action Plan.



**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(394,640)	(4.00)	General Fund	This represents the transfer of information technology staff and related non-personnel expenses to Enterprise Technology Solutions (ETS).
(205,390)	0.00	9-1-1 Cell Phone Fees	

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(323,810)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction increases reimbursements from the 9-1-1 Cell Phone Fees Fund.
323,810	0.00	9-1-1 Cell Phone Fees	

# Departmental Budgets



## Police

### Program 2: Neighborhood Policing

**Description:** This program provides for the prevention, suppression, and investigation of crime through highly visible patrol activities and community partnerships in the Department's five Police Districts and the Central Business Section.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	59,301,160	60,932,360	51,508,930	(9,423,430)
Employee Benefits	21,863,480	22,153,210	18,754,980	(3,398,230)
Other Expenses	12,000,220	11,430,940	6,761,540	(4,669,400)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>93,164,860</b>	<b>94,516,510</b>	<b>77,025,450</b>	<b>(17,491,060)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	1,875,000	1,890,780	1,288,500	(602,280)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,875,000</b>	<b>1,890,780</b>	<b>1,288,500</b>	<b>(602,280)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>95,039,860</b>	<b>96,407,290</b>	<b>78,313,950</b>	<b>(18,093,340)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	425,000	425,000	0	(425,000)
Total Full-time Equivalent Positions	770.46	773.46	685.46	(88.00)

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(15,761,240)	(84.00)	All Funds	This program reflects an all funds decrease due to an internal budgetary reclassification which will be offset by significant increases in other Police programs. The overall street strength and number of available sworn officers has not been reduced.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(324,610)	(4.00)	General Fund	This represents the transfer of positions to and from the Neighborhood Policing program.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(422,640)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will delay the start of the 110th Police Recruit Class from May 2019 until August 2019.
(1,584,900)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will delay the start of the 109th Police Recruit Class from August 2018 until January 2019.



**Program 3: Special Operations**

**Description:** This program provides specialized units for response to specific public safety issues such as Traffic Enforcement and Park Patrols.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	7,838,470	8,021,780	9,225,690	1,203,910
Employee Benefits	3,240,030	3,140,320	3,830,170	689,850
Other Expenses	1,120	1,090	480	(610)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>11,079,620</b>	<b>11,163,190</b>	<b>13,056,340</b>	<b>1,893,150</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>11,079,620</b>	<b>11,163,190</b>	<b>13,056,340</b>	<b>1,893,150</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>141.00</b>	<b>141.00</b>	<b>117.00</b>	<b>(24.00)</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
1,989,960	(23.00)	All Funds	This program reflects an all funds increase due to an internal budgetary reclassification which will be offset by significant decreases in other Police programs. The overall street strength and number of available sworn officers has not been reduced.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(96,810)	(1.00)	General Fund	This represents the transfer of positions to and from the Neighborhood Policing program.

# Departmental Budgets



## Police

### Program 4: Special Investigations

**Description:** This program prevents and solves crime through a variety of crime-specific units such as Homicide and Vice and specialized techniques including scientific investigative services.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	11,273,500	11,155,440	18,802,690	7,647,250
Employee Benefits	4,482,550	4,345,260	7,731,460	3,386,200
Other Expenses	59,290	57,640	14,530	(43,110)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>15,815,340</b>	<b>15,558,340</b>	<b>26,548,680</b>	<b>10,990,340</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	120,000	120,000
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>120,000</b>	<b>120,000</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>15,815,340</b>	<b>15,558,340</b>	<b>26,668,680</b>	<b>11,110,340</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>151.00</b>	<b>151.00</b>	<b>243.00</b>	<b>92.00</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
11,225,660	93.00 All Funds	This program reflects an all funds increase due to an internal budgetary reclassification which will be offset by significant decreases in other Police programs. The overall street strength and number of available sworn officers has not been reduced.

#### On-Going Significant Program Changes

Budget	FTE Fund	Description
(30,980)	0.00 General Fund	This represents the transfer of positions to and from the Special Investigations program.
(84,340)	(1.00) General Fund	This represents the transfer of positions to and from the Neighborhood Policing program.



**Program 5: Operations Support**

**Description:** This program supports the line operations of the Department through supplies, transportation, police records, and custody of property involved in criminal activity.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	4,145,940	4,140,430	5,691,470	1,551,040
Employee Benefits	1,663,460	1,664,470	2,294,050	629,580
Other Expenses	1,160	1,130	1,261,840	1,260,710
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,810,560</b>	<b>5,806,030</b>	<b>9,247,360</b>	<b>3,441,330</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,810,560</b>	<b>5,806,030</b>	<b>9,247,360</b>	<b>3,441,330</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	1,000,000	1,000,000
<b>Total Full-time Equivalent Positions</b>	<b>77.00</b>	<b>77.00</b>	<b>98.00</b>	<b>21.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
3,331,280	17.00	All Funds	This program reflects an all funds increase due to an internal budgetary reclassification which will be offset by significant decreases in other Police programs. The overall street strength and number of available sworn officers has not been reduced.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
248,720	4.00	General Fund	This represents the transfer of positions to and from the Special Operations program.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(138,680)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents holding two Clerk Typist 2 positions vacant for FY 2019.

# Departmental Budgets

## Police



### Program 6: Personnel Training and Support

**Description:** This program provides support and training for all Department employees through employee relations and in-service training; and administers the recruiting, selection, and training of new officers.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	2,551,730	2,533,200	2,787,830	254,630
Employee Benefits	1,006,810	986,340	1,170,420	184,080
Other Expenses	465,750	452,780	99,190	(353,590)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>4,024,290</b>	<b>3,972,320</b>	<b>4,057,440</b>	<b>85,120</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>4,024,290</b>	<b>3,972,320</b>	<b>4,057,440</b>	<b>85,120</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>37.00</b>	<b>37.00</b>	<b>39.00</b>	<b>2.00</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
85,130	2.00 All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases and an internal reorganization of FTEs.



**Program 7: Technology Support**

**Description:** This program supports all information technology systems and equipment used throughout the Department and includes systems development, implementation, and support; hardware and software purchase, installation, and maintenance; and systems coordination.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,434,140	1,432,420	1,027,360	(405,060)
Employee Benefits	549,050	549,260	352,640	(196,620)
Other Expenses	831,390	808,150	995,890	187,740
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,814,580</b>	<b>2,789,830</b>	<b>2,375,890</b>	<b>(413,940)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,814,580</b>	<b>2,789,830</b>	<b>2,375,890</b>	<b>(413,940)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>22.00</b>	<b>22.00</b>	<b>13.00</b>	<b>(9.00)</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(259,350)	(7.00)	All Funds	This program reflects a General Fund decrease due to an internal reorganization of departmental assets and FTEs which have been shifted to other programs.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(154,600)	(2.00)	General Fund	This represents the transfer of Emergency Communications Center information technology staff to Enterprise Technology Solutions (ETS).

# Departmental Budgets



## Police

### Program 8: General Administration and Support

**Description:** This program directs and controls all Department activities and fiscal affairs; and administers the Department's community-relations programs and youth initiatives.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	5,422,680	5,160,260	8,560,240	3,399,980
Employee Benefits	2,148,710	2,030,030	2,675,270	645,240
Other Expenses	180	180	4,111,880	4,111,700
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>7,571,570</b>	<b>7,190,470</b>	<b>15,347,390</b>	<b>8,156,920</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	949,000	949,000
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>949,000</b>	<b>949,000</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>7,571,570</b>	<b>7,190,470</b>	<b>16,296,390</b>	<b>9,105,920</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	1,820,000	1,820,000	987,000	(833,000)
Total Full-time Equivalent Positions	61.00	58.00	77.00	19.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
8,817,960	17.00 All Funds	This program reflects an all funds increase due to an internal budgetary reclassification which will be offset by significant decreases in other Police programs. The overall street strength and number of available sworn officers has not been reduced.

#### On-Going Significant Program Changes

Budget	FTE Fund	Description
(26,260)	0.00 General Fund	This represents the transfer of positions to and from the Special Operations program.
314,230	2.00 General Fund	This represents the transfer of positions to and from the Neighborhood Policing program.



## **Safer Streets**

### **1) Maintain Violent Crime Reductions**

**Description:** The Department's goal is to maintain the homicide, felonious assault and aggravated robbery reduction documented over the past two years by focusing specifically on gun violence. These continued efforts include mitigating violent, organized groups and the locations that systematically contribute to such activities. Based on the Department's continual implementation/revitalization of crime reduction strategies and historical data, it would be reasonable to expect the maintenance of the violent crime reduction achieved last year.

#### **Key Steps/Progress Milestones:**

- Refine and evolve the CIRV operations in order to address priority offenders;
- Improve coordination efforts among CIRV partners and outreach to maximize its efficacy;
- Continue PIVOT strategies in current neighborhoods as well as expand its reach to additional identified neighborhoods as needed and as is manageable with current resources;
- Enhance these integrated strategies within the City and community stakeholders in order to maintain the reach and progress of PIVOT;
- Continue improved social media efforts with a focus on youth messaging; Incorporate problem solving strategies with pre-existing crime reduction strategies;
- Maintain mitigation of place networks that are disproportionately and historically enabling violent crime and continue to identify these locations;
- Support the Divert Program's efforts for early intervention into domestic violence situations in order to reduce violent crimes that may otherwise occur.

**Fund(s):** Most initiatives have already been accounted for and absorbed within the annual budget.

#### **Data Capture:**

- Homicides - Shootings DB/RMS (CPD)
- Non-fatal shootings - Shootings DB/RMS (CPD)
- Part 1 Violent Crime - RMS (CPD)
- Part 1 Property Crime - RMS (CPD)
- Number of CIRV investigations conducted - CIRV
- Number of place-based investigations conducted - CIRV
- Number of one-on-one interventions - CIRV
- Number of youth interventions - CIRV
- Problem solving projects - PSTS (CPD)



#### 2) Continued Improvement to Effectiveness of the Emergency Communications Section (ECS/ECC)

**Description:** The goal is to continually increase the efficiency of call-taking thereby maximizing response times and public safety overall. This includes the balance of service demands and quality customer service - both internally and externally.

##### Key Steps/Progress Milestones:

- Achieve and maintain desirable staffing levels and employee retention;
- Continued monitoring and maintenance of new CAD and 911 systems to optimize value to the safety of first responders and the public;
- Continue to assess technologies necessary for crime reduction;
- Study and assess the feasibility of a phased approach towards the implementation of a Real Time Crime platform;
- Test, ensure and finalize the functionality of the ECS back-up site;
- Continue to effectively address employment/labor issues by working collaboratively with union representatives, supervisors, employees and administration;
- Improve and finalize training and operational protocols by incorporating training functions in the Academy to include new technology training such as ShotSpotter.

**Fund(s):** Most milestones have already been accounted for and absorbed within the annual budget.

##### Data Capture:

- Percentage of all calls answered in 10 seconds or less - West (ECS)
- Percentage of calls abandoned - West (ECS)
- Administrative calls - West (ECS)
- Number of call takers - CPD personnel manual tracking
- Number of operator/dispatchers - CPD personnel manual tracking
- Number of CAD outages - CAD (ECS)
- Duration of CAD outages - CAD (ECS)
- Number of 911 call outages - West (ECS)

## Thriving and Healthy Neighborhoods

### 1) Community Engagement and Development

**Description:** The Department recognizes that crime and disorder reductions can best be sustained by community engagement coupled with strategic planning efforts. In order to do so, CPD will continue to work with and engage additional stakeholders to work towards establishing and fostering this culture where crime and disorder are not tolerated so community rebuilding can occur.



**Key Steps/Progress Milestones:**

- Continue and ultimately complete the City's recommitment to the Collaborative Agreement process;
- Revitalize the CPD's Problem Solving initiative accordingly;
- Foster healthy, productive relationships with individual neighborhoods and the community;
- Continue to increase police legitimacy and the Department's positive image.

**Fund(s):** Most initiatives have already been accounted for and absorbed within the annual budget.

**Data Capture:**

- Problem solving projects - PSTS (CPD) potentially transitioned to RMS
- Number of community meetings/events participation - CPD
- Number of communities involved in efforts - CPD/PSTS

**Innovative Government**

**1) Maintain Improvements in data quality & overall data management through participation in enterprise-wide governance vestment**

**Description:** CPD actively acknowledges that data quality and resulting usage is the key to the success of all "smart city" initiatives. The goal here is to enhance data quality and availability city-wide through strategic and collaborative data management and oversight. The Department is committed to continue its work with OPDA in collaboration with ETS to ensure its data quality from the initial entry point to its final form of business intelligence.

**Key Steps/Progress Milestones:**

- Continue to work with OPDA and ETS to streamline, cleanse, process and manage data;
- Continue to publish new and existing dataset to the Open Data Portal for public and private consumption;
- Ensure new systems and technologies incorporate this goal, by establishing data availability and interfacing with current systems at the front end of implementation such as the 911 and ShotSpotter;
- Continue to utilize existing data and incorporate new data sources into strategies to improve operations;
- Continue to monitor data quality and consistency and improve as necessary.

**Fund(s):** Most initiatives have already been accounted for and absorbed within the annual budget.



### Police

#### Data Capture:

- Number of datasets published to Open Data Portal - Socrata/OPDA
- Number of datasets pulled into OPDA data warehouse - OPDA/CPD
- Number of new and unique data sources - CPD

### Innovative Government

#### 1) Continue Monitoring Overtime (OT) Expenditures and Reimbursable Overtime Payable to the Department for Police Details

**Description:** As part of the Police/ECCStat processes, CPD has been working with the Budget Office and OPDA to monitor overtime expenditures, mitigate substantive contributory factors and ensure that the Department is maximizing its collections for reimbursable overtime for Police details.

#### Key Steps/Progress Milestones:

- Continue to adhere to the recommendations of the 2016 Office of Citizen Complaint and Internal Audit report;
- Implement a quarterly budget audit/review process;
- Closely review personnel that are peer group overtime outliers in the Police/ECCStat or existing employee review process;
- Continue to report to OPDA as to the overtime reimbursement status;
- Continue to improve collection efforts for these reimbursements at the Department level;
- Finalize implementation of Kronos to technologically address 2016 overtime recommendations.

**Fund(s):** Annual Kronos licensing cost.

#### Data Capture:

- Average OT expenditure per pay period (discretionary) - CPD
- Average OT expenditure per pay period (non-discretionary) - CPD
- Number of mandatory off days used (by PO, assignment and district) - CPD
- Outstanding accounts (past 90 days) for reimbursable OT - CPD
- Outstanding amount (past 90 days) for reimbursable OT - CPD
- Number of payment plans for outstanding reimbursable OT - CPD
- Reimbursable OT amounts received - CPD/CFS
- Audit recommendation data - CPD/Kronos



## 2) Upgrade Information Technology Systems and Implement New Technology

**Description:** The goal of the Department is to upgrade necessary internal operating systems and vehicle systems, which will promote consistent data downloads to the City's main servers necessary to improve street level crime fighting and maximize officer's time. The implementation of a comprehensive informational technology strategy in conjunction with robust intelligence platforms will become the centralized system for the Department's ever-evolving crime reduction strategies.

### Key Steps/Progress Milestones:

- Tracking success and performance metrics of new technology such as ShotSpotter and Body Worn Cameras;
- Continue collaborating with OPDA to generate meaningful reports from new and existing technological data;
- Study and plan the feasibility of a phased implementation of a 24-hour Real Time Crime Center;
- Enhance and leverage the utilization of new intelligence technologies such as NIBN, ShotSpotter, Body Worn Cameras, City-wide surveillance cameras and LPR systems;
- Continue to engage in technology development and pilots in order to streamline officers' daily duties and maximize street presence;
- Complete the MDC replacement project and integrate all related systems to improve functionality, reporting and communication.

**Fund(s):** Capital and funding requests have not been determined for new law enforcement technologies.

### Data Capture:

- New technology analytics and performance reporting - OPDA/CPD
- MDC replacement efficiencies - CPD

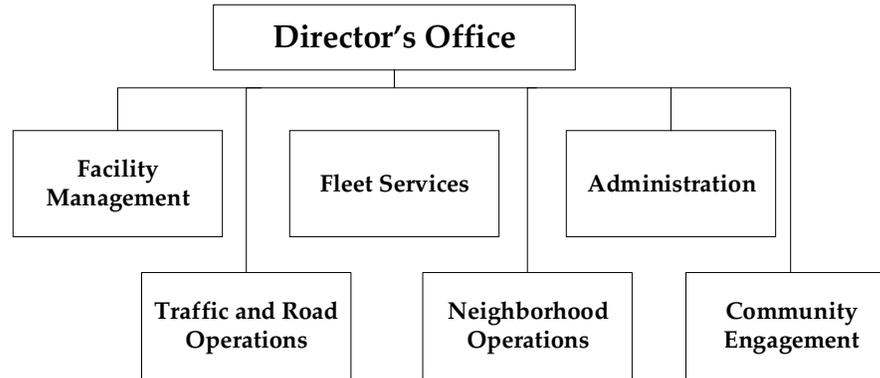


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## Public Services

The mission of the Public Services Department is to be a service organization that promotes partnerships with neighborhood residents and businesses to solve problems and provide efficient management of public infrastructure and quality facility assets.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	5,799,510	5,848,580	5,049,530	(799,050)
Employee Benefits	2,213,980	2,180,100	1,983,730	(196,370)
Other Expenses	8,402,550	8,264,920	8,205,530	(59,390)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>16,416,040</b>	<b>16,293,600</b>	<b>15,238,790</b>	<b>(1,054,810)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	11,740,780	12,385,840	13,578,090	1,192,250
Employee Benefits	4,480,200	4,645,520	5,518,480	872,960
Other Expenses	8,483,690	8,627,500	8,192,220	(435,280)
Properties	30,430	30,430	30,430	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>24,735,100</b>	<b>25,689,290</b>	<b>27,319,220</b>	<b>1,629,930</b>
Internal Service Funds	16,937,340	17,523,810	17,002,700	(521,110)
<b>Total</b>	<b>58,088,480</b>	<b>59,506,700</b>	<b>59,560,710</b>	<b>54,010</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	19,424,160	19,424,160	21,335,160	1,911,000
Total Full-time Equivalent Positions	449.00	449.00	449.00	0.00

# Departmental Budgets

## Public Services



### Department Programs

1. Fleet Services
2. Winter Maintenance
3. Director's Office
4. Special Operations
5. Traffic Control, Pavement & Structure Maint.
6. Residential Collections
7. Right of Way Maintenance
8. Property Management

### Program Summaries

#### Program 1: Fleet Services

**Description:** This core focus program is dedicated to public safety and service excellence by providing to all City agencies the necessary equipment to perform their core service functions.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	98,440	98,490	104,390	5,900
Employee Benefits	50,330	49,150	56,700	7,550
Other Expenses	1,400	1,350	1,390	40
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>150,170</b>	<b>148,990</b>	<b>162,480</b>	<b>13,490</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	16,937,340	17,523,810	17,002,700	(521,110)
<b>Total</b>	<b>17,087,510</b>	<b>17,672,800</b>	<b>17,165,180</b>	<b>(507,620)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	17,265,840	17,265,840	17,176,840	(89,000)
Total Full-time Equivalent Positions	71.00	71.00	71.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
13,490	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



**Program 2: Winter Maintenance**

**Description:** Clear streets following winter snowstorms by application of road salt and calcium chloride and, if necessary, by plowing the roads. This program pays for incremental cost increases resulting from snowstorms: overtime, materials, and contractual service.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	16,260	0	(16,260)
Employee Benefits	0	3,660	0	(3,660)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>19,920</b>	<b>0</b>	<b>(19,920)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	364,090	347,030	347,030	0
Employee Benefits	82,000	78,160	78,160	0
Other Expenses	852,040	869,030	869,030	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,298,130</b>	<b>1,294,220</b>	<b>1,294,220</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,298,130</b>	<b>1,314,140</b>	<b>1,294,220</b>	<b>(19,920)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(19,920)	0.00	All Funds	This program reflects an all funds decrease due to reallocation of program resources to restricted fund sources. There is no change in FTE.

# Departmental Budgets

## Public Services



### Program 3: Director's Office

**Description:** This project provides administrative support to the Public Services Department including human resources, accounting, safety, and communications.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	639,430	624,830	726,890	102,060
Employee Benefits	177,570	173,000	236,840	63,840
Other Expenses	89,490	102,010	92,680	(9,330)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>906,490</b>	<b>899,840</b>	<b>1,056,410</b>	<b>156,570</b>
<b>Operating Budget Restricted</b>				
Personnel Services	91,150	94,340	94,340	0
Employee Benefits	32,800	33,530	35,870	2,340
Other Expenses	74,830	76,310	65,970	(10,340)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>198,780</b>	<b>204,180</b>	<b>196,180</b>	<b>(8,000)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,105,270</b>	<b>1,104,020</b>	<b>1,252,590</b>	<b>148,570</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>1.00</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
176,300	1.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The FTE increase is due to an inter-departmental reorganization.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(10,340)	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction decreases the amount available for data processing.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(17,400)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents decreases in computer supplies.



**Program 4: Special Operations**

**Description:** This program provides funding for Keep Cincinnati Beautiful, dumpster access for City agencies, customer service, and maintenance of the Wesleyan Cemetery.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	118,160	117,440	123,270	5,830
Employee Benefits	34,510	33,870	37,110	3,240
Other Expenses	524,180	543,380	463,270	(80,110)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>676,850</b>	<b>694,690</b>	<b>623,650</b>	<b>(71,040)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	450,880	469,490	469,490	0
Employee Benefits	158,710	162,700	173,090	10,390
Other Expenses	13,140	13,590	17,300	3,710
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>622,730</b>	<b>645,780</b>	<b>659,880</b>	<b>14,100</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,299,580</b>	<b>1,340,470</b>	<b>1,283,530</b>	<b>(56,940)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
42,950	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(99,880)	0.00	General Fund	This represents a reduction to leveraged funding for Keep Cincinnati Beautiful in FY 2019.

# Departmental Budgets

## Public Services



### Program 5: Traffic Control, Pavement & Structure Maint.

**Description:** This program provides repair and maintenance for all roadway signal, and lighting, potholes, pavement, curbs and other asphalt and concrete structures.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	96,150	93,470	0	(93,470)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>96,150</b>	<b>93,470</b>	<b>0</b>	<b>(93,470)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	6,257,880	6,688,580	6,740,040	51,460
Employee Benefits	2,514,500	2,620,750	2,892,610	271,860
Other Expenses	3,744,880	3,830,580	3,705,830	(124,750)
Properties	30,430	30,430	30,430	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>12,547,690</b>	<b>13,170,340</b>	<b>13,368,910</b>	<b>198,570</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>12,643,840</b>	<b>13,263,810</b>	<b>13,368,910</b>	<b>105,100</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	155.00	155.00	155.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
280,080	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(174,990)	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction captures savings related to roadway maintenance and repair due to reduced costs for materials needed for pothole repair. There is no reduction in service.



**Program 6: Residential Collections**

**Description:** This program provides curbside collection of solid waste, yard waste, tire collection, and white goods.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	4,744,080	4,788,170	3,971,510	(816,660)
Employee Benefits	1,900,270	1,875,080	1,609,020	(266,060)
Other Expenses	4,554,270	4,427,100	4,463,930	36,830
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>11,198,620</b>	<b>11,090,350</b>	<b>10,044,460</b>	<b>(1,045,890)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	329,020	327,070	1,277,900	950,830
Employee Benefits	15,510	15,260	467,930	452,670
Other Expenses	309,710	316,810	309,730	(7,080)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>654,240</b>	<b>659,140</b>	<b>2,055,560</b>	<b>1,396,420</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>11,852,860</b>	<b>11,749,490</b>	<b>12,100,020</b>	<b>350,530</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,000,000	2,000,000	4,000,000	2,000,000
Total Full-time Equivalent Positions	112.00	112.00	113.00	1.00

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
411,250	1.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The FTE increase is due to a more accurate reflection of part-time employees.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(1,350,110)	0.00	General Fund	This represents the shift of Neighborhood Operations Division (NOD) expenses related to litter, refuse, and deceased animal pickup to the Stormwater Management Fund.
1,350,110	0.00	Stormwater Management	
(52,720)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents decreases in gas and electric expenses due to energy efficiency improvements.
59,740	0.00	Stormwater Management	This increase will fully fund the part-time Municipal Workers needed in the Yard Waste Program.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(67,750)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction holds a Senior Computer Programmer/Analyst position vacant for FY 2019.

# Departmental Budgets

## Public Services



### Program 7: Right of Way Maintenance

**Description:** This program provides clean, safe and aesthetically pleasing neighborhoods, streets and green space.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	133,190	136,760	53,540	(83,220)
Employee Benefits	22,690	17,270	12,190	(5,080)
Other Expenses	336,530	318,580	311,920	(6,660)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>492,410</b>	<b>472,610</b>	<b>377,650</b>	<b>(94,960)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	2,656,010	2,793,950	2,985,220	191,270
Employee Benefits	1,043,830	1,080,350	1,214,790	134,440
Other Expenses	2,411,100	2,417,270	2,089,080	(328,190)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>6,110,940</b>	<b>6,291,570</b>	<b>6,289,090</b>	<b>(2,480)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>6,603,350</b>	<b>6,764,180</b>	<b>6,666,740</b>	<b>(97,440)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	150,820	150,820	150,820	0
Total Full-time Equivalent Positions	64.00	64.00	63.00	(1.00)

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(21,450)	(1.00)	All Funds	This program reflects an all funds decrease due to an internal FTE transfer which is partially offset by City Council approved wage increases and employee benefits increases.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(76,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents holding certain administrative positions vacant for a portion of FY 2019.



**Program 8: Property Management**

**Description:** This program provides management, architectural services and maintenance of all city-owned buildings.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	66,210	66,630	69,930	3,300
Employee Benefits	28,610	28,070	31,870	3,800
Other Expenses	2,800,530	2,779,030	2,872,340	93,310
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,895,350</b>	<b>2,873,730</b>	<b>2,974,140</b>	<b>100,410</b>
<b>Operating Budget Restricted</b>				
Personnel Services	1,591,750	1,665,380	1,664,070	(1,310)
Employee Benefits	632,850	654,770	656,030	1,260
Other Expenses	1,077,990	1,103,910	1,135,280	31,370
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,302,590</b>	<b>3,424,060</b>	<b>3,455,380</b>	<b>31,320</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>6,197,940</b>	<b>6,297,790</b>	<b>6,429,520</b>	<b>131,730</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	7,500	7,500	7,500	0
<b>Total Full-time Equivalent Positions</b>	<b>29.00</b>	<b>29.00</b>	<b>28.00</b>	<b>(1.00)</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
150,110	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(56,890)	(1.00)	Income Tax-Infrastructure	This decrease represents the elimination of a vacant Clerk Typist 3 position which is partially offset by the reclassification of an Administrative Technician position to an Administrative Specialist position.
40,000	0.00	Income Tax-Infrastructure	This increase will provide for the maintenance and repair of additional buildings that the Division of Facility Maintenance has become responsible for maintaining.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(1,500)	0.00	General Fund	This represents a reduction to leveraged funding for the Corporation for Findlay Market in FY 2019.



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## Safer Streets

### 1) Snow Removal

**Description:** Continue to ensure the Department and the City are prepared for a winter weather event with the goal of making all streets passable 24 hours after the last snow fall of each event.

#### Key Steps/Progress Milestones:

- Continue to prioritize snow routes and mapping, while finding the best ways to increase engagement within the City to improve snow operations (need the assistance of ETS or vendor).
- Conduct extensive training for operators.
- Conduct dry run on all routes for improved efficiency.
- Utilize the best methods to increase communication with the Public, including via CincyInsights.

**Fund(s):** Fund 301 and Fund 306

#### Data Capture:

- Lane miles treated prior to and during snow events - Zonar
- Lane miles treated: average for first 24 hours of snow event - Zonar
- Vehicles with completed winter operations maintenance as of November 1 - Fleet Anywhere

## Thriving & Healthy Neighborhoods

### 1) Blight Prevention and Removal

**Description:** The goal for the Street Sweeping, Greenspace, & Friday “Blitz” Clean-up program is to ensure that all 52 neighborhoods have been serviced at least once in 2019. The program includes: Greenspace Maintenance, Street Sweeping, Litter Picking & Roving Trash Truck, Volunteer Activity (KCB) and DPS Private Lot Abatement Program all working simultaneously together to impact each neighborhood.

#### Key Steps/Progress Milestones:

Private Lot Abatement:

- Work with Law Department to formulate a sustainable solution to remove chronic properties from the list.
- Street Sweeping, Greenspace, & Friday “Blitz”
- Sweep identified routes once a month reducing litter
- Finalize Greenspace Master Plan with CAGIS online mapping
- Follow existing Street Sweeping, Greenspace, & Friday “Blitz” Clean up schedule to ensure all 52 neighborhoods have been serviced.
- Continue to work with other City departments to capture total City owned greenspace properties.

## FY 2019 Department Strategic Priorities



### Public Services

- Work with KCB to increase volunteer hours to combat chronic litter
- Continue partnership with the Ohio Department of Transportation to combat litter and improve greenspace maintenance

**Fund(s):** Funds 107, 301, and 050

#### Data Capture:

Lots abated (PLAP) - CAGIS

Lots maintained after initial abatement - CAGIS

Number of "Friday Blitzes" - DPS

Street Sweeping: Lane Miles Completed - Zonar

Percentage of customer satisfaction with Blight: Private Property CSRs (TG/W & Litter) CSR Survey

Responses Number of greenspaces maintained - DPS (via Qualtrics)

## Fiscal Sustainability and Strategic Investment

### 1) Fleet Modernization and Rightsizing

**Description:** Implement Phase 2 of fleet right sizing plan, reducing out of lifecycle equipment and operating costs. The goal of rightsizing and modernization is to optimize the fleet to improve the capacity of City agencies to deliver services.

#### Key Steps/Progress Milestones:

- Utilizing the Fleet Modernization Masterplan as a baseline, create the specific replacement plan and procurement schedule
- Update fleet modernization model and align plan to ensure City is on track to have equipment in lifecycle
- Follow up on fleet utilization study and continue to reduce underutilized vehicles and equipment.
- Track maintenance and repair and fuel cost avoidance/savings.

**Fund(s):** Fund 202

#### Data Capture:

- Number of vehicles/equipment out of lifecycle - Fleet Anywhere
- Percentage of vehicles/equipment out of lifecycle - Fleet Anywhere
- Number of vehicles/equipment purchased (CAP) - Manual tracking
- Number of vehicles purchased (CIP) - Manual tracking
- Number of vehicles put into service (FY) - Manual tracking
- Number of vehicles/equipment taken out of service (rightsizing) - Fleet Anywhere
- Average monthly Fleet Maintenance cost - Fleet Anywhere
- Average down time for vehicles - Fleet Anywhere



## Recreation

The Cincinnati Recreation Commission is dedicated to providing recreational and cultural activities for all people in our neighborhoods and the whole community. We believe that by enhancing people's personal health and wellness, we strengthen and enrich the lives of our citizens and build a spirit of community in our City.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	9,596,730	9,559,440	10,054,840	495,410
Employee Benefits	3,009,080	3,004,830	3,226,200	221,370
Other Expenses	2,813,740	2,734,430	2,814,450	80,020
Properties	25,900	24,690	25,480	790
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>15,445,450</b>	<b>15,323,390</b>	<b>16,120,970</b>	<b>797,590</b>
<b>Operating Budget Restricted</b>				
Personnel Services	4,551,340	4,602,530	5,049,270	446,740
Employee Benefits	723,540	749,520	775,770	26,250
Other Expenses	6,789,910	6,904,700	7,231,020	326,320
Properties	13,160	13,160	13,160	0
Debt Service	310,050	297,290	297,290	0
<b>Operating Total</b>	<b>12,388,000</b>	<b>12,567,200</b>	<b>13,366,510</b>	<b>799,310</b>
Internal Service Funds	30,530	31,790	33,170	1,380
<b>Total</b>	<b>27,863,980</b>	<b>27,922,380</b>	<b>29,520,650</b>	<b>1,598,280</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	6,103,000	6,103,000	6,103,000	0
<b>Total Full-time Equivalent Positions</b>	<b>394.64</b>	<b>395.64</b>	<b>411.51</b>	<b>15.87</b>

# Departmental Budgets

## Recreation



### Department Programs

- |   |                           |
|---|---------------------------|
| 1. Support Services                           | 5. Therapeutic Recreation |
| 2. West Region Community Center Operations    | 6. Seniors                |
| 3. East Region Community Center Operations    | 7. Maintenance            |
| 4. Central Region Community Center Operations | 8. Golf                   |
|   | 9. Athletics              |
|   | 10. Aquatics              |

### Program Summaries

#### Program 1: Support Services

**Description:** The Support Services Division sets department policies and is responsible for public relations, master planning, information technology, comprehensive financial management, oversight of records, and administration of the capital improvement plan.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,564,510	1,461,740	1,565,530	103,790
Employee Benefits	481,460	459,430	533,040	73,610
Other Expenses	180,540	175,070	179,400	4,330
Properties	25,900	24,690	25,480	790
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,252,410</b>	<b>2,120,930</b>	<b>2,303,450</b>	<b>182,520</b>
<b>Operating Budget Restricted</b>				
Personnel Services	243,010	277,620	127,000	(150,620)
Employee Benefits	64,330	81,070	38,270	(42,800)
Other Expenses	234,700	232,430	159,960	(72,470)
Properties	13,160	13,160	13,160	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>555,200</b>	<b>604,280</b>	<b>338,390</b>	<b>(265,890)</b>
Internal Service Funds	30,530	31,790	33,170	1,380
<b>Total</b>	<b>2,838,140</b>	<b>2,757,000</b>	<b>2,675,010</b>	<b>(81,990)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	203,000	203,000	203,000	0
Total Full-time Equivalent Positions	36.14	36.14	36.12	(0.02)

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
(20,870)	(0.02) All Funds	This program reflects an all funds decrease due to eliminating the Child and Adult Care Food program which is partially offset by City Council approved wage and employee benefits increases. The change in FTE is due to adjustments in part-time positions.



**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(62,500)	0.00	General Fund	This represents a reduction to leveraged funding for the Summer Youth Jobs Initiative in FY 2019.

# Departmental Budgets

## Recreation



### Program 2: West Region Community Center Operations

**Description:** The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the western portion of the city with social, athletic, educational, and recreational activities.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,793,480	1,800,670	1,902,450	101,780
Employee Benefits	638,660	648,020	658,900	10,880
Other Expenses	471,040	457,910	468,970	11,060
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,903,180</b>	<b>2,906,600</b>	<b>3,030,320</b>	<b>123,720</b>
<b>Operating Budget Restricted</b>				
Personnel Services	665,360	665,360	880,000	214,640
Employee Benefits	29,630	29,630	39,160	9,530
Other Expenses	152,970	155,890	205,600	49,710
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>847,960</b>	<b>850,880</b>	<b>1,124,760</b>	<b>273,880</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,751,140</b>	<b>3,757,480</b>	<b>4,155,080</b>	<b>397,600</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>66.63</b>	<b>66.63</b>	<b>72.47</b>	<b>5.84</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
402,030	5.84 All Funds	This program reflects an all funds increase due to City Council approved wage and employee benefits increases as well as the State of Ohio licensing community centers to accept child care vouchers. The FTE increase is due to this program expansion.

#### One-Time Significant Program Changes

Budget	FTE Fund	Description
(2,010)	0.00 General Fund	This reflects a budget reduction to the department's budget. This reduction will delay filling a number of full-time positions for the first few months of FY 2019 and instead use part-time employees in the interim.
(2,420)	0.00 General Fund	This reflects a budget reduction to the department's budget. This reduction captures energy savings from a light-emitting diode (LED) lighting project.



**Program 3: East Region Community Center Operations**

**Description:** The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the eastern portion of the city with social, athletic, educational, and recreational activities.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,170,850	1,173,660	1,345,310	171,650
Employee Benefits	391,180	397,270	438,520	41,250
Other Expenses	400,010	388,750	383,730	(5,020)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,962,040</b>	<b>1,959,680</b>	<b>2,167,560</b>	<b>207,880</b>
<b>Operating Budget Restricted</b>				
Personnel Services	1,250,660	1,250,660	1,030,000	(220,660)
Employee Benefits	124,720	124,720	45,850	(78,870)
Other Expenses	173,830	177,320	257,200	79,880
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,549,210</b>	<b>1,552,700</b>	<b>1,333,050</b>	<b>(219,650)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,511,250</b>	<b>3,512,380</b>	<b>3,500,610</b>	<b>(11,770)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>66.56</b>	<b>66.56</b>	<b>70.85</b>	<b>4.29</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
291,970	4.29	All Funds	This program reflects an all funds increase due to City Council approved wage and employee benefits increases as well as the State of Ohio licensing community centers to accept child care vouchers. The increase in FTE is due to this program expansion.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(2,420)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction captures energy savings from a light-emitting diode (LED) lighting project.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(71,220)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction results in a one-time funding source shift from the General Fund to the Recreation Special Activities Fund for some center operations.
(223,600)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction results in a one-time transfer to cover Bush Center operations for fiscal year 2019.
(6,520)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will delay filling a number of full-time positions for the first few months of FY 2019 and instead use part-time employees in the interim.

# Departmental Budgets

## Recreation



### Program 4: Central Region Community Center Operations

**Description:** The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the central portion of the city with social, athletic, educational, and recreational activities.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,550,610	1,571,540	1,617,140	45,600
Employee Benefits	541,880	547,570	538,270	(9,300)
Other Expenses	420,500	408,640	405,900	(2,740)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,512,990</b>	<b>2,527,750</b>	<b>2,561,310</b>	<b>33,560</b>
<b>Operating Budget Restricted</b>				
Personnel Services	1,027,430	1,027,430	925,000	(102,430)
Employee Benefits	112,830	112,830	41,190	(71,640)
Other Expenses	211,580	215,770	262,890	47,120
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,351,840</b>	<b>1,356,030</b>	<b>1,229,080</b>	<b>(126,950)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,864,830</b>	<b>3,883,780</b>	<b>3,790,390</b>	<b>(93,390)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	70.01	70.01	76.77	6.76

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
235,430	6.76	All Funds	This program reflects an all funds increase due to City Council approved wage and employee benefits increases as well as the State of Ohio licensing community centers to accept child care vouchers. The increase in FTE is due to this program expansion.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(71,220)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction results in a one-time funding source shift from the General Fund to the Recreation Special Activities Fund for some center operations.
(16,750)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction increases position vacancy allowance.
(2,420)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction captures energy savings from a light-emitting diode (LED) lighting project.
(238,460)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction results in a one-time transfer to cover Hirsch Center operations for fiscal year 2019.



**Program 5: Therapeutic Recreation**

**Description:** The Division is dedicated to providing high quality support services, training, and advocacy. Therapeutic recreation programs include both specialized and inclusive programming for adults and youth.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	598,010	594,500	551,010	(43,490)
Employee Benefits	200,790	196,650	181,930	(14,720)
Other Expenses	18,900	18,360	18,740	380
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>817,700</b>	<b>809,510</b>	<b>751,680</b>	<b>(57,830)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	68,750	68,750	48,750	(20,000)
Employee Benefits	7,170	7,170	2,170	(5,000)
Other Expenses	103,440	105,340	105,720	380
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>179,360</b>	<b>181,260</b>	<b>156,640</b>	<b>(24,620)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>997,060</b>	<b>990,770</b>	<b>908,320</b>	<b>(82,450)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>16.38</b>	<b>16.38</b>	<b>15.38</b>	<b>(1.00)</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(58,300)	(1.00)	All Funds	This program reflects an all funds decrease due to City Council approved wage increases and employee benefits increases which are partially offset by the transfer of a position to the East Region Community Center which results in the change in FTE.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(24,150)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction results in a one-time partial funding source shift from the General Fund to the Recreation Special Activities Fund for some therapeutic operations.

# Departmental Budgets

## Recreation



### Program 6: Seniors

**Description:** The Senior Division seeks to provide high quality recreation and leisure experiences to senior citizens of Cincinnati. These activities include a variety of social, athletic, cultural, educational, and recreational activities.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	225,790	222,270	181,310	(40,960)
Employee Benefits	86,570	84,110	79,000	(5,110)
Other Expenses	13,950	13,560	15,660	2,100
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>326,310</b>	<b>319,940</b>	<b>275,970</b>	<b>(43,970)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	95,000	95,000	101,360	6,360
Employee Benefits	4,230	4,230	4,510	280
Other Expenses	119,220	121,660	125,510	3,850
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>218,450</b>	<b>220,890</b>	<b>231,380</b>	<b>10,490</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>544,760</b>	<b>540,830</b>	<b>507,350</b>	<b>(33,480)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>8.13</b>	<b>8.13</b>	<b>7.13</b>	<b>(1.00)</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(33,480)	(1.00)	All Funds	This program reflects an all funds decrease due to the transfer of a position to Athletics which is partially offset by City Council approved wage increases and employee benefits increases. The decrease in FTE is due to the transfer of a position.



**Program 7: Maintenance**

**Description:** The Maintenance Division maintains the infrastructure of the department and provides clean and safe playgrounds, athletic fields, and recreation sites to improve the quality of life for all citizens of Cincinnati through quality recreation opportunities.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,418,280	1,512,060	1,491,050	(21,010)
Employee Benefits	457,430	466,220	583,400	117,180
Other Expenses	965,330	938,270	996,220	57,950
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,841,040</b>	<b>2,916,550</b>	<b>3,070,670</b>	<b>154,120</b>
<b>Operating Budget Restricted</b>				
Personnel Services	484,550	494,850	1,319,120	824,270
Employee Benefits	285,240	286,380	516,760	230,380
Other Expenses	256,300	261,430	208,680	(52,750)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,026,090</b>	<b>1,042,660</b>	<b>2,044,560</b>	<b>1,001,900</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,867,130</b>	<b>3,959,210</b>	<b>5,115,230</b>	<b>1,156,020</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	61.56	62.56	62.56	0.00

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
210,770	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
1,043,130	0.00	Stormwater Management	This represents the expenses associated with litter pickup and inlet cleaning being directly appropriated to the Stormwater Management Fund for FY 2019.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(52,760)	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction decreases the available resources for materials and supplies.
(45,120)	0.00	General Fund	This reflects a budget reduction to the department's budget. The reduction reduces the Aquatics and Maintenance Division's budgets for the operation of Hirsch Pool which will be closed until summer 2019 while Hirsch Recreation Center is being renovated.

# Departmental Budgets



## Recreation

### Program 8: Golf

**Description:** The Cincinnati Recreation Commission's Golf Division provides full service, high quality, and value-driven golf experiences to the citizens of Cincinnati.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	146,840	149,530	149,530	0
Employee Benefits	51,390	56,210	49,950	(6,260)
Other Expenses	5,072,090	5,159,790	5,532,020	372,230
Properties	0	0	0	0
Debt Service	310,050	297,290	297,290	0
<b>Operating Total</b>	<b>5,580,370</b>	<b>5,662,820</b>	<b>6,028,790</b>	<b>365,970</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,580,370</b>	<b>5,662,820</b>	<b>6,028,790</b>	<b>365,970</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	5,900,000	5,900,000	5,900,000	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(9,030)	0.00	All Funds	This program reflects a Municipal Golf Fund decrease due to miscellaneous decreases in non-personnel line items. There is no change in FTE.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
375,000	0.00	Municipal Golf	This increase will provide an additional appropriation in fixed charges for the final buyout payment under the equipment lease-purchase agreement with Wells Fargo for golf carts at the six golf courses.



**Program 9: Athletics**

**Description:** The Athletics Division provides Cincinnati residents with fun, safe, and quality athletic programs.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	95,580	94,570	183,530	88,960
Employee Benefits	59,640	59,800	58,470	(1,330)
Other Expenses	109,260	106,220	110,280	4,060
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>264,480</b>	<b>260,590</b>	<b>352,280</b>	<b>91,690</b>
<b>Operating Budget Restricted</b>				
Personnel Services	270,280	273,870	274,000	130
Employee Benefits	30,120	33,400	28,590	(4,810)
Other Expenses	343,930	350,790	238,410	(112,380)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>644,330</b>	<b>658,060</b>	<b>541,000</b>	<b>(117,060)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>908,810</b>	<b>918,650</b>	<b>893,280</b>	<b>(25,370)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>9.65</b>	<b>9.65</b>	<b>10.65</b>	<b>1.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(20,860)	1.00	All Funds	This program reflects an all funds decrease due to non-personnel transfers for the child care voucher program which is partially offset by City Council approved wage and employee benefits increases. The FTE change is due to a position transfer.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(4,510)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction increases position vacancy allowance.

# Departmental Budgets

## Recreation



### Program 10: Aquatics

**Description:** The Aquatics Division not only provides open swimming at our neighborhood pools, but also a variety of diverse programs including swim team, water aerobics, swim lessons, and youth lifeguard training.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	1,179,620	1,128,430	1,217,510	89,080
Employee Benefits	151,480	145,760	154,670	8,910
Other Expenses	234,210	227,650	235,550	7,900
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,565,310</b>	<b>1,501,840</b>	<b>1,607,730</b>	<b>105,890</b>
<b>Operating Budget Restricted</b>				
Personnel Services	299,460	299,460	194,510	(104,950)
Employee Benefits	13,880	13,880	9,320	(4,560)
Other Expenses	121,850	124,280	135,030	10,750
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>435,190</b>	<b>437,620</b>	<b>338,860</b>	<b>(98,760)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,000,500</b>	<b>1,939,460</b>	<b>1,946,590</b>	<b>7,130</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>57.58</b>	<b>57.58</b>	<b>57.58</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
154,240	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(143,880)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction results in a one-time partial funding source shift from the General Fund to the Armleder Projects Fund for some pool operations at the Dunham and Hanna Otto Armleder Memorial Aquatics Facilities.
(3,220)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction increases position vacancy allowance.



## Safer Streets

### 1) Youth Programming

**Description:** CRC will continue to develop programming that meets the needs of youth

**Key Steps/Progress Milestones:**

Implemented the Swish youth basketball program, child licensed after school and summer day camp programs

**Fund(s):** Funded through private and public funds

**Data Capture:**

Data is collected by the University of Cincinnati

## Growing Economy

### 1) Develop Strategic Partnerships

**Description:** Develop new and expand existing public, private and not for profit partnerships. Utilize grants, donations and volunteers to increase financial and service resources.

**Key Steps/Progress Milestones:**

- Maintain current relationships and identify new partners.
- Increase fundraising through CRC foundation.

**Data Capture:**

Number of collaborative projects completed and number of volunteer hours

## Thriving and Healthy Neighborhoods

### 1) Recreation Program Services

**Description:** Develop a methodology and matching process to ensure the department is providing program offerings that align with the neighborhoods we serve.

**Key Steps/Progress Milestones:**

Determine the quantity on programs and evaluate program offerings



### Recreation

#### Data Capture:

Number of new programs, number of completed evaluations

## Innovative Government

### 1) Safety & Risk Management

**Description:** Ensure there are department-wide policies and procedures in place to address workplace accidents, track incidents, and respond quickly to incidents.

#### Key Steps/Progress Milestones:

Number of facility inspections completed

## Fiscal Sustainability and Strategic Investment

### 1) Fiscal Sustainability & Strategic Investment

**Description:** Increase non tax revenue and invest in technology to improve fiscal control

#### Key Steps/Progress Milestones:

Implement a IT solution for cash handling

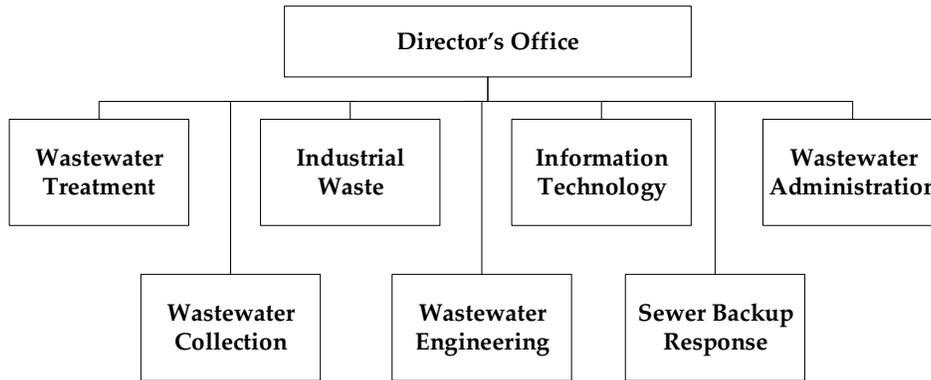
**Fund(s):** This will cost \$223,000



## Sewers

The mission of the Department of Sewers is to protect and enhance water quality and the environment by providing safe and efficient wastewater collection and treatment to our customers.

\* \* \* SEWERS' BUDGET IS PROVIDED FOR INFORMATION PURPOSES ONLY \* \* \*



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	41,176,640	43,235,430	41,618,120	(1,617,310)
Employee Benefits	14,047,560	14,749,960	14,239,470	(510,490)
Other Expenses	64,380,200	65,024,010	62,626,600	(2,397,410)
Properties	3,516,760	3,551,930	0	(3,551,930)
Debt Service	99,598,400	98,729,170	93,288,060	(5,441,110)
<b>Operating Total</b>	<b>222,719,560</b>	<b>225,290,500</b>	<b>211,772,250</b>	<b>(13,518,250)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>222,719,560</b>	<b>225,290,500</b>	<b>211,772,250</b>	<b>(13,518,250)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	288,291,870	296,714,130	278,490,000	(18,224,130)
<b>Total Full-time Equivalent Positions</b>	<b>740.00</b>	<b>740.00</b>	<b>740.00</b>	<b>0.00</b>

# Departmental Budgets

## Sewers



### Department Programs

- |  |                                  |
|--|----------------------------------|
| 1. Office of the Director/<br>Administration | 4. Wastewater Treatment          |
| 2. Wastewater Engineering                    | 5. Wastewater Collection         |
| 3. Information Technology                    | 6. Industrial Waste              |
|  | 7. Sewer Backup Response Program |

### Program Summaries

#### Program 1: Office of the Director/Administration

**Description:** Manage the department's centralized support services along with the overall leadership of the organization.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	4,829,370	5,070,820	4,606,240	(464,580)
Employee Benefits	1,534,230	1,610,940	1,467,930	(143,010)
Other Expenses	8,670,750	8,757,460	7,727,260	(1,030,200)
Properties	3,516,760	3,551,930	0	(3,551,930)
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>18,551,110</b>	<b>18,991,150</b>	<b>13,801,430</b>	<b>(5,189,720)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>18,551,110</b>	<b>18,991,150</b>	<b>13,801,430</b>	<b>(5,189,720)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	288,291,870	296,714,130	278,490,000	(18,224,130)
Total Full-time Equivalent Positions	65.00	65.00	65.00	0.00



**Program 2: Wastewater Engineering**

**Description:** Provide quality and on-time engineering services to internal and external customers.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	6,454,380	6,777,100	6,130,090	(647,010)
Employee Benefits	2,185,190	2,294,460	2,096,660	(197,800)
Other Expenses	784,010	791,860	691,410	(100,450)
Properties	0	0	0	0
Debt Service	99,598,400	98,729,170	93,288,060	(5,441,110)
<b>Operating Total</b>	<b>109,021,980</b>	<b>108,592,590</b>	<b>102,206,220</b>	<b>(6,386,370)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>109,021,980</b>	<b>108,592,590</b>	<b>102,206,220</b>	<b>(6,386,370)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	138.00	138.00	138.00	0.00

# Departmental Budgets

## Sewers



### Program 3: Information Technology

**Description:** Provide Information Systems planning, implementation, and support services.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	1,619,090	1,700,040	1,923,650	223,610
Employee Benefits	535,010	561,760	628,730	66,970
Other Expenses	3,760,270	3,797,860	3,748,380	(49,480)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,914,370</b>	<b>6,059,660</b>	<b>6,300,760</b>	<b>241,100</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,914,370</b>	<b>6,059,660</b>	<b>6,300,760</b>	<b>241,100</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	25.00	25.00	25.00	0.00



**Program 4: Wastewater Treatment**

**Description:** Reclaim wastewater and return it to the environment.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	14,984,660	15,733,890	14,951,960	(781,930)
Employee Benefits	5,010,180	5,260,670	4,994,980	(265,690)
Other Expenses	27,745,270	28,022,750	26,424,500	(1,598,250)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>47,740,110</b>	<b>49,017,310</b>	<b>46,371,440</b>	<b>(2,645,870)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>47,740,110</b>	<b>49,017,310</b>	<b>46,371,440</b>	<b>(2,645,870)</b>
<hr/>				
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	256.00	256.00	256.00	0.00

# Departmental Budgets

## Sewers



### Program 5: Wastewater Collection

**Description:** Collect wastewater and convey it to the regional wastewater reclamation facilities.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	7,868,530	8,261,960	8,148,540	(113,420)
Employee Benefits	2,842,900	2,985,060	2,953,290	(31,770)
Other Expenses	9,954,310	10,053,850	8,100,970	(1,952,880)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>20,665,740</b>	<b>21,300,870</b>	<b>19,202,800</b>	<b>(2,098,070)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>20,665,740</b>	<b>21,300,870</b>	<b>19,202,800</b>	<b>(2,098,070)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	165.00	165.00	165.00	0.00



**Program 6: Industrial Waste**

**Description:** Monitor and regulate industrial and commercial customers, and provide analytical laboratory services.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	3,707,560	3,892,920	3,812,550	(80,370)
Employee Benefits	1,374,650	1,443,390	1,391,620	(51,770)
Other Expenses	2,257,850	2,280,430	1,624,420	(656,010)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>7,340,060</b>	<b>7,616,740</b>	<b>6,828,590</b>	<b>(788,150)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>7,340,060</b>	<b>7,616,740</b>	<b>6,828,590</b>	<b>(788,150)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>68.00</b>	<b>68.00</b>	<b>68.00</b>	<b>0.00</b>

# Departmental Budgets



## Sewers

### Program 7: Sewer Backup Response Program

**Description:** Provide customer relief for capacity related sewer backups.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	1,713,050	1,798,700	2,045,090	246,390
Employee Benefits	565,400	593,680	706,260	112,580
Other Expenses	11,207,740	11,319,800	14,309,660	2,989,860
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>13,486,190</b>	<b>13,712,180</b>	<b>17,061,010</b>	<b>3,348,830</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>13,486,190</b>	<b>13,712,180</b>	<b>17,061,010</b>	<b>3,348,830</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	23.00	23.00	23.00	0.00



## Thriving and Healthy Neighborhoods

### 1) Consent Decree Phase 2

**Description:** Develop and submit a Consent Decree Phase 2 project list and schedule with relevant supporting documentation to the Federal Regulators.

**Key Steps/Progress Milestones:** Submittal by June 30, 2018

**Fund(s):** 704

#### Data Capture:

- The attached letter from the USEPA is directed at putting some tight restraints on the scope of any Adaptive Management changes to WWIP Attachment 2 projects.
- This letter cites the need for the Phase 2 submission to have defined projects, with enforceable performance and design criteria, in order to allow any deviation from the existing WWIP-defined projects.

### 2) Consent Decree Phase 1

**Description:** Substantial completion of all Consent Decree Phase 1 projects.

**Key Steps/Progress Milestones:** Substantial completion of all Consent Decree Phase 1 projects by December 31, 2018.

**Fund(s):** 704

#### Data Capture:

- Monthly Enterprise Activity Management Reports are provided to the City Manager.
- Status update reports.

### 3) Enhance and Promote Customer Service

**Description:** Promote customer service and availability of customer information, including sewer backup responses and responsiveness to damage claims.

**Key Steps/Progress Milestones:** Tracking customer calls received and customer service request responsiveness.

**Fund(s):** 701



### Sewers

#### Data Capture:

- Number of SBU Claims received.
- SBU Claims closed out/resolved.
- Number of SBU cleanups.

## Fiscal Sustainability and Strategic Investment

### 1) Meet Consent Decree Established Milestones

**Description:** Draft submittal of 2019 Budget to the County.

**Key Steps/Progress Milestones:** Submittal by the August 15, 2018 deadline.

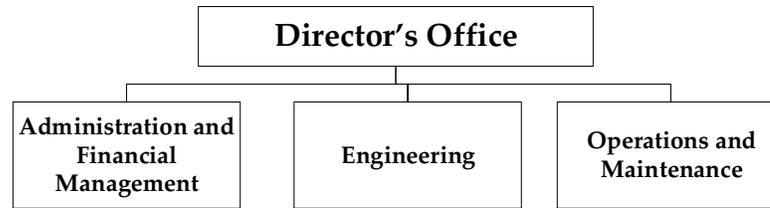
**Fund(s):** 701 and 704

#### Data Capture:

- The submittal will be uploaded by the completion date.
- Actual budget submittal.



## Stormwater Management Utility



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	3,140,860	3,189,090	2,410,780	(778,310)
Employee Benefits	861,920	885,070	970,640	85,570
Other Expenses	2,988,680	3,048,470	3,868,790	820,320
Properties	130,000	130,000	210,000	80,000
Debt Service	489,950	483,200	815,200	332,000
<b>Operating Total</b>	<b>7,611,410</b>	<b>7,735,830</b>	<b>8,275,410</b>	<b>539,580</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>7,611,410</b>	<b>7,735,830</b>	<b>8,275,410</b>	<b>539,580</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	11,461,000	11,461,000	16,743,400	5,282,400
Total Full-time Equivalent Positions	28.00	28.00	31.00	3.00

## Departmental Budgets

### Stormwater Management Utility



## Department Programs

1. Stormwater - Admin. & Financial Management
2. Stormwater - Engineering
3. Stormwater - Operations & Maintenance

## Program Summaries

### Program 1: Stormwater - Admin. & Financial Management

**Description:** Oversees the operational and financial functions of the Stormwater Management Utility (SMU).

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	303,200	309,640	355,140	45,500
Employee Benefits	94,380	100,060	108,580	8,520
Other Expenses	597,810	614,430	787,900	173,470
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>995,390</b>	<b>1,024,130</b>	<b>1,251,620</b>	<b>227,490</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>995,390</b>	<b>1,024,130</b>	<b>1,251,620</b>	<b>227,490</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	11,461,000	11,461,000	16,743,400	5,282,400
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
227,490	0.00	All Funds	This program reflects a Stormwater Management Fund increase due to City Council approved wage increases and employee benefits increases and increases in contractual services, materials and supplies, and fixed charges. There is no change in FTE.



**Program 2: Stormwater - Engineering**

**Description:** This program includes planning and design of Capital Improvement Projects as well as facility planning, major improvements, rehabilitation, repair, and facility operations and maintenance for the City of Cincinnati's flood control facilities.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	1,955,220	1,949,950	860,020	(1,089,930)
Employee Benefits	369,680	376,950	350,450	(26,500)
Other Expenses	958,040	963,290	1,469,010	505,720
Properties	0	0	0	0
Debt Service	489,950	483,200	815,200	332,000
<b>Operating Total</b>	<b>3,772,890</b>	<b>3,773,390</b>	<b>3,494,680</b>	<b>(278,710)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,772,890</b>	<b>3,773,390</b>	<b>3,494,680</b>	<b>(278,710)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(800,160)	(2.00)	All Funds	This program reflects an all funds decrease due to reimbursements for litter pickup and inlet cleaning now directly budgeted in the Recreation Department. The decrease in FTE is due to the transfer of positions to another program.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
171,460	2.00	Stormwater Management	This increase represents the addition of two new positions in Engineering and one new position in Operations & Maintenance that are needed to achieve strategic initiatives for the Stormwater Management Utility.
350,000	0.00	Stormwater Management	This represents an increase for a Memorandum of Understanding (MOU) with the Department of Buildings & Inspections to perform inspections and offer enforcement on behalf of the Stormwater Management Utility.

## Departmental Budgets

### Stormwater Management Utility



### Program 3: Stormwater - Operations & Maintenance

**Description:** This program provides support to customers, conducts condition assessment, as well as operational maintenance programs related to the existing storm drainage infrastructure of the Stormwater Management Utility (SMU).

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	882,440	929,500	1,195,620	266,120
Employee Benefits	397,860	408,060	511,610	103,550
Other Expenses	1,432,830	1,470,750	1,611,880	141,130
Properties	130,000	130,000	210,000	80,000
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,843,130</b>	<b>2,938,310</b>	<b>3,529,110</b>	<b>590,800</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,843,130</b>	<b>2,938,310</b>	<b>3,529,110</b>	<b>590,800</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>15.00</b>	<b>15.00</b>	<b>18.00</b>	<b>3.00</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,702,520	2.00	All Funds	This program reflects an all funds increase due to increases in City Council approved wage increases and employee benefits increases and increases in sewer repairs. The increase in FTE is due to the transfer of positions from other programs.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
108,280	1.00	Stormwater Management	This increase represents the addition of two new positions in Engineering and one new position in Operations & Maintenance that are needed to achieve strategic initiatives for the Stormwater Management Utility.

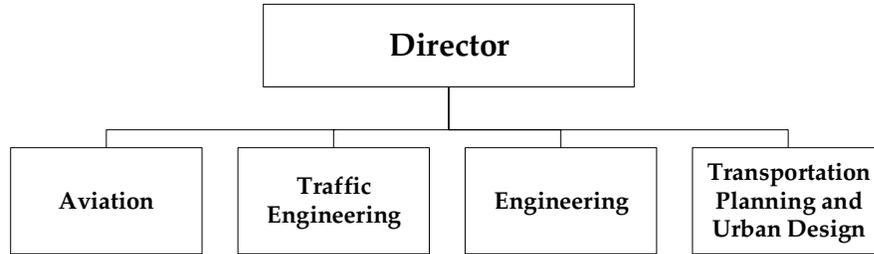
#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(1,220,000)	0.00	Stormwater Management	This represents an additional budget adjustment that shifts eligible sewer repair expenses to the General Capital Budget.



## Transportation & Engineering

The mission of the Department of Transportation and Engineering is to provide a safe and balanced transportation system that supports neighborhood livability and economic vitality.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	624,530	690,330	578,840	(111,490)
Employee Benefits	114,030	151,500	85,570	(65,930)
Other Expenses	2,460,740	2,407,560	2,416,810	9,250
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,199,300</b>	<b>3,249,390</b>	<b>3,081,220</b>	<b>(168,170)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	5,585,050	6,092,400	5,969,870	(122,530)
Employee Benefits	1,875,950	2,097,800	1,607,350	(490,450)
Other Expenses	1,769,500	1,797,340	1,798,110	770
Properties	227,210	227,210	197,310	(29,900)
Debt Service	120,290	120,290	57,400	(62,890)
<b>Operating Total</b>	<b>9,578,000</b>	<b>10,335,040</b>	<b>9,630,040</b>	<b>(705,000)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>12,777,300</b>	<b>13,584,430</b>	<b>12,711,260</b>	<b>(873,170)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	3,682,500	3,682,500	3,146,500	(536,000)
Total Full-time Equivalent Positions	176.45	176.45	176.00	(0.45)

# Departmental Budgets

## Transportation & Engineering



### Department Programs

1. Director's Office
2. Transportation Planning and Urban Design
3. Engineering
4. Traffic Engineering
5. General Aviation

### Program Summaries

#### Program 1: Director's Office

**Description:** This program provides leadership; establishes and manages relationships with citizens, City Council, community leaders, other City departments, and relevant local & regional organizations; and responds to customer and City Council requests.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	377,630	438,230	375,590	(62,640)
Employee Benefits	49,180	81,090	39,660	(41,430)
Other Expenses	69,200	86,280	67,380	(18,900)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>496,010</b>	<b>605,600</b>	<b>482,630</b>	<b>(122,970)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	716,590	743,670	728,840	(14,830)
Employee Benefits	219,890	230,080	202,500	(27,580)
Other Expenses	37,610	38,340	38,340	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>974,090</b>	<b>1,012,090</b>	<b>969,680</b>	<b>(42,410)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,470,100</b>	<b>1,617,690</b>	<b>1,452,310</b>	<b>(165,380)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	21.00	21.00	21.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(25,030)	0.00	All Funds	This program reflects an all funds decrease due to reductions in personnel services and employee benefits costs. There is no change in FTE.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(140,360)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction holds a Supervising Management Analyst position vacant through FY 2019 and a Deputy Director position vacant until October 2018.



**Program 2: Transportation Planning and Urban Design** 

**Description:** Responsible to improve citizens, mobility and quality of life through the City's vehicular, rail, bicycle, and pedestrian transportation systems. This program coordinates, designs, and prepares short and long-term plans for infrastructure improvements.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	27,050	25,740	40,250	14,510
Employee Benefits	5,800	5,700	5,410	(290)
Other Expenses	22,100	21,370	14,210	(7,160)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>54,950</b>	<b>52,810</b>	<b>59,870</b>	<b>7,060</b>
<b>Operating Budget Restricted</b>				
Personnel Services	336,120	365,880	431,410	65,530
Employee Benefits	89,020	104,690	114,860	10,170
Other Expenses	130,100	130,440	73,420	(57,020)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>555,240</b>	<b>601,010</b>	<b>619,690</b>	<b>18,680</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>610,190</b>	<b>653,820</b>	<b>679,560</b>	<b>25,740</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>15.95</b>	<b>15.95</b>	<b>15.50</b>	<b>(0.45)</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
25,740	(0.45)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The decrease in FTE is due to an adjustment in the number of hours worked for two positions during FY 2018.

# Departmental Budgets

## Transportation & Engineering



### Program 3: Engineering

**Description:** This program preserves and enhances the City's multimodal transportation system, including public roadways, bridges, and retaining walls. The program includes design, project management, construction review, and oversees private use of the right-of-way.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	150,240	160,730	43,840	(116,890)
Employee Benefits	42,670	49,040	480	(48,560)
Other Expenses	52,570	50,960	53,220	2,260
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>245,480</b>	<b>260,730</b>	<b>97,540</b>	<b>(163,190)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	1,812,410	2,071,150	2,196,800	125,650
Employee Benefits	555,960	663,670	315,020	(348,650)
Other Expenses	473,880	478,480	509,160	30,680
Properties	150,000	150,000	150,000	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,992,250</b>	<b>3,363,300</b>	<b>3,170,980</b>	<b>(192,320)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,237,730</b>	<b>3,624,030</b>	<b>3,268,520</b>	<b>(355,510)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	1,632,500	1,632,500	1,096,500	(536,000)
Total Full-time Equivalent Positions	97.50	97.50	97.50	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
16,810	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(372,330)	0.00	Income Tax-Infrastructure	This reflects a budget reduction to the department's budget. This reduction holds a Senior Engineer position and three Public Works Inspector 2 positions vacant through FY 2019.



**Program 4: Traffic Engineering** 

**Description:** This program is responsible for the design, review, and supervision of traffic control, street lighting, and traffic signal systems. This program includes event and construction maintenance of traffic and requests for additional street lighting.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	69,620	65,630	119,160	53,530
Employee Benefits	16,390	15,670	40,020	24,350
Other Expenses	2,316,870	2,248,950	2,282,000	33,050
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,402,880</b>	<b>2,330,250</b>	<b>2,441,180</b>	<b>110,930</b>
<b>Operating Budget Restricted</b>				
Personnel Services	1,644,080	1,719,370	1,771,300	51,930
Employee Benefits	562,690	600,700	615,850	15,150
Other Expenses	514,030	523,900	519,010	(4,890)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,720,800</b>	<b>2,843,970</b>	<b>2,906,160</b>	<b>62,190</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,123,680</b>	<b>5,174,220</b>	<b>5,347,340</b>	<b>173,120</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
173,120	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

## Departmental Budgets

### Transportation & Engineering



#### Program 5: General Aviation

**Description:** This program includes the operational and administrative oversight of the Lunken Municipal Airport and its strategic placement in the national aviation system plan, as well as ground maintenance for those City-owned portions of the Blue Ash Airport.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	795,230	833,740	841,520	7,780
Employee Benefits	332,010	348,690	359,120	10,430
Other Expenses	611,680	623,910	658,180	34,270
Properties	77,210	77,210	47,310	(29,900)
Debt Service	120,290	120,290	57,400	(62,890)
<b>Operating Total</b>	<b>1,936,420</b>	<b>2,003,840</b>	<b>1,963,530</b>	<b>(40,310)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,936,420</b>	<b>2,003,840</b>	<b>1,963,530</b>	<b>(40,310)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	2,050,000	2,050,000	2,050,000	0
Total Full-time Equivalent Positions	13.00	13.00	13.00	0.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(40,310)	0.00	All Funds	This program reflects an all funds decrease due to reductions in properties and debt service payments which is partially offset by City Council approved wage increases and employee benefits increases. There is no change in FTE.



## **Thriving and Healthy Neighborhoods**

### **1) Pedestrian Safety Improvements**

**Description:** Implement quick, cost effective, high impact projects that will improve the safety of the pedestrians in our neighborhoods.

#### **Key Steps/Progress Milestones:**

- Analyze data from the 2018 Pedestrian Safety Survey
- Compile draft Pedestrian Safety Improvement Plan based on data from the Pedestrian Safety Survey, Pedestrian Incidents Reports and Cincinnati Police Department crash data
- Engage with community councils to develop consensus on priorities projects identified with the draft plan
- Complete the Pedestrian Safety Plan
- Complete procurement of the Plan's selected projects
- Implement Pedestrian Safety Improvement Plan by December 30, 2019

**Fund(s):** \$500K in FY19 Budget

#### **Data Capture:**

- 2018 Pedestrian Safety Survey (CAGIS)
- Pedestrian Incidents Reports (CAGIS)
- CPD crash data (DOTE)

### **2) Central Business District Signal Re-Timing Study**

**Description:** Development of a traffic operations plan "best practices" for the Banks, CBD, OTR, Central Parkway corridor and Liberty corridor. Develop recommendations regarding potential modification to the signal timing plans in the various areas listed above to bring timing plans up to current standards and optimize the network flow for all modes of transportation (users).

#### **Key Steps/Progress Milestones:**

- Conduct Congestion Observations
- Engage stakeholders in the Central Business District
- Review report on system mobility best practices



### Transportation & Engineering

- Provide updates to clearance intervals
- Review streetcar operations
- Collect relevant vehicular data
- Modeling
- Report timing impacts and possible improvements in a recommendation report
- Implement timing enhancements found from CBD Signal Re-Timing Study

**Fund(s):** Streetcar Fund 455

#### Data Capture:

- Traffic Counts
- Pedestrian Counts
- Streetcar operations report (headways, blockages)
- Bus headways
- Special Event traffic signal timing plans
- Stakeholder input

## Innovative Government

### 1) Permitting

**Description:** DOTE's management of the right of way, through various permitting mechanisms, ensures the effective, efficient management of the use and occupancy of the right of way by utilities and other third parties.

#### Key Steps/Progress Milestones:

- Continue to identify weaknesses in the current permitting process
- Continue to enforce the Construction Coordination requirements of the CMC
- Implement any necessary, process, policy or CMC changes required to the permitting system
- Revise "long term" street use policies for outdoor seating and cafes
- Integrate ADA requirements into street use policies



- Continue implementation of any required changes

**Fund(s):** Permit revenues will be used to support this priority

**Data Capture:**

- Number of RSPs issued and completed (PermitsPlus)
- Number of Restricted Street cuts (PermitsPlus)
- Fine amounts for Restricted Street cuts (PermitsPlus)
- Number of coordination groups created and updated (CAGIS)
- Number of Coordination Opportunities missed (CAGIS)

## 2) Asset Management

**Description:** Develop a CAGIS based inventory and description of DOTE owned and maintained infrastructure.

**Key Steps/Progress Milestones:**

- Complete asset inventory planning meetings with CAGIS associated with traffic counts, speed humps, bike trails, and streetscapes
- Develop the inventory details and descriptions to ensure efficient asset management in the future
- Develop the applications to capture inventory for architectural wayfinding signs and special pavement surfaces
- Begin asset inventory for traffic counts, speed humps, bike trails, and streetscapes.

**Fund(s):** Funding provided through existing sources/programs.

**Data Capture:**

- Number of layers maintained in CAGIS
- Number of layers inventoried for addition to CAGIS



## Fiscal Sustainability and Strategic Investment

### 1) Street Rehabilitation and Pavement Preservation

**Description:** Maintain and improve the pavement conditions for City streets which will improve the safety of motorist and the quality of life in our neighborhoods.

#### Key Steps/Progress Milestones:

- Complete the 2018 Pavement Condition Report
- Update to Pavement Management Plan
- Complete Street Rehabilitation Plan for CIP and CAP FY19 Programs
- Complete the Pavement Preservation Plan for the CAP FY19 Program
- Complete the Procurement Plan for Rehabilitation and Pavement Preservation
- Complete required work for the Street Rehab and Pavement Preservation Plans

**Fund(s):** FY19 Street Rehabilitation and CAP Programs

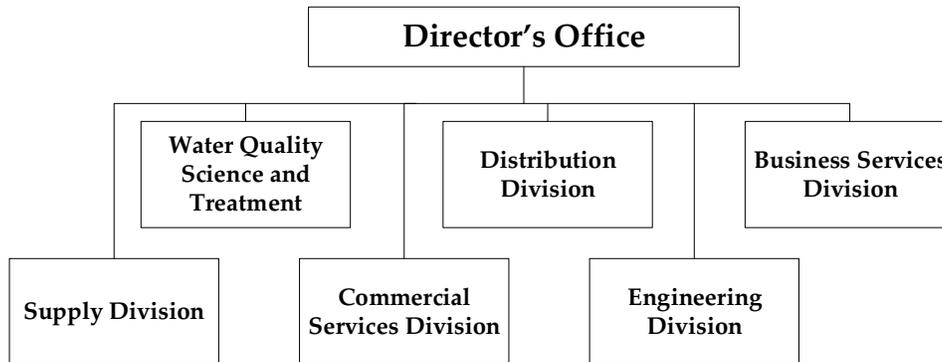
#### Data Capture:

- Average Pavement Condition Index (CAGIS)
- PCI (by category), percentage of total. (CAGIS)
- Number of lane miles paved: Street Rehabilitation (CAGIS)
- Number of lane miles for Preventative Maintenance: (CAGIS)
- Average cost per lane mile: Street Rehab (CAGIS)
- Average cost per lane mile: Preventative Maintenance (CAGIS)



## Water Works

The mission of the Greater Cincinnati Water Works is to provide its customers within our regional communities a plentiful supply of the highest quality water and outstanding services in a financially responsible manner.



### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	36,820,300	39,774,560	39,785,560	11,000
Employee Benefits	14,061,180	15,180,050	15,700,320	520,270
Other Expenses	35,094,120	36,369,180	37,258,580	889,400
Properties	0	0	0	0
Debt Service	42,454,520	42,454,520	42,118,000	(336,520)
<b>Operating Total</b>	<b>128,430,120</b>	<b>133,778,310</b>	<b>134,862,460</b>	<b>1,084,150</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>128,430,120</b>	<b>133,778,310</b>	<b>134,862,460</b>	<b>1,084,150</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	158,160,000	162,598,000	163,632,000	1,034,000
<b>Total Full-time Equivalent Positions</b>	<b>642.87</b>	<b>636.65</b>	<b>650.81</b>	<b>14.16</b>

# Departmental Budgets



## Water Works

### Department Programs

1. Departmental Support Services
2. Commercial Services
3. Supply
4. Distribution
5. Water Quality Science & Treatment
6. Engineering

### Program Summaries

#### Program 1: Departmental Support Services

**Description:** This program is dedicated to managing the Department's central support services including financial management, information technology, procuring and maintaining the fleet, managing inventory, securing new customers, employee safety, and personnel.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	9,311,480	10,164,370	10,782,110	617,740
Employee Benefits	3,266,500	3,585,070	3,847,640	262,570
Other Expenses	5,055,890	5,247,500	6,705,980	1,458,480
Properties	0	0	0	0
Debt Service	42,454,520	42,454,520	42,118,000	(336,520)
<b>Operating Total</b>	<b>60,088,390</b>	<b>61,451,460</b>	<b>63,453,730</b>	<b>2,002,270</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>60,088,390</b>	<b>61,451,460</b>	<b>63,453,730</b>	<b>2,002,270</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	158,160,000	162,598,000	163,632,000	1,034,000
Total Full-time Equivalent Positions	134.38	134.38	143.19	8.81

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
1,497,460	(0.19) All Funds	This program reflects a Water Works Fund increase due to City Council approved wage and employee benefits increases and increases in collection of water bill expenses. The FTE decrease is due to a more accurate reflection of part-time employees.

#### On-Going Significant Program Changes

Budget	FTE Fund	Description
44,480	1.00 Water Works	This represents an increase that will move an administrative position from the Information Technology Division to the Business Services Division for additional support with the Lead program.



**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
213,870	2.00	Water Works	This represents an increase for positions being transferred to the Business Services Division to be part of the Lead program.
(84,060)	(1.00)	Water Works	This represents a reduction due to the transfer of a vacant Administrative Specialist position to the Business Services Division for assistance with the Lead program.
109,250	1.00	Water Works	This represents an increase to account for a position transfer that occurred in FY 2018. A position was moved from the Distribution Division to the Information Technology Division.
459,290	8.00	Water Works	This represents an increase for new positions needed for strategic initiatives as well as the new Lead program.
61,780	1.00	Water Works	This represents an increase for the transfer of the Assistant Superintendent position in the Commercial Services Division to the Business Services Division to fill the role of Asset Manager.
(299,800)	(3.00)	Water Works	This represents a reduction due to the elimination of three positions from the Information Technology Division in order to help offset the additional positions added in the Business Services Division.

# Departmental Budgets



## Water Works

### Program 2: Commercial Services

**Description:** This program is dedicated to promoting strong client relationships as well as creating and promoting new business and service opportunities.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	3,000,730	3,049,640	3,100,400	50,760
Employee Benefits	936,130	996,520	1,026,950	30,430
Other Expenses	3,803,870	4,264,420	4,357,890	93,470
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>7,740,730</b>	<b>8,310,580</b>	<b>8,485,240</b>	<b>174,660</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>7,740,730</b>	<b>8,310,580</b>	<b>8,485,240</b>	<b>174,660</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	64.38	58.16	59.70	1.54

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
633,400	8.01	All Funds	This program reflects a Water Works Fund increase due to the addition of new positions and City Council approved wage and employee benefits increases, The increase in FTE is due to internal reorganization efforts to support business needs.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(107,040)	(1.00)	Water Works	This represents a decrease due to the transfer of the Assistant Superintendent position in the Commercial Services Division to the Business Services Division to fill the role of Asset Manager.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(351,710)	(5.47)	Water Works	This represents a reduction in the Commercial Services Division. Six positions in the Contact Center were double-filled to help with the transition to the new billing system and the switch to monthly billing. These double-fills will be eliminated for FY 2019.



**Program 3: Supply**

**Description:** This program is responsible for the preventative, predictive, and reactive maintenance for all GCWW facilities and equipment.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	8,371,000	9,125,530	8,907,670	(217,860)
Employee Benefits	3,303,660	3,594,590	3,694,600	100,010
Other Expenses	12,554,680	12,794,840	12,010,250	(784,590)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>24,229,340</b>	<b>25,514,960</b>	<b>24,612,520</b>	<b>(902,440)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>24,229,340</b>	<b>25,514,960</b>	<b>24,612,520</b>	<b>(902,440)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>138.00</b>	<b>138.00</b>	<b>139.00</b>	<b>1.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(1,025,640)	(1.00)	All Funds	This program reflects a Water Works Fund decrease due to reductions in power and contractual services. The decrease in FTE is due to a position transferred to another program.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
123,220	2.00	Water Works	This represents an increase in the Supply Division for two new positions so the Division can be prepared for the large number of employees eligible to retire in the near future. These positions will assist with the transfer of institutional knowledge.

# Departmental Budgets

## Water Works



### Program 4: Distribution

**Description:** This program is responsible for the maintenance and repair of the water distribution system.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	9,603,120	10,210,420	10,240,260	29,840
Employee Benefits	3,942,480	4,124,340	4,360,200	235,860
Other Expenses	7,125,320	7,304,500	7,247,750	(56,750)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>20,670,920</b>	<b>21,639,260</b>	<b>21,848,210</b>	<b>208,950</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>20,670,920</b>	<b>21,639,260</b>	<b>21,848,210</b>	<b>208,950</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	174.00	174.00	180.00	6.00

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
234,320	7.00	All Funds	This program reflects a Water Works Fund increase due to the addition of new positions and City Council approved wage and employee benefits increases. The increase in FTE is due to internal reorganization efforts to support business needs.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(109,250)	(1.00)	Water Works	This represents a decrease to account for a position transfer that occurred in FY 2018. A position was moved from the Distribution Division to the Information Technology Division.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
83,880	0.00	Water Works	This represents an increase to the fleet expense budget based on an analysis of the current fleet.



**Program 5: Water Quality Science & Treatment**

**Description:** This program is responsible for source water quality activities and monitoring water quality throughout the distribution system.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	2,960,020	3,023,790	2,924,040	(99,750)
Employee Benefits	1,010,080	1,051,140	1,034,100	(17,040)
Other Expenses	5,517,150	5,778,570	5,892,270	113,700
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>9,487,250</b>	<b>9,853,500</b>	<b>9,850,410</b>	<b>(3,090)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>9,487,250</b>	<b>9,853,500</b>	<b>9,850,410</b>	<b>(3,090)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	43.92	43.92	41.92	(2.00)

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
(3,090)	(2.00)	All Funds	This program reflects a Water Works Fund decrease due to reductions in personnel and employee benefits which is partially offset by increases in chemicals. The decrease in FTE is attributed to internal reorganization efforts to support business needs.

# Departmental Budgets



## Water Works

### Program 6: Engineering

**Description:** This program is dedicated to maintaining plant facility records and developing the distribution system plans for the Utility.

#### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Budget Restricted</b>				
Personnel Services	3,573,950	4,200,810	3,831,080	(369,730)
Employee Benefits	1,602,340	1,828,390	1,736,830	(91,560)
Other Expenses	1,037,210	979,350	1,044,440	65,090
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>6,213,500</b>	<b>7,008,550</b>	<b>6,612,350</b>	<b>(396,200)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>6,213,500</b>	<b>7,008,550</b>	<b>6,612,350</b>	<b>(396,200)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>88.19</b>	<b>88.19</b>	<b>87.00</b>	<b>(1.19)</b>

#### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(182,340)	0.81	All Funds	This program reflects a Water Works Fund decrease due to personnel and benefits reductions and increased reimbursements. The FTE increase is due to a more accurate reflection of part-time employees.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(213,880)	(2.00)	Water Works	This represents a reduction due to the transfer of positions to the Business Services Division in the new Lead program.



## Thriving & Healthy Neighborhoods

### 1) Establish Formal Outreach Program

**Description:** Greater Cincinnati Water Works (GCWW) has recently seen the benefit of additional outreach efforts in the community. Current efforts have provided helpful customer feedback, which allowed the Department to share progress on projects, and ultimately improves customer service. A formal outreach program will establish a set program for GCWW and customers.

#### Key Steps/Progress Milestones:

- Continue implementing communications strategies to educate customers on water utility business.
- Establish a Citizens Water Academy modeled after other successful utility programs. This academy will create water ambassadors and provide a regular focus group to provide GCWW with feedback.
- Host pop-up water events in neighborhoods to help customers with billing issues and address any complaints and questions.
- Establish a limited bottle water solution for city leader events and market to some festivals and events for customer groups.

#### Fund(s):

- Existing Operating Budget allocations
- CIP Reallocation funding: bottle water solution

#### Data Capture:

- Number of Neighborhood Pop-up Meetings/month
- Number of Citizens Water Academies held
- Bottle Water Solution events

### 2) Enforcement of Stormwater Management Code

**Description:** The Stormwater Management Utility (SMU) will work with the Department of Buildings and Inspections (B&I) to enforce the stormwater code with customers so their neglect of private stormwater issues will no longer result in public storm water issues.

#### Key Steps/Progress Milestones:

- Metrics jointly set by SMU and B&I



### Water Works

- New program implemented
- Less work where SMU is fixing public stormwater issues because private stormwater issues have been neglected

#### Data Capture:

Number of stormwater repairs (Onbase and Power BI dashboards)

### 3) Capital Flood Mitigation Program

**Description:** The Stormwater Management Utility seeks to start a new program to address flooding and stormwater issues in the City. This new Capital Flood Mitigation Program will address chronic flooding in several locations.

#### Key Steps/Progress Milestones:

- Implement solutions in specific areas to mitigate flooding
- Improved customer service in these specific areas

#### Data Capture:

- Number of customer complaints from targeted areas that have been improved
- Additional CAGIS layers

## Innovative Government

### 1) Establish Two Customer Assistance Programs (General Billing and HELP - Help Eliminated Led Pipes)

**Description:** Drinking water and wastewater utilities are tasked with providing public health services in a financially responsible manner to their local communities. Utilities across the nation continue to see the need to invest in aging infrastructure, upgrade technologies, meet regulatory requirements and maintain a qualified workforce. These needs must be met while being mindful of the customer's ability to afford these critical and essential public services.

To address delinquency, bill payment challenges and affordability, many utilities across the nation offer customer assistance programs to help customers facing temporary and long-term financial difficulties pay for drinking water and wastewater services. These customer assistance programs can often meet the customer's needs while meeting the utility's needs and obligations. These programs vary from city to city and are adapted to meet the community the utility serves.



Greater Cincinnati Water Works and the Metropolitan Sewer District have reviewed the USEPA Drinking Water and Wastewater Utility Customer Assistance Programs Report and contacted many utilities across the nation to learn more about their existing programs. The departments wish to pursue establishing a customer assistance program to help customers pay for their water, sewer, and stormwater services. Each department will pursue their own assistance program for their utility service.

**Key Steps/Progress Milestones:**

- Pursue a low income assistance program and low income senior assistance program
- Outline options for administration of the program
- Funding for this program would be obtained from a 'round up' option on bills and through donations directly to the program
- Monitoring and Reporting for the program will be provided by the GCWW billing system and from the third party administrator Program;
- Development and implementation would occur as part of the billing services at GCWW
- The HELP program for the Enhanced Program will be separate from the general Customer assistance program and managed by the GCWW Lead Team.

**2) Conduct and AMI Pilot**

**Description:** GCWW currently has an automated meter reading (AMR) system. This system provides technology which automatically collects metering data and transfers that data to a central database for analysis and billing purposes. This system uses smart meters. Detailed water usage data can be collected continuously at regular intervals and can be read remotely via an automated process. It is time for GCWW to consider an advanced metering infrastructure (AMI) system. This system starts with smart meters and adds two-way communication between the meter and utility, and between the meter and the customers. In addition to providing readings, the meter can also receive and act on instructions from the utility and customer.

**Key Steps/Progress Milestones:**

- Expected Outcomes:
- Reduced meter reading costs
- Reduced costs associated with field visits and customer calls
- Improved billing accuracy and improved cash flow
- Improved outage information and response
- More efficient asset management and distribution
- Improves understanding of water consumption and flow patterns



### Water Works

- Tracks and predicts changes in trends and demands
- Highlights anomalies for customers
- Warns customers and utility of high or low flows
- Identifies leaks or other waste minimization opportunities

**Fund(s):** CIP Funding

**Data Capture:**

Associated meter reading data (comparison of AMR and AMI pilot data)

### 3) Establish a Formal Tampering Investigation Program

**Description:** GCWW needs to better understand all avenues of water loss, including tampering. Tampering (removing, disabling or adjusting meters; connecting to or intentional damaging water lines or valves for stealing water, etc.) has increased over the years. Approximately 50 tampering situations occur each month. Staffing levels and past practices have not allowed GCWW to pursue these cases. Revenue loss occurs because of these tampering issues. Tampering with utility equipment or stealing service should be grounds for discontinuance of service and prosecution for theft.

**Key Steps/Progress Milestones:**

- Dedicate staff to a tampering program to investigate regular tampering situations
- Partner with the Cincinnati Police Department to set thresholds for their involvement
- Gather better understanding of all tampering situations
- Track Shut-offs that occur due to tampering
- Increase in revenue due to tampering investigations and customers now paying for service

**Data Capture:**

- Number of shutoffs that occur due to tampering; increase in revenue due to collection
- Number of customers who tamper; number of tampering situations per month
- CC&B Data (spreadsheets)



## Fiscal Sustainability and Strategic Investment

### 1) Define and Establish the Service Bureau to Increase Revenue Opportunities

**Description:** GCWW provides billing and call center services to other utilities. Currently, services are provided to Lexington, KY and Alexandria, VA. In 2017, Lexington took their billing and call center operations back in house. GCWW is currently working to sign a new 5-5-year contract with Alexandria, VA for billing/call center services. GCWW needs to seek other opportunities to provide billing and call center services to other utilities. In addition, with the new hosted billing solution, GCWW needs to further understand all options for offering solutions to other entities.

Other services may exist that make sense for GCWW to explore first. Services related to premise plumbing and laboratory services appear to be great opportunities for GCWW to utilize existing expertise now. GCWW will explore these opportunities first as there appears to be a need to provide services locally to help customers with water audits, etc.

#### Key Steps/Progress Milestones:

- Define the service bureau, boundaries and expectations; start with water audits and other local solutions.
- Establish new contracts with utilities for billing and call center services
- Understand other services in the offering
- Create marketing portfolios for potential customers explaining GCWW services

**Fund(s):** No additional funds needed

#### Data Capture:

- Revenue from new customers (service bureau)
- RFP stats/responses

### 2) Barrier Dam Maintenance and Improvement

**Description:** Implement maintenance activities and capital projects to increase the reliability of Barrier Dam and flood protection infrastructure. Barrier Dam is tied to the City's FEMA certification. If there is a flood without FEMA certification, the City cannot receive federal funding. SMU needs to make critical repairs to Barrier Dam to maintain the asset so it can protect the City and citizens from flooding.

#### Key Steps/Progress Milestones:

- Completion of prioritized critical maintenance work orders

## **FY 2019 Department Strategic Priorities**

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### **Water Works**

- Completion of key maintenance projects
- Completion of capital projects

### **Fund(s):**

\$667,728 6000 Operating Budget Category – “Flood Control”

\$1,173,000 Proposed Capital Budget

### **Data Capture:**

- Maintenance Work Orders: Number of critical maintenance work orders completed.
- Maintenance Projects: Number of maintenance projects completed.
- Percent of Proactive Maintenance: Percent of total proactive maintenance hours.
- Capital Program: Number of capital projects completed



## Non Departmental Accounts

### Departmental Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	4,159,760	3,964,780	4,157,910	193,130
Other Expenses	13,024,080	13,579,600	8,243,970	(5,335,630)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>17,183,840</b>	<b>17,544,380</b>	<b>12,401,880</b>	<b>(5,142,500)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	1,350,090	0	1,803,740	1,803,740
Other Expenses	10,413,510	10,577,770	10,973,840	396,070
Properties	0	0	2,706,060	2,706,060
Debt Service	433,340	433,360	433,390	30
<b>Operating Total</b>	<b>12,196,940</b>	<b>11,011,130</b>	<b>15,917,030</b>	<b>4,905,900</b>
Internal Service Funds	292,110	185,550	340,170	154,620
<b>Total</b>	<b>29,672,890</b>	<b>28,741,060</b>	<b>28,659,080</b>	<b>(81,980)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00

## Departmental Budgets

### Non Departmental Accounts



## Department Programs

1. Miscellaneous Accounts

2. Employee Benefits Non-Departmentals

## Program Summaries

### Program 1: Miscellaneous Accounts

**Description:** This program includes various City-wide expenditures such as fees paid to Hamilton County and the County Clerk, Audit and Examiner's fees, Enterprise Software and Licenses, payments to the Cincinnati Public Schools, and more.

### Program Budget Summary

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	12,724,080	13,287,950	7,953,740	(5,334,210)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>12,724,080</b>	<b>13,287,950</b>	<b>7,953,740</b>	<b>(5,334,210)</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	10,413,510	10,577,770	10,973,840	396,070
Properties	0	0	2,706,060	2,706,060
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>10,413,510</b>	<b>10,577,770</b>	<b>13,679,900</b>	<b>3,102,130</b>
Internal Service Funds	39,480	39,480	46,710	7,230
<b>Total</b>	<b>23,177,070</b>	<b>23,905,200</b>	<b>21,680,350</b>	<b>(2,224,850)</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00

### Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
2,967,920	0.00	All Funds	This program reflects an all funds increase due to an increase in properties in the Metropolitan Sewer District Fund. There are no FTE in this program.

### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(200,000)	0.00	General Fund	This represents a reduction to leveraged funding for the Greater Cincinnati Redevelopment Authority in FY 2019.
(5,000,000)	0.00	General Fund	This reduction shifts the payment to the Cincinnati Public Schools (CPS) from the operating budget to the capital budget.



**Program 2: Employee Benefits Non-Departmentals**

**Description:** This program includes employee-benefit related expenses such as the Public Employees Assistance Program (PEAP), Workers' Compensation, Unemployment, and Lump Sum Payments paid to employees at termination or retirement for accumulated leave balances.

**Program Budget Summary**

	FY 2018 Budget	FY 2019 Budget	FY 2019 Recommended Update	Change FY 2019 Budget to FY 2019 Update
<b>Operating Budget General Fund</b>				
Personnel Services	0	0	0	0
Employee Benefits	4,159,760	3,964,780	4,157,910	193,130
Other Expenses	300,000	291,650	290,230	(1,420)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>4,459,760</b>	<b>4,256,430</b>	<b>4,448,140</b>	<b>191,710</b>
<b>Operating Budget Restricted</b>				
Personnel Services	0	0	0	0
Employee Benefits	1,350,090	0	1,803,740	1,803,740
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	433,340	433,360	433,390	30
<b>Operating Total</b>	<b>1,783,430</b>	<b>433,360</b>	<b>2,237,130</b>	<b>1,803,770</b>
Internal Service Funds	252,630	146,070	293,460	147,390
<b>Total</b>	<b>6,495,820</b>	<b>4,835,860</b>	<b>6,978,730</b>	<b>2,142,870</b>
Consolidated Plan Projects (CDBG)	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Budget**

Budget	FTE	Fund	Description
1,995,480	0.00	All Funds	This program reflects an all funds increase which is partially due to the FY 2019 Budget omitting workers' compensation and Public Employees Assistance Program expenses in the Restricted Funds in error. There are no FTE in this program.



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## **Section 5: Capital Budget Update**



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The Recommended FY 2019 Capital Budget Update is based on the City Council Approved FY 2019 Capital Budget with modifications as noted herein. The update provides recommended changes to the Approved FY 2019 Capital Budget, which is the second year of the Approved FY 2018-2019 Biennial Capital Budget. An All Funds Capital Budget Update of \$318.5 million is recommended, which represents a \$52.7 million, or 19.8% increase to the Approved FY 2019 All Funds Capital Budget of \$265.8 million. The following table compares the Recommended FY 2019 Capital Budget Update with the FY 2019 Approved Capital Budget.

<b>Recommended FY 2019 All Funds Capital Budget Update</b>				
	<b>FY 2019 Approved</b>	<b>FY 2019 Update</b>	<b>\$ Change FY 2019 Update to FY 2019 Approved</b>	<b>% Change FY 2019 Update to FY 2019 Approved</b>
<b>General Capital</b>	<b>\$ 64,136,800</b>	<b>\$ 83,708,500</b>	<b>\$ 19,571,700</b>	<b>30.5%</b>
<b>Restricted Capital Funds</b>				
Telecommunications Services	30,000	30,000	-	0.0%
Water Works PIF	85,864,600	81,667,500	(4,197,100)	-4.9%
Parking System Facilities	-	501,300	501,300	-
General Aviation	699,600	703,400	3,800	0.5%
Metropolitan Sewer District	-	92,700	92,700	-
MSD Capital Improvements	100,116,810	129,118,155	29,001,345	29.0%
Convention Center	230,000	675,000	445,000	193.5%
Stormwater Management	7,818,000	6,312,800	(1,505,200)	-19.3%
Water Works	-	118,300	118,300	-
Income Tax-Transit	100,000	100,000	-	0.0%
<b>Restricted Funds Total</b>	<b>\$ 194,859,010</b>	<b>\$ 219,319,155</b>	<b>\$ 24,460,145</b>	<b>12.6%</b>
<b>Special Revenue Capital</b>	<b>\$ -</b>	<b>\$ 134,500</b>	<b>\$ 134,500</b>	<b>-</b>
<b>Matching Capital</b>	<b>\$ 6,792,000</b>	<b>\$ 15,342,050</b>	<b>\$ 8,550,050</b>	<b>125.9%</b>
<b>Grand Total</b>	<b>\$ 265,787,810</b>	<b>\$ 318,504,205</b>	<b>\$ 52,716,395</b>	<b>19.8%</b>

The Recommended FY 2019 General Capital Budget Update of \$83.7 million represents a \$19.6 million increase to the FY 2019 Approved General Capital Budget of \$64.1 million. The Recommended FY 2019 Restricted Funds Capital Budget Update in the amount of \$219.4 million represents a \$24.5 million increase over the FY 2019 Approved Restricted Funds Capital Budget of \$194.9 million.

Please note: The Metropolitan Sewer District (MSD) did not change its fiscal year in 2013 to align with the change in the City's fiscal year of July 1 through June 30. Therefore, the FY 2019 Restricted Funds Capital Budget includes Calendar Year 2019 (January 1 through December 31, 2019) capital project amounts. The MSD Approved FY 2019 Budget represents the Hamilton County Board of County Commissioners' approved projection of CY 2019 capital improvements, as approved with the CY 2018 Capital Budget on December 20, 2017. The Recommended FY 2019 Budget Update reflects the CY 2019 Capital Budget that is anticipated to be presented to the Board of County Commissioners in December 2018 for approval.



## ANALYSIS OF CAPITAL BUDGET EXPENDITURES

### General Capital Fund Expenditures

Planned General Capital projects for the FY 2019 Capital Budget Update total \$83.7 million, which matches the total estimated resources for the FY 2019 Capital Budget Update of \$83.7 million. The attached "New & Adjusted Projects" reports illustrate the FY 2019 Recommend Capital Budget Update projects that have been added to or changed from the FY 2019 Approved Capital Budget. For a complete description of the General Capital projects, please refer to the individual departmental sections of this document.

**DOTE Goal to Rehabilitate 100 Lane Miles:** The City Council has previously directed the Administration to develop a Capital Budget with sufficient resources, when combined with grant resources, to complete an average of 100 lane miles of street rehabilitation each year. The Recommended FY 2019 Capital Budget Update includes \$17.0 million for the Street Rehabilitation project and \$9.1 million for the Street Rehabilitation – Capital Acceleration project. DOTE also anticipates receiving outside grants of \$1.0 million for Street Rehabilitation projects in FY 2019. The rehabilitation cost per lane mile remains consistent with the FY 2017 estimate, at \$271,920 in FY 2019. The department anticipates completing at least 78.5 lane miles of street rehabilitation using the FY 2019 recommended allocations. In addition to street rehabilitation, the department intends to use nearly \$2.4 million to perform preventative maintenance on an estimated 67.8 lane miles.

DOTE completes a comprehensive pavement management review, which provides guidance on when to apply preventative maintenance and street rehabilitation to improve the overall rating of City streets over the long-term.

**Fleet Replacement:** The Fleet Replacements capital project in the Department of Public Services supports the replacement of automotive and motorized equipment for City agencies supported by the General Fund. Many of the vehicles are out of life-cycle in General Fund agencies because they have exceeded the established standards for maximum mileage, age, or maintenance costs. Consequently, the maintenance costs for repairing this equipment have increased dramatically, hampering operating funds and limiting a department's ability to perform its core functions. The Fleet Lease Purchase – Capital Acceleration of \$4.5 million in FY 2019 will augment \$6.0 million in the Fleet Replacements project to make significant strides toward replacing the fleet on life-cycle for various vehicle and equipment classifications after several years of underfunded fleet replacement.

It is anticipated that the sum of \$10.5 million in FY 2019 fleet capital resources, when combined with revenue generated from the sale of obsolete fleet and equipment, will be used to acquire approximately 81 vehicles and numerous pieces of horticultural and specialized equipment.

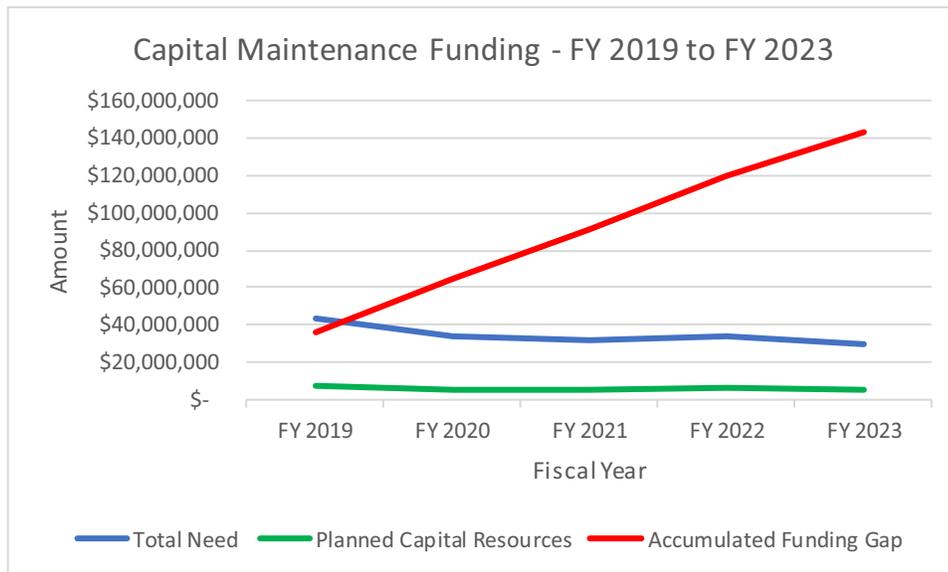
**Facilities Assessment Report:** All City facilities supported by General Capital resources require regular maintenance and periodic renovation or even replacement over time. Due to diminishing capital resources, many of the routine capital projects have been reduced over the years, adversely impacting the City's ability to maintain current infrastructure and renovate or replace facilities.

This assessment excludes replacements to facilities where renovations would be possible, even if replacement would be more operationally advantageous. This methodology presents the lowest possible figure for the total capital maintenance and renovation liability amounts. Replacement facilities are only included if no other alternative is available. If replacement projects are implemented instead of repair/renovation, the overall cost would increase.



This report also assumes the continuation of current services, and does not encompass any expansion of those services. Expansion of facilities and services beyond what is detailed would warrant additional capital expenditures. The Departments of Health, Parks, Recreation, and Public Services update the facility assessment reports about every three to five years and the most current needs are included in this assessment.

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Public Services	\$ 15,420,000	\$ 15,435,000	\$ 15,380,000	\$ 15,495,000	\$ 15,405,000
Recreation	\$ 23,413,500	\$ 12,158,000	\$ 10,590,500	\$ 13,464,500	\$ 8,827,500
Parks	\$ 4,000,000	\$ 6,130,000	\$ 5,470,000	\$ 5,110,000	\$ 5,230,000
Health	\$ 223,000	\$ 223,000	\$ 223,000	\$ 223,000	\$ 223,000
<b>Total Need</b>	\$ 43,056,500	\$ 33,946,000	\$ 31,663,500	\$ 34,292,500	\$ 29,685,500
Planned Capital Resources	\$ 6,921,500	\$ 5,463,380	\$ 5,387,560	\$ 5,691,750	\$ 5,545,750
Funding Gap	\$ (36,135,000)	\$ (28,482,620)	\$ (26,275,940)	\$ (28,600,750)	\$ (24,139,750)
<b>Accumulated Funding Gap</b>	\$ 36,135,000	\$ 64,617,620	\$ 90,893,560	\$ 119,494,310	\$ 143,634,060



Many aspects of City infrastructure, ranging from fire stations to park rest areas, have aged significantly beyond their useful life. While replacement of these facilities remains economically infeasible, proper care and maintenance of these components remains a critical City priority. However, capital resources devoted to this maintenance work have become insufficient for meeting maintenance goals and requirements. As emergency work and repair become more commonplace as the deferred maintenance list continues to grow, this presents a problem that is both insurmountable with current funding sources as well as a potential safety hazard to the residents and employees of the City of Cincinnati if a failure occurs.

As noted by the chart above, the gap between the funds necessary to maintain core functionality of City facilities and planned capital resources for these projects range between \$24,139,750 and \$36,135,000 per year, and is projected to create an accumulated funding gap of \$143,634,060 by FY 2023.



## Department of Public Services - Facilities Assessment

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Public Services	\$ 15,420,000	\$ 15,435,000	\$ 15,380,000	\$ 15,495,000	\$ 15,405,000
Planned Capital Resources	\$ 2,499,500	\$ 1,870,380	\$ 1,916,560	\$ 1,994,750	\$ 1,938,750
Funding Gap	\$ (12,920,500)	\$ (13,564,620)	\$ (13,463,440)	\$ (13,500,250)	\$ (13,466,250)
Accumulated Funding Gap	\$ (12,920,500)	\$ (26,485,120)	\$ (39,948,560)	\$ (53,448,810)	\$ (66,915,060)

The Department of Public Services, Division of City Facility Management (CFM) maintains 88 facilities throughout the City; this includes all Fire, Police, and Public Services facilities, City Hall, Centennial II, as well as various other General Fund facilities and civic icons such as the Tyler Davidson Fountain. This inventory is more than 2 million square feet of building space and represents the offices and buildings where approximately 3,500 City employees work each day. These are the facilities that support the City's ability to provide mandated and essential services to citizens on a daily basis.

Currently the FY 2019-2023 funding projection for City Facility Renovations program averages \$2.0 million per year, with a total for the five-year period of \$10.2 million. There are projects identified totaling over \$77.1 million in needs across the 88 facilities. This \$77.1 million need for the current five-year period compared to \$10.2 million in funding results in a projected shortfall of \$66.9 million.

The projects with immediate needs address structural renovations, remediate environmental hazards, improve safety, and prevent imminent system failures of roofing and HVAC systems. Many of these facilities remain in service beyond their life expectancy, and complete upgrades are required to meet the operational needs of the agencies using these facilities. This list does not address functional and operational improvements and does not include additional "wear and tear" office space upgrades to interior finishes and furnishings.

Some of the challenges are noted below:

- **Added Scope:** The number of facilities included in the Facilities Renovations program continues to expand even though the funding is steadily reduced. In addition, when facilities are taken out of service or replaced, the old facility is not being removed from inventory (for example old Fire Station 35, Former Permit Center at 3300 Central Parkway, old Police District 3, and soon old Police District 5). As funding is tight for all departments, there has been a tendency for facilities not specifically assigned to another agency to become the responsibility of CFM.
- **Reduction in Operating Funds for Maintenance & Repairs:** Work that could be performed as routine maintenance instead requires more significant investments in capital resources to complete due to limited operating funds and ongoing deferred maintenance. Emergency replacements and unplanned equipment failures increase the cost of repairs. Many of these emergencies have been during or immediately following extreme weather events, which have also increased in recent years.
- **Magnitude of the Immediate Need of Capital Projects:** At current funding levels, it is difficult for CFM to commit to larger system replacements. At \$2.1 million in annual funding it is difficult to plan for multiple projects when cost estimates range between \$1.0 million and \$2.0 million per project. Therefore, some of the most needed repairs are pushed to a lower priority behind more affordable, smaller scale projects.



Parks Department - Facilities Assessment

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Parks	\$ 4,000,000	\$ 6,130,000	\$ 5,470,000	\$ 5,110,000	\$ 5,230,000
Planned Capital Resources	\$ 1,627,000	\$ 1,259,000	\$ 1,251,000	\$ 1,295,000	\$ 1,263,000
Funding Gap	\$ (2,373,000)	\$ (4,871,000)	\$ (4,219,000)	\$ (3,815,000)	\$ (3,967,000)
Accumulated Funding Gap	\$ (2,373,000)	\$ (7,244,000)	\$ (11,463,000)	\$ (15,278,000)	\$ (19,245,000)

The 5,200 acre park system covers over 10% of the City’s land area and consists of over 120 properties including regional and neighborhood parks spread across the City with extensive wooded hillsides, landscapes, nature preserves, gardens and play fields. The system is served by an aging infrastructure containing 127 buildings, 54 miles of roads, 68 miles of walkways, numerous retaining walls and structures, 52 playgrounds and an extensive system of water, sewer and electric lines, and fountains, irrigation systems, lighting and electrical systems.

Much of the infrastructure of parks is over 50 years old. The 24 shelters in parks are 60 to 70 years old. The 23 comfort station buildings are generally over 65 years old and most of the 21 pavilions and lodges date from 1940 to 1960. Most utilities, retaining walls, lighting systems and roadways are over 50 years old and, in many cases, far older and beyond their useful life.

The annual need to correct safety hazards, fix broken infrastructure, and keep up with the needs of aging and deteriorating buildings, utilities, roads, walks, retaining walls, and park features is approximately \$4.0 million. The average annual appropriation for the past five years is \$2.0 million. Future planned allocations are about \$1.3 million annually.

The Park Board’s requested budget is generally far less than the actual need since the request is made knowing that resources will not be adequate to meet all the needs identified by all City departments. The amount appropriated in FY 2018 was \$1.7 million. The recommended amount for FY 2019 is \$1.6 million, a fraction of the need.

Appropriations have been consistently below the amounts requested each year, and the funds received generally go toward the highest priorities of removing safety hazards, correcting severe deterioration, renovating/replacing failed infrastructure, and extending the useful life of infrastructure assets. Given the lack of adequate capital dollars from the City budget, many projects continue to be deferred and some basic infrastructure needs remain unfunded.

Department of Recreation - Facilities Assessment

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Recreation	\$ 23,413,500	\$ 12,158,000	\$ 10,590,500	\$ 13,464,500	\$ 8,827,500
Planned Capital Resources	\$ 2,628,000	\$ 2,205,000	\$ 2,192,000	\$ 2,269,000	\$ 2,214,000
Funding Gap	\$ (20,785,500)	\$ (9,953,000)	\$ (8,398,500)	\$ (11,195,500)	\$ (6,613,500)
Accumulated Funding Gap	\$ (20,785,500)	\$ (30,738,500)	\$ (39,137,000)	\$ (50,332,500)	\$ (56,946,000)

Based on projected funding, Recreation will have a cumulative shortfall of \$56,723,000 over FY 2019-2023 for needed capital improvement projects. Several facilities are out of life cycle and need renovations. These facilities include recreation centers, aquatic facilities, parking lots, trails, tennis courts, baseball fields, miscellaneous athletic fields, outdoor basketball courts, roofs, shelter structures, playgrounds, and boating



launch facilities. Renovating Cincinnati Recreation Commission (CRC) sites used by the public will provide required Americans with Disabilities Act (ADA) access, meet building codes and life safety requirements, and provide modern recreational programming.

With the current budget projections, no recreation centers or aquatic facilities will be significantly renovated in the next five years. Note: The golf course facilities are not part of the General Capital Budget and are covered under a separate enterprise fund.

Where feasible, estimated costs are based on minor renovations. These minor renovations are only intended to prolong the useful life of the essential amenities at facilities such as ceilings, floors, lights, doors, windows, aesthetics, minor HVAC repairs, roof repairs, and miscellaneous repairs. The restrooms at recreation centers are the only rooms that would experience a full renovation to be brought up to current code and made ADA accessible. The facility would not be redesigned for current or future use. This will not make a facility fully ADA accessible.

### *Health Department - Facilities Assessment*

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Health	\$ 223,000	\$ 223,000	\$ 223,000	\$ 223,000	\$ 223,000
Planned Capital Resources	\$ 167,000	\$ 129,000	\$ 128,000	\$ 133,000	\$ 130,000
Funding Gap	\$ (56,000)	\$ (94,000)	\$ (95,000)	\$ (90,000)	\$ (93,000)
Accumulated Funding Gap	\$ (56,000)	\$ (150,000)	\$ (245,000)	\$ (335,000)	\$ (428,000)

The Health Department maintains 10 total buildings, including neighborhood health centers, school based health clinics, and the main departmental offices. As with most other City facilities, the majority of these facilities are over a half-century old and require an increasing amount of maintenance to keep fully operational. In addition, renovations for ADA accommodations and safety redundancy are overdue at several locations.

The scope of the projects included in this report are strictly limited to only those that are necessary to continue basic operations. Quality of life and efficiency related upgrades such as additional emergency generators, LED lighting upgrades, and reclamation of space at the Burnett & King are highly desirable, but have not been included. This also does not include any expansion of treatment space at any health center.

### *Conclusions - Facilities Assessment*

Significant increases in funding are necessary to sustain operations across all departments to continue to provide services at present levels into the future. If additional funding sources do not become available, the closure of City facilities will become an unavoidable eventuality as the infrastructure becomes too expensive to maintain even on an emergency basis. All City departments will continue to do everything in their power within the confines of present resources to maintain facilities with the greatest efficiency possible.

Sustained investment in renovations, paired with smart investment in preventative maintenance, will provide working environments that support and contribute to better service to the community.



**Infrastructure Mandate** - To maintain the 0.1% portion of the 2.1% City Income Tax dedicated to Smale Infrastructure, the recommended FY 2019 Capital Budget Update includes \$52.1 million for Smale Infrastructure projects. Assuming the FY 2019 Operating Budget infrastructure spending amount does not change from the FY 2018 amount of \$38.4 million, the estimated coverage for Smale infrastructure spending is 146.3%.

FY 2019 Estimated Smale Mandate Calculation	
Recommended Smale Capital Projects:	\$ 52,115,000
Estimated Smale Operating Budget:	\$ 38,440,202
Total Estimated Smale Budget:	\$ 90,555,202
Estimated Base Requirement:	\$ 61,887,600
Estimated Coverage Percentage:	146.3%

The City typically budgets a coverage ratio of 110% - 120% in order to safeguard against potential delays in implementing some capital projects caused by weather, property acquisition, and other unforeseen factors. This FY 2019 Capital Budget Update recommendation, combined with an estimate of infrastructure spending in the FY 2019 Operating Budget Update, is expected to provide adequate coverage to ensure that the City continues to meet the expenditure requirements approved by the voters in 1988.

**ANALYSIS OF CAPITAL BUDGET RESOURCES**

**A. General Capital Resources**

The estimated resources for the FY 2019 General Capital Budget Update total \$83.7 million, which is \$19.6 million greater than the \$64.1 approved for FY 2019 during the development of the FY 2018-2019 Biennial Capital Budget. The exhibit "FY 2019 General Capital Budget Update Summary," provides a comparison of resources and expenditures included in the FY 2019 Approved General Capital Budget with the resources and expenditures included in the FY 2019 Recommended General Capital Budget Update.

**City Income Tax**

The City Income Tax is a locally levied tax applied to gross salaries, wages, and other personal compensation, and net profits earned by all City residents and to earnings of nonresidents working in the City limits. The City's income tax of 2.1% is subdivided into four components: general operations (1.55%), transit (0.3%), infrastructure (0.1%), and capital (0.15%). The 0.1% portion of the 2.1% City Income Tax, along with the local motor vehicle license tax and gasoline tax, is dedicated to infrastructure spending, but is not included as a capital resource. These resources go into special revenue funds, which are used in the operating budget for the maintenance and repair of infrastructure, but this can also be used for infrastructure capital in accordance with each resource's definition of eligibility per statute or ordinance. The City Income Tax capital resource for FY 2019 is \$7.5 million. (Note: This amount is less \$0.5 million available in FY 2019 that is recommended to replace General Fund resources in existing capital improvement program project accounts.)



### Property Tax Supported Debt

The assessed valuation of property within the City subject to ad valorem taxes includes real property and public utilities property. In accordance with State law, some general obligation debt may be issued without a vote of the public. The debt cannot be issued unless there are sufficient tax proceeds for the payment of debt service. The estimate for Property Tax Supported Debt (unvoted debt) will allow the City to increase the property tax millage to 7.26 mills to meet the debt service requirements. The City is within the unvoted statutory debt limitation of 5.5% of assessed value in the City.

The Property Tax Supported Debt resource for FY 2019 is \$30.5 million. (Note: This amount includes \$1.0 million in available resources recommended to be used to replace previously authorized resources in primarily existing capital improvement program project accounts.)

Approximately 84% of the City's current outstanding general obligation property tax and self-supported debt of \$558 million will be retired by December 31, 2032. Credit quality and affordability issues, used by bond rating agencies to determine the City's bond rating, continue to be indicators for the City. The per capita debt of \$4,000 and debt outstanding of 6.43% of the market value of taxable property are two examples.

Although the City currently utilizes general obligation bonded debt for self-supporting bond issues (such as urban renewal/economic development, parking system, and recreational facilities), self-supporting revenue sources have been, and are expected to be, sufficient to pay principal and interest requirements on all self-supporting debt.

### Southern Railway Note Proceeds

Cincinnati owns the Cincinnati Southern Railway and leases its use. The City Council endorsed a policy by resolution to dedicate funds generated by the Southern Railway to existing infrastructure projects. The notes issued and interest income provides a resource for eligible infrastructure projects.

The Southern Railway Note Proceeds resource for FY 2019 is \$21.6 million.

### Income Tax Supported Debt

The City also issues bonds with debt service to be paid by a portion of the 0.15% income tax earmarked for capital purposes. The ability to use City Income Tax proceeds to support debt is determined annually by forecasted income tax revenues.

The Income Tax Supported Debt resource is \$0.5 million in FY 2019. In order to support the Capital Acceleration Plan, the Income Tax Supported Debt – Capital Acceleration resource is \$9.1 million in FY 2019. The City also intends to use future Income Tax revenues to fund the repayment of \$2.5 million in Non-Tax Revenue Supported Debt for uses otherwise ineligible for financing through the City's typical Income Tax Supported Debt issuance.

### Income Tax Supported Equipment Lease Purchase

The Recommended FY 2019 Capital Budget Update includes the use of City Income Tax Supported Equipment Lease Purchase – Capital Acceleration as a resource to support the equipment lease portion of the Capital Acceleration Plan. The ability to utilize this resource to support lease purchasing is reevaluated annually.



The Income Tax Supported Debt – Capital Acceleration resource is \$4.5 million in FY 2019.

### Miscellaneous Other Revenue

Proceeds from the sale of the Blue Ash Property are reflected as a miscellaneous revenue resource. The Miscellaneous Other Revenue resource is \$0.3 million in FY 2019.

### Reprogramming Resources

Reprogramming resources are unused funds typically recaptured from projects that are completed. The remaining balances are available and recommended for use in other projects. The FY 2019 Reprogramming resource amount is \$7.2 million. The increase in this resource over the FY 2019 Approved Budget is primarily due to (1) a higher priority placed on providing resources for capital projects in the FY 2019 Budget Update over existing uses, and (2) resources identified via Ord. No. 0097-2018, "Reconciliation of Capital Funds and Accounts" passed by the City Council on May 16, 2018. (Note: This amount is less \$1.0 million available in existing capital improvement program project accounts that are recommended to be replaced with FY 2019 Property Tax Supported Debt resources.)

## B. RESTRICTED CAPITAL RESOURCES

The Enterprise Funds, within the Restricted Funds group, support their capital and operating budgets through user fees and charges. After operating and maintenance costs, current debt service, and reserve requirements are covered, the remaining available funding is used for capital purposes. The FY 2019 Restricted Capital Budget Update includes resources from the following funds:

- Water Works Fund (101)
- Parking Facilities Fund (102)
- Convention Center Fund (103)
- General Aviation Fund (104)
- Stormwater Management Fund (107)
- Telecommunications Services Fund (336)
- Metropolitan Sewer District Fund (701)
- MSD Capital Improvements Fund (704)
- Water Works Capital Fund (756)
- Income Tax Transit Fund (759)

Restricted Fund Capital Budget resources recommended for the FY 2019 Capital Budget Update total \$219.3 million.

Please note: The Metropolitan Sewer District (MSD) did not change its fiscal year in 2013 to align with the change in the City's fiscal year of July 1 through June 30. Therefore, the FY 2019 Restricted Funds Capital Budget includes Calendar Year 2019 (January 1 through December 31, 2019) capital project amounts. The MSD Approved FY 2019 Budget represents the Hamilton County Board of County Commissioners' approved projection of CY 2019 capital improvements, as approved with the CY 2018 Capital Budget on December 20, 2017. The Recommended FY 2019 Budget Update reflects the CY 2019 Capital Budget that is anticipated to be presented to the Board of County Commissioners in December 2018 for approval.



## C. SPECIAL REVENUE CAPITAL RESOURCES

### **Special Housing Permanent Improvement Fund (SHPIF)**

For the FY 2019 Capital Budget Update, SHPIF resources are \$134,500. The resources historically transferred to this fund are no longer available. The remaining resources are now generated from the debt service collected on certain loans made by the Department of Community and Economic Development to developers.

### **CONCLUSION**

The Administration is recommending an All Funds Capital Budget Update of \$318.5 million, which represents a \$52.7 million, or 19.8% increase to the Approved FY 2019 All Funds Capital Budget of \$265.8 million. The Recommended FY 2019 General Capital Budget Update totals \$83.7 million, which is \$19.6 million greater than the FY 2019 Approved General Capital Budget. The Recommended FY 2019 General Capital Budget Update is balanced to resources.



# Capital Budget Update

## Exhibit 1: FY 2019 All Funds Capital Budget Update

	2019 Approved	2019 Update	Change 2019 Approved 2019 Update
<b>GENERAL CAPITAL</b>	64,136,800	83,708,500	19,571,700
<b>RESTRICTED CAPITAL FUNDS</b>			
Telecommunications Services	30,000	30,000	0
Water Works PIF	85,864,600	81,667,500	(4,197,100)
Parking System Facilities	0	501,300	501,300
General Aviation	699,600	703,400	3,800
Metropolitan Sewer District	0	92,700	92,700
MSD Capital Improvements	100,116,810	129,118,155	29,001,345
Convention Center	230,000	675,000	445,000
Stormwater Management	7,818,000	6,312,800	(1,505,200)
Water Works	0	118,300	118,300
Income Tax-Transit	100,000	100,000	0
<b>TOTAL RESTRICTED CAPITAL FUNDS</b>	<b>194,859,010</b>	<b>219,319,155</b>	<b>24,460,145</b>
<b>SPECIAL REVENUE CAPITAL FUNDS</b>			
Special Housing PIF	0	134,500	134,500
<b>TOTAL SPECIAL REVENUE CAPITAL FUNDS</b>	<b>0</b>	<b>134,500</b>	<b>134,500</b>
<b>GRANTS AND MATCHING FUNDS</b>			
Roads/Bridges Grants	6,092,000	13,782,050	7,690,050
Alternate Transportation Grants	500,000	560,000	60,000
Fed Aviation Grants	200,000	0	(200,000)
Safety Improvement Grants	0	1,000,000	1,000,000
<b>TOTAL GRANTS AND MATCHING FUNDS</b>	<b>6,792,000</b>	<b>15,342,050</b>	<b>8,550,050</b>
<b>TOTAL ALL FUNDS CAPITAL BUDGET</b>	<b>265,787,810</b>	<b>318,504,205</b>	<b>52,716,395</b>



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**Capital Budget Update**  
**Exhibit 2: FY 2019 General Capital Budget Update Summary**

General Capital	FY 2019 Approved	FY 2019 Update	Change
<b>Program Resources</b>			
Income Tax Capital Revenue	8,950,000	7,520,000	(1,430,000)
Property Tax Supported Debt	15,000,000	30,500,000	15,500,000
Property Tax Supported Debt - Capital Acceleration	0	0	0
Southern Railroad Note Proceeds	21,236,800	21,636,500	399,700
Income Tax Supported Debt	3,000,000	500,000	(2,500,000)
Income Tax Supported Debt - Non Tax	0	2,500,000	2,500,000
Income Tax Supported Debt - Capital Acceleration	11,100,000	9,100,000	(2,000,000)
Income Tax Supported Master Lease-Cap. Acceleration	4,500,000	4,500,000	0
Miscellaneous Other Revenue	250,000	250,000	0
Bond Retirement Note Proceeds	0	0	0
Reprogramming	100,000	7,202,000	7,102,000
<b>Total Resources</b>	<b>64,136,800</b>	<b>83,708,500</b>	<b>19,571,700</b>
<b>Program Expenses</b>			
Debt Service Payments	1,248,600	992,000	(256,600)
Economic Development	1,328,400	9,430,000	8,101,600
Environment	140,900	125,500	(15,400)
Equipment	11,275,050	11,652,000	376,950
Housing Neighborhood Development	2,511,700	1,659,000	(852,700)
Information Technology Infrastructure	150,000	0	(150,000)
Infrastructure(Smale Commission)	45,771,250	53,835,000	8,063,750
New Infrastructure	174,300	3,424,000	3,249,700
Software and Hardware (IT)	1,536,600	2,591,000	1,054,400
<b>Total Expenses</b>	<b>64,136,800</b>	<b>83,708,500</b>	<b>19,571,700</b>
<b>Available Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>



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	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
<b>Debt Service Payments</b>			
<b>Transportation &amp; Engineering</b>			
Convention Center Expansion	250,000	250,000	0
MLK/I-71 Interchange SIB Loan	637,500	347,500	(290,000)
SCIP Loan Repayment	361,100	394,500	33,400
<b>Department Total</b>	<b>1,248,600</b>	<b>992,000</b>	<b>(256,600)</b>
<b>Economic Development</b>			
<b>Community &amp; Economic Development</b>			
Cincinnati Public Schools	0	5,000,000	5,000,000
Commercial & Industrial Public Improvements	250,000	250,000	0
Community Development Focus District	50,000	0	(50,000)
Industrial Site Redevelopment - GCRA	0	2,500,000	2,500,000
Neighborhood Business District Improvements	700,000	850,000	150,000
Retail/Commercial Opportunities	253,400	750,000	496,600
Tax Incentive/Enterprise Zone	75,000	80,000	5,000
<b>Department Total</b>	<b>1,328,400</b>	<b>9,430,000</b>	<b>8,101,600</b>
<b>Environment</b>			
<b>City Manager</b>			
Center Hill Gas & Leachate	110,000	80,500	(29,500)
Emergency Environmental Cleanup/UST	10,000	10,000	0
Regulatory Compliance & Energy Conservation	20,900	35,000	14,100
<b>Department Total</b>	<b>140,900</b>	<b>125,500</b>	<b>(15,400)</b>
<b>Equipment</b>			
<b>City Manager</b>			
Wheeled Recycling Cart Replacement	0	15,000	15,000
<b>Fire</b>			
Administrative Furniture and Equipment	82,800	82,500	(300)
EMS/ Life Pak 12 Cardiac Monitor Replacement	0	212,000	212,000
Firefighter PPE	237,000	237,000	0
Thermal Imaging Cameras (TICS)	0	56,000	56,000
<b>Police</b>			
Police Equipment	141,000	236,000	95,000
Police Mobile Digital Video (In-Car Camera) Storage	218,200	218,000	(200)
<b>Public Services</b>			
Collections/Cart Program	15,000	15,000	0
Fleet Lease Purchase - Capital Acceleration	4,500,000	4,500,000	0
Fleet Replacements	5,987,800	5,987,500	(300)
Trash Receptacles	93,250	93,000	(250)
<b>Department Total</b>	<b>11,275,050</b>	<b>11,652,000</b>	<b>376,950</b>
<b>Housing Neighborhood Development</b>			
<b>Buildings &amp; Inspections</b>			
Hazard Abatement/Demolition Program	535,600	477,500	(58,100)
<b>City Planning</b>			
Neighborhood Studies	51,700	88,000	36,300

# Capital Budget Update

## Exhibit 3: FY 2019 General Capital Budget Update Projects by Expenditure Category



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
<b>Community &amp; Economic Development</b>			
Citirama	500,000	476,500	(23,500)
Core 4 Strategic Housing Notice of Funding Availability	586,200	200,000	(386,200)
Downtown Housing Development	400,000	0	(400,000)
Neighborhood Business Property Holding	25,000	217,000	192,000
Neighborhood Market Rate Housing	413,200	200,000	(213,200)
<b>Department Total</b>	<b>2,511,700</b>	<b>1,659,000</b>	<b>(852,700)</b>

### Information Technology Infrastructure

<b>Enterprise Technology Solutions</b>			
Telephone System Upgrades	150,000	0	(150,000)
<b>Department Total</b>	<b>150,000</b>	<b>0</b>	<b>(150,000)</b>

### Infrastructure(Smale Commission)

<b>Enterprise Services</b>			
Convention Center Improvements	0	500,000	500,000
<b>Health</b>			
Facilities Renovation and Repairs	167,000	167,000	0
<b>Parks</b>			
Park Infrastructure Rehabilitation	1,627,000	1,627,000	0
<b>Public Services</b>			
City Facility Renovation and Repairs	2,499,400	2,499,500	100
Community Facility Improvements - Art Museum	200,000	200,000	0
Fire Training Facility	0	10,000,000	10,000,000
OTR Arts Permanent Improvements	2,000,000	0	(2,000,000)
Replacement Facilities - Police District 5	250,000	0	(250,000)
Sign Replacement	286,350	286,500	150
<b>Recreation</b>			
Aquatics Facilities Renovation	500,000	277,000	(223,000)
Athletics Facilities Renovation	504,000	504,000	0
Compliance with ADA	100,000	100,000	0
Outdoor Facilities Renovation	255,000	305,000	50,000
Recreation Facilities Renovation	1,492,000	1,492,000	0
<b>Stormwater Management Utility</b>			
Stormwater Improvements	0	1,220,000	1,220,000
<b>Transportation &amp; Engineering</b>			
Auburn Avenue Improvements	0	300,000	300,000
Bicycle Transportation Program	352,750	353,000	250
Bridge Rehabilitation Program	830,000	830,000	0
Computerized Traffic Signal System	332,000	332,000	0
Curb Ramps - Street Rehab	332,000	332,000	0
Downtown Infrast. Coord. & Implemtn	174,300	175,000	700
Duke Street Light Installation and Renovation	290,500	290,500	0
Hillside Stairway Rehabilitation Program	33,000	33,000	0
LED Traffic and Pedestrian Signals	91,300	91,500	200
Neighborhood Transportation Strategies	498,000	498,000	0
OKI Corridor Studies	174,300	174,000	(300)
Pavement Management	215,800	216,000	200



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
Pedestrian Safety Improvements	0	500,000	500,000
Safety Improvements	120,870	120,500	(370)
Sidewalk Repair Program	332,000	332,000	0
Spot Infrastructure Replacement	456,500	456,500	0
Street Calming Program	50,000	50,000	0
Street Improvements	696,790	696,500	(290)
Street Light Replacement	132,800	132,500	(300)
Street Rehabilitation	17,552,800	17,019,000	(533,800)
Street Rehabilitation - Capital Acceleration	11,100,000	9,100,000	(2,000,000)
Traffic Control Device Installation & Renovation	132,800	133,000	200
Traffic Signal Controllers & Detectors	249,000	249,000	0
Traffic Signal Installation & Renovation	1,037,500	1,037,500	0
Wall Stab. & Landslide Correction	705,500	705,500	0
Western Hills Viaduct	0	500,000	500,000
<b>Department Total</b>	<b>45,771,260</b>	<b>53,835,000</b>	<b>8,063,740</b>
<b>New Infrastructure</b>			
<b>Community &amp; Economic Development</b>			
Fussball Club Cincinnati Infrastructure	0	2,500,000	2,500,000
<b>Transportation &amp; Engineering</b>			
Neighborhood Gateways/Greenways Imprvmnt	174,300	174,000	(300)
Wasson Way Trail	0	750,000	750,000
<b>Department Total</b>	<b>174,300</b>	<b>3,424,000</b>	<b>3,249,700</b>
<b>Software and Hardware (IT)</b>			
<b>City Manager</b>			
Enterprise Data Warehouse	60,000	60,000	0
<b>Enterprise Technology Solutions</b>			
CAGIS Buildings and Inspections Permit Migration	0	750,000	750,000
CAGIS Infrastructure	58,700	72,000	13,300
CHRIS Enhancement 9.2	0	109,500	109,500
Data Center Infrastructure Replacement	125,000	78,000	(47,000)
Digital Services Enhancements	46,200	0	(46,200)
Disaster Recovery / Business Continuity	75,000	400,000	325,000
Enterprise Networks and Security Enhancements	75,000	405,500	330,500
Fire Mobile Emergency Computers	0	25,000	25,000
Information Tech. Efficiency Initiatives	1,000,000	0	(1,000,000)
Lifecycle Asset Replacement	0	97,000	97,000
Mobile Device Management	0	125,000	125,000
Storeroom Inventory System	0	100,000	100,000
<b>Finance</b>			
Call Center - Telephone Recording System	0	35,000	35,000
New Tax System Enhancements	0	25,000	25,000
<b>Recreation</b>			
Recreation and Facility Management Software System	0	223,000	223,000
<b>Transportation &amp; Engineering</b>			
Information Systems Acquisition	96,700	86,000	(10,700)
<b>Department Total</b>	<b>1,536,600</b>	<b>2,591,000</b>	<b>1,054,400</b>

# Capital Budget Update

## Exhibit 3: FY 2019 General Capital Budget Update Projects by Expenditure Category



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
Grand Total	64,136,810	83,708,500	19,571,690



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
<b>Fund: 980 General Capital</b>			
<b>Buildings &amp; Inspections</b>			
Hazard Abatement/Demolition Program	535,600	477,500	(58,100)
<b>Department Total</b>	<b>535,600</b>	<b>477,500</b>	<b>(58,100)</b>
<b>City Manager</b>			
Center Hill Gas & Leachate	110,000	80,500	(29,500)
Emergency Environmental Cleanup/UST	10,000	10,000	0
Enterprise Data Warehouse	60,000	60,000	0
Regulatory Compliance & Energy Conservation	20,900	35,000	14,100
Wheeled Recycling Cart Replacement	0	15,000	15,000
<b>Department Total</b>	<b>200,900</b>	<b>200,500</b>	<b>(400)</b>
<b>City Planning</b>			
Neighborhood Studies	51,700	88,000	36,300
<b>Department Total</b>	<b>51,700</b>	<b>88,000</b>	<b>36,300</b>
<b>Community &amp; Economic Development</b>			
Cincinnati Public Schools	0	5,000,000	5,000,000
Citirama	500,000	476,500	(23,500)
Commercial & Industrial Public Improvements	250,000	250,000	0
Community Development Focus District	50,000	0	(50,000)
Core 4 Strategic Housing Notice of Funding Availability	586,200	200,000	(386,200)
Downtown Housing Development	400,000	0	(400,000)
Fussball Club Cincinnati Infrastructure	0	2,500,000	2,500,000
Industrial Site Redevelopment - GCRA	0	2,500,000	2,500,000
Neighborhood Business District Improvements	700,000	850,000	150,000
Neighborhood Business Property Holding	25,000	217,000	192,000
Neighborhood Market Rate Housing	413,200	200,000	(213,200)
Retail/Commercial Opportunities	253,400	750,000	496,600
Tax Incentive/Enterprise Zone	75,000	80,000	5,000
<b>Department Total</b>	<b>3,252,800</b>	<b>13,023,500</b>	<b>9,770,700</b>
<b>Enterprise Services</b>			
Convention Center Improvements	0	500,000	500,000
<b>Department Total</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>
<b>Enterprise Technology Solutions</b>			
CAGIS Buildings and Inspections Permit Migration	0	750,000	750,000
CAGIS Infrastructure	58,700	72,000	13,300
CHRIS Enhancement 9.2	0	109,500	109,500
Data Center Infrastructure Replacement	125,000	78,000	(47,000)
Digital Services Enhancements	46,200	0	(46,200)
Disaster Recovery / Business Continuity	75,000	400,000	325,000
Enterprise Networks and Security Enhancements	75,000	405,500	330,500
Fire Mobile Emergency Computers	0	25,000	25,000
Information Tech. Efficiency Initiatives	1,000,000	0	(1,000,000)
Lifecycle Asset Replacement	0	97,000	97,000
Mobile Device Management	0	125,000	125,000
Storeroom Inventory System	0	100,000	100,000

# Capital Budget Update

## Exhibit 4: FY 2019 General Capital Budget Update Projects by Department



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
Telephone System Upgrades	150,000	0	(150,000)
<b>Department Total</b>	<b>1,529,900</b>	<b>2,162,000</b>	<b>632,100</b>
<b>Finance</b>			
Call Center - Telephone Recording System	0	35,000	35,000
New Tax System Enhancements	0	25,000	25,000
<b>Department Total</b>	<b>0</b>	<b>60,000</b>	<b>60,000</b>
<b>Fire</b>			
Administrative Furniture and Equipment	82,800	82,500	(300)
EMS/ Life Pak 12 Cardiac Monitor Replacement	0	212,000	212,000
Firefighter PPE	237,000	237,000	0
Thermal Imaging Cameras (TICS)	0	56,000	56,000
<b>Department Total</b>	<b>319,800</b>	<b>587,500</b>	<b>267,700</b>
<b>Health</b>			
Facilities Renovation and Repairs	167,000	167,000	0
<b>Department Total</b>	<b>167,000</b>	<b>167,000</b>	<b>0</b>
<b>Parks</b>			
Park Infrastructure Rehabilitation	1,627,000	1,627,000	0
<b>Department Total</b>	<b>1,627,000</b>	<b>1,627,000</b>	<b>0</b>
<b>Police</b>			
Police Equipment	141,000	236,000	95,000
Police Mobile Digital Video (In-Car Camera) Storage	218,200	218,000	(200)
<b>Department Total</b>	<b>359,200</b>	<b>454,000</b>	<b>94,800</b>
<b>Public Services</b>			
City Facility Renovation and Repairs	2,499,400	2,499,500	100
Collections/Cart Program	15,000	15,000	0
Community Facility Improvements - Art Museum	200,000	200,000	0
Fire Training Facility	0	10,000,000	10,000,000
Fleet Lease Purchase - Capital Acceleration	4,500,000	4,500,000	0
Fleet Replacements	5,987,800	5,987,500	(300)
OTR Arts Permanent Improvements	2,000,000	0	(2,000,000)
Replacement Facilities - Police District 5	250,000	0	(250,000)
Sign Replacement	286,350	286,500	150
Trash Receptacles	93,250	93,000	(250)
<b>Department Total</b>	<b>15,831,800</b>	<b>23,581,500</b>	<b>7,749,700</b>
<b>Recreation</b>			
Aquatics Facilities Renovation	500,000	277,000	(223,000)
Athletics Facilities Renovation	504,000	504,000	0
Compliance with ADA	100,000	100,000	0
Outdoor Facilities Renovation	255,000	305,000	50,000
Recreation Facilities Renovation	1,492,000	1,492,000	0
Recreation and Facility Management Software System	0	223,000	223,000
<b>Department Total</b>	<b>2,851,000</b>	<b>2,901,000</b>	<b>50,000</b>
<b>Stormwater Management Utility</b>			
Stormwater Improvements	0	1,220,000	1,220,000
<b>Department Total</b>	<b>0</b>	<b>1,220,000</b>	<b>1,220,000</b>



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
<b>Transportation &amp; Engineering</b>			
Auburn Avenue Improvements	0	300,000	300,000
Bicycle Transportation Program	352,750	353,000	250
Bridge Rehabilitation Program	830,000	830,000	0
Computerized Traffic Signal System	332,000	332,000	0
Convention Center Expansion	250,000	250,000	0
Curb Ramps - Street Rehab	332,000	332,000	0
Downtown Infrast. Coord. & Implemnt	174,300	175,000	700
Duke Street Light Installation and Renovation	290,500	290,500	0
Hillside Stairway Rehabilitation Program	33,000	33,000	0
Information Systems Acquisition	96,700	86,000	(10,700)
LED Traffic and Pedestrian Signals	91,300	91,500	200
MLK/I-71 Interchange SIB Loan	637,500	347,500	(290,000)
Neighborhood Gateways/Greenways Imprvmt	174,300	174,000	(300)
Neighborhood Transportation Strategies	498,000	498,000	0
OKI Corridor Studies	174,300	174,000	(300)
Pavement Management	215,800	216,000	200
Pedestrian Safety Improvements	0	500,000	500,000
SCIP Loan Repayment	361,100	394,500	33,400
Safety Improvements	120,870	120,500	(370)
Sidewalk Repair Program	332,000	332,000	0
Spot Infrastructure Replacement	456,500	456,500	0
Street Calming Program	50,000	50,000	0
Street Improvements	696,790	696,500	(290)
Street Light Replacement	132,800	132,500	(300)
Street Rehabilitation	17,552,800	17,019,000	(533,800)
Street Rehabilitation - Capital Acceleration	11,100,000	9,100,000	(2,000,000)
Traffic Control Device Installation & Renovation	132,800	133,000	200
Traffic Signal Controllers & Detectors	249,000	249,000	0
Traffic Signal Installation & Renovation	1,037,500	1,037,500	0
Wall Stab. & Landslide Correction	705,500	705,500	0
Wasson Way Trail	0	750,000	750,000
Western Hills Viaduct	0	500,000	500,000
<b>Department Total</b>	<b>37,410,110</b>	<b>36,659,000</b>	<b>(751,110)</b>
<b>Fund Total</b>	<b>64,136,810</b>	<b>83,708,500</b>	<b>19,571,690</b>
<b>Grand Total</b>	<b>64,136,810</b>	<b>83,708,500</b>	<b>19,571,690</b>



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Capital Budget Request Form

CAGIS Buildings and Inspections Permit Migration

**Department:** 090 Enterprise Technology Solutions      **Dept Priority:** 10      **Project Manager:** Chundur, R.  
**Agency:** 091 Enterprise Technology Solutions      **Agency Priority:** 10      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources to upgrade the Accela Permits Plus system to the latest Accela Automation web-based technology system. This project will provide for consultancy and implementation services for system migration to the Department of Buildings and Inspections.

**Purpose:** The purpose of this project is to modernize the existing technology permitting and inspections platform and allow for significant improvements in customer service and efficiencies. Allowing the City to automate plan submission, review, and tracking is necessary to provide the level of customer service sought by customers. Upgrading technology will provide the customer more timely access to plan reviews and judgements and allow for the full integration of field and office technology which will also greatly improve staff efficiency.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	OTHER		750,000	0	0	0	0	750,000
	<b>Total</b>		750,000	0	0	0	0	750,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							
	<b>Total</b>							



Capital Budget Request Form

CAGIS Infrastructure

**Department:** 090 Enterprise Technology Solutions      **Dept Priority:** 9      **Project Manager:** Chundur, R.  
**Agency:** 091 Enterprise Technology Solutions      **Agency Priority:** 9      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources to support and maintain the City's digital database map. The CAGIS Infrastructure Project is a joint effort between the City, Duke Energy, and Hamilton County to provide a common real time Geographical Information System (GIS) that enables efficiencies in GIS data collection, analysis, sharing, and management across the three major enterprises.

**Purpose:** The purpose of this project is to maintain the City's investment in the CAGIS system and to enhance the database by including the scanning of enterprise-wide easement and right-of-way drawings with links to related parcels. This project also continues the implementation of more productive database technologies. This will provide the ability to perform new online analyses of support business processes. Departments will have the ability to perform time sequence environmental and economic analyses on GIS datasets, as well as gain the ability to view easement and right-of-way features on database parcels.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		48,000	43,500	43,500	43,500	43,500	222,000
980	OTHER		24,000	15,182	15,182	72,500	42,732	169,596
<b>Total</b>			72,000	58,682	58,682	116,000	86,232	391,596

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

CHRIS Enhancement 9.2

**Department:** 090 Enterprise Technology Solutions      **Dept Priority:** 14      **Project Manager:** McCudden, M.  
**Agency:** 091 Enterprise Technology Solutions      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources to enhance the Cincinnati Human Resources Information System (CHRIS) in order to streamline processes and eliminate paper transactions. By moving to a self-serve system, the need for designated staff to input routine employee information such as address changes, beneficiaries, etc. will be eliminated. In addition, payroll advices would be available via an online module, eliminating the need to print and distribute them from Payroll. The current system, as implemented, does not allow the migration of the Police and Fire Departments to electronic payroll time reporting and timekeeping. The reduction in resources needed to process payroll will be significantly lowered. In addition, the enhancement will allow the departments to report on staffing data analytics.

**Purpose:** The purpose of this project is to leverage our existing CHRIS system and corresponding modules to allow the organization to eliminate paper transactions, streamline their processes, and measure productivity and performance outcomes. The Police and Fire Departments will benefit from the enhancement because transactions will be electronic, which is key to achieving efficiencies in an environment with multiple locations.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	OTHER		109,500	0	0	0	0	109,500
<b>Total</b>			109,500	0	0	0	0	109,500
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Data Center Infrastructure Replacement

Department: 090 Enterprise Technology Solutions Dept Priority: 4 Project Manager: Lemons, C.  
 Agency: 091 Enterprise Technology Solutions Agency Priority: 4 Start Date: 7/1/18  
 Exp Category: Software and Hardware (IT) End Date: 6/30/23

**Description:** This project will provide resources for the cyclic replacement of aging infrastructure equipment in the enterprise data center.

**Purpose:** The purpose of this project is to provide optimized server, storage, recovery and facility assets to maximize capacity and availability that is flexible enough to support changing business needs.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
101	EQUIPMENT		73,700	0	0	0	0	73,700
102	EQUIPMENT		400	0	0	0	0	400
104	EQUIPMENT		0	0	0	0	0	0
107	EQUIPMENT		400	0	0	0	0	400
701	EQUIPMENT		22,500	0	0	0	0	22,500
980	EQUIPMENT		78,000	46,418	95,318	66,000	72,768	358,504
<b>Total</b>		148,000	175,000	46,418	95,318	66,000	72,768	455,504

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL	25,000	25,000	10,000	25,000	25,000	25,000	110,000

Note: This General Capital project includes shared costs with various Restricted Enterprise Funds.



Capital Budget Request Form

Digital Services Enhancements

**Department:** 090 Enterprise Technology Solutions      **Dept Priority:** 18      **Project Manager:** Ware, S.  
**Agency:** 091 Enterprise Technology Solutions      **Agency Priority:** 15      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources for the use of information technology to support government operations, engage citizens, and provide government services online. This project will also provide resources for new web development and execution of a strategy to deliver a first class service based upon web best practices across other cities.

**Purpose:** The purpose of this project is to (1) identify potential solutions to provide an enterprise paperless agenda solution that will improve the City's retrieval of information such as council items, documents associated with council items, fy memos, etc.; (2) improve the ability to monitor the City's web servers for malicious activities and/or policy violations; and (3) allow the City to continue to meet the demands of external customers with continued engagement through the City's Open Data portal and web data analysis tools.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		0	25,000	35,000	35,000	35,000	130,000
<b>Total</b>			0	25,000	35,000	35,000	35,000	130,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		0	0	0	0	0	0
<b>Total</b>			0	0	0	0	0	0



Capital Budget Request Form

Disaster Recovery / Business Continuity

**Department:** 090 Enterprise Technology Solutions      **Dept Priority:** 1      **Project Manager:** Lemons, C.  
**Agency:** 091 Enterprise Technology Solutions      **Agency Priority:** 1      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources for identification and acquisition of the necessary components for setup of the required logistics, software, and hardware for the recovery strategy to anticipate the loss of the enterprise information technology infrastructure. This project would involve internal city agencies such as Law, Purchasing, Budget, and Finance in developing the requirements.

**Purpose:** The purpose of this project is to provide the necessary logistics to replicate enterprise data at the City's secondary site storage facility and so that in event of a disaster, data can be accessed in a timely manner and defined city operations can be restored.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		400,000	25,000	125,000	75,000	75,000	700,000
<b>Total</b>		91,600	400,000	25,000	125,000	75,000	75,000	700,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		25,000	0	0	0	0	25,000



Capital Budget Request Form

Enterprise Networks and Security Enhancements

**Department:** 090 Enterprise Technology Solutions    **Dept Priority:** 2    **Project Manager:** McCord, J.  
**Agency:** 091 Enterprise Technology Solutions    **Agency Priority:** 2    **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)    **End Date:** 6/30/23

**Description:** This project will provide resources to update and implement a multi-year strategy for upgrading the City's communications network including, but not limited to, updating the Communications Master Plan, replacing obsolete and unsupported hardware, and upgrading the fiber network facilities to support voice, data, and video.

**Purpose:** The purpose of this project is to continue to address the current issues with the City's Metropolitan Area Network (MAN). The current issues include the following: 1) impending technological obsolescence; 2) known and predicted service bottlenecks; and 3) the lack of capacity for future growth.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
101	EQUIPMENT		33,300	0	0	0	0	33,300
102	EQUIPMENT		0	0	0	0	0	0
104	EQUIPMENT		3,700	0	0	0	0	3,700
107	EQUIPMENT		0	0	0	0	0	0
701	EQUIPMENT		57,500	0	0	0	0	57,500
980	EQUIPMENT		405,500	25,000	50,000	90,000	100,000	670,500
<b>Total</b>		97,300	500,000	25,000	50,000	90,000	100,000	765,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							

Note: This General Capital project includes shared costs with various Restricted Enterprise Funds.



Capital Budget Request Form

Fire Mobile Emergency Computers

**Department:** 090 Enterprise Technology Solutions      **Dept Priority:** 13      **Project Manager:** Turley, A.  
**Agency:** 091 Enterprise Technology Solutions      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources for toughbooks on all fire apparatus in order to provide connectivity to Dispatch for emergency response, logging of response times, and more efficient emergency response. The computers allow firefighters to accurately document patient treatment and outcomes, creating sustainability through revenue recovery. These toughbooks also provide firefighters with access to CAGIS Firebird software for direction to incidents, site preplans, historical site information, hydrant locations, and flow of information.

**Purpose:** The purpose of this project is to replace all frontline Premier Mobile Data Computer (PMDC) hardware for Fire Emergency Apparatus to provide vital information to Firefighters on emergency response vehicles, enhancing the success for public safety, firefighter safety, and protection of personal and public property.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		25,000	0	0	0	0	25,000
<b>Total</b>			25,000	0	0	0	0	25,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							
<b>Total</b>								



Capital Budget Request Form

Information Tech. Efficiency Initiatives

**Department:** 090 Enterprise Technology Solutions      **Dept Priority:** 11      **Project Manager:** Lemons, C.  
**Agency:** 091 Enterprise Technology Solutions      **Agency Priority:** 11      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources for individual Department-requested IT projects to be considered by the Governance Board and to be approved by the City Manager.

**Purpose:** The purpose of this project is to support information technology capital projects that promote efficiency for City departments. This project complies with the City Council directive to scale up technology applications that will increase productivity and reduce costs (Doc. #200900970).

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		0	0	0	0	0	0
980	OTHER		0	1,050,000	1,050,000	1,050,000	1,050,000	4,200,000
	<b>Total</b>		0	1,050,000	1,050,000	1,050,000	1,050,000	4,200,000
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		0	0	0	0	0	0



Capital Budget Request Form

Lifecycle Asset Replacement

**Department:** 090 Enterprise Technology Solutions      **Dept Priority:** 16      **Project Manager:** Lemons, C.  
**Agency:** 091 Enterprise Technology Solutions      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources for information systems, personal computers, and software. This project will replace computers that have exceeded their life cycle.  
**Purpose:** This purpose of the project is to improve efficiency and is necessary to maintain compliance with City IT security policy.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		97,000	0	0	0	0	97,000
<b>Total</b>			97,000	0	0	0	0	97,000
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Mobile Device Management

**Department:** 090 Enterprise Technology Solutions      **Dept Priority:** 8      **Project Manager:** McCord, J.  
**Agency:** 091 Enterprise Technology Solutions      **Agency Priority:** 8      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources for the implementation of a Citywide mobile device management system. This system monitors devices connected to the City's systems and improves the reliability of the connection while at the same time monitoring and implementing information security measures.

**Purpose:** The purpose of this project is to improve performance and reliability of the connection for mobile devices connecting with the City's systems. It also provides a mean to centrally manage configuration settings on mobile devices for optimal performance and to promote security.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		125,000	0	0	0	0	125,000
<b>Total</b>			125,000	0	0	0	0	125,000
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Storeroom Inventory System

**Department:** 090 Enterprise Technology Solutions      **Dept Priority:** 15      **Project Manager:** Lemons, C.  
**Agency:** 091 Enterprise Technology Solutions      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources for an upgrade to the work order and inventory management system that is currently utilized by several City departments.

**Purpose:** The purpose of this project is to maintain the reliability of the work management system and to reduce the problems caused by bugs. It will also allow the City to take advantage of newly developed functionality and to keep up with platform updates.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		100,000	0	0	0	0	100,000
<b>Total</b>			100,000	0	0	0	0	100,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Telephone System Upgrades

**Department:** 090 Enterprise Technology Solutions      **Dept Priority:** Gorman, M.  
**Agency:** 091 Enterprise Technology Solutions      **Start Date:** 7/1/18  
**Exp Category:** Information Technology Infrastructure      **End Date:** 6/30/23

**Description:** This project will provide resources for the cyclic replacement of legacy telephone systems which are no longer supported by the manufacturer and can only be supported by other vendors at a much higher cost.

**Purpose:** The purpose of this project is to maintain the reliability of the telephone infrastructure at a reduced operating support cost.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		0	150,000	150,000	150,000	150,000	600,000
<b>Total</b>			0	150,000	150,000	150,000	150,000	600,000
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Center Hill Gas & Leachate

**Department:** 100 City Manager **Dept Priority:** 2 **Project Manager:** Mullin, M.  
**Agency:** 104 Office Of Environment and Sustaina **Agency Priority:** 1 **Start Date:** 7/1/18  
**Exp Category:** Environment **End Date:** 6/30/23

**Description:** This project will provide resources for continuing operations and maintenance of methane gas and leachate collection systems at the former Center Hill Landfill to comply with State and Federal solid waste regulations.

**Purpose:** The purpose of this project is to maintain compliance with State and Federal solid waste regulations. The City must control, collect, and dispose of all leachate and methane gas until the Ohio Environmental Protection Agency decides that no further action is necessary.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	OTHER		80,500	80,000	85,000	85,000	85,000	415,500
<b>Total</b>			80,500	80,000	85,000	85,000	85,000	415,500
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Regulatory Compliance & Energy Conservation

**Department:** 100 City Manager      **Dept Priority:** 4      **Project Manager:** Mullin, M.  
**Agency:** 104 Office Of Environment and Sustaina      **Agency Priority:** 3      **Start Date:** 7/1/18  
**Exp Category:** Environment      **End Date:** 6/30/23

**Description:** This project will provide resources for addressing regulatory compliance issues and energy efficiency projects. Project funding will also provide for feasibility and design activities necessary to support budget requests for larger capital projects addressing regulatory compliance or energy conservation. These resources would be available to assist any General Fund operation in any City department. Examples of projects include, but are not limited to, the purchase of a storage unit for hazardous waste prior to off-site shipment and the installation of occupancy sensors in City facilities to reduce lighting expenses.

**Purpose:** The purpose of this project is to assist City departments in achieving and maintaining compliance with environmental regulations, and conserving energy resources.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	ENGINEERING		35,000	35,000	35,000	35,000	35,000	175,000
980	OTHER		0	0	0	0	0	0
<b>Total</b>			35,000	35,000	35,000	35,000	35,000	175,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Wheeled Recycling Cart Replacement

**Department:** 100 City Manager      **Dept Priority:** 8      **Project Manager:** Falkin, L.  
**Agency:** 104 Office Of Environment and Sustaina      **Agency Priority:** 6      **Start Date:** 7/1/18  
**Exp Category:** Equipment      **End Date:** 6/30/23

**Description:** This project will provide resources for replacement of wheeled recycling carts for those City residents who no longer have a cart, currently estimated at 9,000 households.

**Purpose:** The purpose of this project is to increase participation in the residential recycling program, which will divert material from the landfill to the recycling facility. This will reduce the City's landfill tonnage charges. An estimated 2,000 tons per year of trash could be diverted (10,000 cartsX200 lbs per cart), and each ton will save a \$25 landfill tipping fee, \$25 residential recycling incentive payment, and \$10 Rumpke revenue-sharing.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		15,000	0	0	0	0	15,000
<b>Total</b>			15,000	0	0	0	0	15,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							
<b>Total</b>								



Capital Budget Request Form

Call Center - Telephone Recording System

**Department:** 130 Finance      **Dept Priority:** 3      **Project Manager:** Nussman, T.  
**Agency:** 136 Income Tax      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources for the installation of improved Call Center software. This project will replace the outdated call center that was piggybacked off the old WaterWorks Call Center system that is no longer maintained by the City. The implementation of a phone triage/directory is also included as a recommendation to the Income Tax Division tax collection processes.

**Purpose:** The purpose of this project is to install new and improved Call Center software that will efficiently deliver excellent customer service at the least cost while freeing up valuable resources to complete revenue generating functions. Modernization will better serve clients and improve revenue collections. Customers will be provided with the help they need when they want it. It will help build better relationships with more ways for taxpayers and their representatives to interact with income tax division staff while eliminating red tape.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		35,000	0	0	0	0	35,000
<b>Total</b>			35,000	0	0	0	0	35,000
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

New Tax System Enhancements

**Department:** 130 Finance      **Dept Priority:** 2      **Project Manager:** Nussman, T.  
**Agency:** 136 Income Tax      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources for professional services needed to implement several enhancements to the new tax system pertaining to Tax Processing, Document Imaging, IRS Data Processing and E-Filing systems. Selective Auditing will free up valuable resources for revenue enhancement activities. Automation of the Delinquent Account Referral Process will enhance revenues. The DocuScan Enhancement Project will enable staff to be more efficient. The Correspondence Enhancement Project will result in better customer service and more efficiency in day-to-day activities.

**Purpose:** The purpose of this project is to support the ongoing improvement of the new tax system that will efficiently deliver excellent customer service at the least cost while freeing up valuable resources to complete revenue generating functions. The Income Tax Division is to collect the proper amount of tax revenue and account for the income tax according to the provisions of Chapter 311 of the City Municipal Code at the least cost; to serve the public with an ongoing improvement of services while performing in a manner warranting the highest degree of public confidence in integrity, efficiency and fairness.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	OTHER		25,000	0	0	0	0	25,000
	<b>Total</b>		25,000	0	0	0	0	25,000
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Cincinnati Public Schools

**Department:** 160 Community & Economic Developme     **Dept Priority:** 17     **Project Manager:** Denning, P.  
**Agency:** 164 Economic Develop. and Major/Speci     **Agency Priority:**     **Start Date:** 7/1/18  
**Exp Category:** Economic Development     **End Date:** 6/30/23

**Description:** This project will provide resources for the City's General Capital Budget contribution to the Cincinnati Public Schools capital improvements.  
**Purpose:** The purpose of this project is to fulfill contractual obligations between the City of Cincinnati and the Cincinnati Board of Education.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	OTHER		5,000,000	0	0	0	0	5,000,000
	<b>Total</b>		5,000,000	0	0	0	0	5,000,000
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Citirama

**Department:** 160 Community & Economic Developme      **Dept Priority:** 3      **Project Manager:** Hardman, M.  
**Agency:** 162 Housing Division      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Housing Neighborhood Development      **End Date:** 6/30/23

**Description:** This project will provide resources for new market rate homes. Resources will be used for site and public improvements incidental to new housing construction at future Citirama development sites. Citirama is a joint development partnership between the City and the Homebuilders Association of Greater Cincinnati.

**Purpose:** The purpose of this project is to demonstrate the viability and desirability of developing housing in the City. The project will also increase the level of homeownership in the City and expand the City's real estate and income tax.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		345,500	0	0	369,500	0	715,000
980	ENGINEERING		48,000	0	0	75,000	0	123,000
980	OTHER		83,000	0	0	163,500	0	246,500
<b>Total</b>			476,500	0	0	608,000	0	1,084,500

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		12,500	0	0	38,500	0	51,000



Capital Budget Request Form

Community Development Focus District

**Department:** 160 Community & Economic Developme      **Dept Priority:** 16      **Project Manager:** Bertsch, B.  
**Agency:** 164 Economic Develop. and Major/Speci      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Economic Development      **End Date:** 6/30/23

**Description:** This project will provide resources for projects in neighborhoods that are identified in the City Consolidated Plan as Strategic Investment Areas and Neighborhood Revitalization Strategy Areas. Projects will include development and pre-development activities, as well as gap financing and public improvements. Funds will be further targeted to viable, market-driven and mixed-use development that can create a catalytic impact to stabilize and revitalize neighborhoods.

**Purpose:** The purpose of this project is to target viable, market-driven economic and mixed use development in neighborhoods that are designated Neighborhood Revitalization Strategy Areas or Community Development Focus Districts. The project will help stabilize those neighborhoods by making funding available for projects that would normally not be eligible for Community Development Block Grant (CDBG) funds.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	OTHER		0	25,000	50,000	50,000	50,000	175,000
<b>Total</b>			0	25,000	50,000	50,000	50,000	175,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		0	2,500	5,000	5,000	5,000	17,500
<b>Total</b>			0	2,500	5,000	5,000	5,000	17,500



Capital Budget Request Form

Core 4 Strategic Housing Notice of Funding Availability

**Department:** 160 Community & Economic Development     **Dept Priority:** 7     **Project Manager:** Hackworth, R.  
**Agency:** 162 Housing Division     **Agency Priority:**     **Start Date:** 7/1/18  
**Exp Category:** Housing Neighborhood Development     **End Date:** 6/30/23

**Description:** This project will provide resources for targeted investments in housing projects consisting of at least four housing units throughout the City's neighborhoods. Core 4 Strategic Notice of Funding Availability (NOFA) will work in tandem with the Hand Up Initiative to provide housing opportunities on all spectrums: affordable rental housing, affordable starter homes (Homesteading Program) and market rate rental/homeownership.

**Purpose:** The purpose of this project is to provide targeted investment in eight City neighborhoods (four per year) to increase availability of quality diverse housing options in thriving urban neighborhoods.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
761	CONSTRUCTION		134,500		0	0	0	134,500
980	CONSTRUCTION		170,000	234,000	434,000	0	237,000	1,075,000
980	OTHER		30,000	45,000	62,000	0	47,000	184,000
<b>Total</b>			334,500	279,000	496,000	0	284,000	1,393,500

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		15,000	30,000	60,000	0	25,000	130,000

Note: This project includes General Capital and Special Revenue resources.



Capital Budget Request Form

Downtown Housing Development

**Department:** 160 Community & Economic Developme      **Dept Priority:** 15      **Project Manager:** Hardman, M.  
**Agency:** 162 Housing Division      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Housing Neighborhood Development      **End Date:** 6/30/23

**Description:** This project will provide resources to support housing and business development in the downtown area.  
**Purpose:** The purpose of this project is to increase the number of residential units in the downtown area to provide a greater number of housing choices within the City. The project will also improve the physical environment of the downtown area by rehabilitating and developing vacant and underutilized buildings/sites. New downtown residents would grow the market base for retail/commercial activities in downtown Cincinnati, which would ultimately increase the City's income tax revenue.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		0	32,500	65,000	65,000	65,000	227,500
980	OTHER		0	167,500	335,000	335,000	335,000	1,172,500
	<b>Total</b>		0	200,000	400,000	400,000	400,000	1,400,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		0	2,500	5,000	5,000	5,000	17,500



Capital Budget Request Form

Fussball Club Cincinnati Infrastructure

**Department:** 160 Community & Economic Developme     **Dept Priority:** 10     **Project Manager:** Brooks, C.  
**Agency:** 164 Economic Develop. and Major/Speci     **Agency Priority:**     **Start Date:** 7/1/18  
**Exp Category:** New Infrastructure     **End Date:** 6/30/23

**Description:** This project will provide on and off-site roadways, utilities and a public garage on or near a site that Fussball Club Cincinnati, LLC owns or will place under contract a major league soccer stadium.

**Purpose:** The purpose of this project is to request funds due to a Memorandum of Understanding between the City of Cincinnati and Fussball Club Cincinnati, LLC on December 4, 2017. This request is dependent upon Fussball Club Cincinnati, LLC being granted a franchise by Major League Soccer no later than March 31, 2019.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	OTHER		2,500,000	0	0	0	0	2,500,000
	<b>Total</b>		2,500,000	0	0	0	0	2,500,000
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Industrial Site Redevelopment - GCRA

**Department:** 160 Community & Economic Developme      **Dept Priority:** 18      **Project Manager:** Denning, P.  
**Agency:** 164 Economic Develop. and Major/Speci      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Economic Development      **End Date:** 6/30/23

**Description:** This project will provide resources to acquire industrial brownfield land and facilitate site redevelopment in conjunction with the Greater Cincinnati Redevelopment Authority (GCRA) - an Ohio Port Authority.  
**Purpose:** The purpose of this project is to support the environmental and geotechnical redevelopment to attract advanced manufacturing, which is an essential means to ending poverty and income inequality while building the tax base.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	LAND		0	0	0	0	0	0
980	OTHER		2,500,000	0	0	0	0	2,500,000
	<b>Total</b>		2,500,000	0	0	0	0	2,500,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Neighborhood Business District Improvements

**Department:** 160 Community & Economic Developme     **Dept Priority:** 5     **Project Manager:** Bertsch, B.  
**Agency:** 164 Economic Develop. and Major/Speci     **Agency Priority:**     **Start Date:** 7/1/18  
**Exp Category:** Economic Development     **End Date:** 6/30/23

**Description:** This project will provide funding for the design and construction of streetscape improvements, parking improvements, and other infrastructure/capital investments intended to stabilize, sustain, and revitalize the City's designated Neighborhood Business Districts (NBD). The Neighborhood Business District Improvement Program (NBDIP) has both a City Capital and a Community Development Block Grant component. Individual projects are vetted by City staff as well as peer reviewed in a competitive grant process involving a citizen advisory group.

**Purpose:** The purpose of this project is to enhance the economic viability of each NBD and the communities they serve. This project would also increase employment opportunities.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		750,000	302,900	600,000	600,000	605,000	2,857,900
980	ENGINEERING		30,000	12,500	30,000	30,000	25,000	127,500
980	OTHER		70,000	35,000	70,000	70,000	70,000	315,000
<b>Total</b>			850,000	350,400	700,000	700,000	700,000	3,300,400

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		80,000	35,000	80,000	75,000	75,000	345,000



Capital Budget Request Form

Neighborhood Business Property Holding

**Department:** 160 Community & Economic Developme      **Dept Priority:** 2      **Project Manager:** Bertsch, B.  
**Agency:** 164 Economic Develop. and Major/Speci      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Housing Neighborhood Development      **End Date:** 6/30/23

**Description:** This project will provide resources for the rehabilitation and maintenance of City-owned properties by providing for necessary upkeep. The intent of owning such property is to position strategically important parcels for commercial redevelopment through proactive land assembly, which often requires the City to temporarily own the property in order to perform pre-development activities such as demolition, site infrastructure improvements, and marketing.

**Purpose:** The purpose of this project is to keep City-owned property in good condition in order to keep up the standards in the neighborhood where the property is located and to avoid property code violations.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	LAND		217,000	21,000	18,000	18,000	18,000	292,000
		50,000	217,000	21,000	18,000	18,000	18,000	292,000
<b>Fund</b>	<b>Object</b>	<b>Prior Year</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
	EST PERSONNEL							



Capital Budget Request Form

Neighborhood Market Rate Housing

**Department:** 160 Community & Economic Developme      **Dept Priority:** 8      **Project Manager:** Hackworth, R.  
**Agency:** 162 Housing Division      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Housing Neighborhood Development      **End Date:** 6/30/23

**Description:** This project will provide resources for the development of market-rate housing in Cincinnati neighborhoods. City assistance may take the form of acquisition, site preparation, infrastructure development, and direct assistance for construction or rehabilitation. Project funding will also be available to assist projects that will be recommended in the Strategic Housing Initiatives Program (SHIP).

**Purpose:** The purpose of this project is to increase market-rate housing in City neighborhoods. This program is designed to improve the City's competitive edge in retaining and attracting middle income residents by increasing the supply and variety of available market rate housing.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		170,000	176,000	352,000	352,000	552,000	1,602,000
980	OTHER		30,000	24,000	48,000	48,000	91,000	241,000
	<b>Total</b>		200,000	200,000	400,000	400,000	643,000	1,843,000
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		15,000	20,000	40,000	40,000	40,000	155,000



Capital Budget Request Form

Retail/Commercial Opportunities

**Department:** 160 Community & Economic Developme      **Dept Priority:** 1      **Project Manager:** Bertsch, B.  
**Agency:** 164 Economic Develop. and Major/Speci      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Economic Development      **End Date:** 6/30/23

**Description:** This project will provide resources to enable the City to pursue retail and commercial tenants by offering incentives to leverage private investment. Project funding will also be used for project administration costs, pre-development work, and to cover carrying costs (i.e. property taxes) on City-owned sites overseen by the Economic Development Division.

**Purpose:** The purpose of this project is to create new employment opportunities while retaining existing jobs. The project would also foster positive business relationships, encourage business growth and investment, facilitate property development for commercial purposes, and cover carrying costs (i.e. real estate taxes) for City-owned properties overseen by the Economic Development Division.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	OTHER		750,000	682,500	800,000	800,000	800,000	3,832,500
	<b>Total</b>		750,000	682,500	800,000	800,000	800,000	3,832,500
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		250,000	80,000	80,000	80,000	80,000	570,000



Capital Budget Request Form

Tax Incentive/Enterprise Zone

**Department:** 160 Community & Economic Developme      **Dept Priority:** 4      **Project Manager:** Bertsch, B.  
**Agency:** 164 Economic Develop. and Major/Speci      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Economic Development      **End Date:** 6/30/23

**Description:** This project will provide resources to operate the CRA property tax abatement program and the State of Ohio designated Enterprise Zone Program, including coordination with the State of Ohio as well as compliance and monitoring activity for existing agreements. The City administers these programs to provide an incentive to encourage renovation and new construction of commercial property, as well as to incentivize businesses to expand, renovate, or relocate within the City.

**Purpose:** The purpose of this project is to encourage businesses to remain, expand, or relocate to the downtown area.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	OTHER		80,000	80,000	100,000	100,000	100,000	460,000
		81,500	80,000	80,000	100,000	100,000	100,000	460,000
<b>Fund</b>	<b>Object</b>	<b>Prior Year</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
980	EST PERSONNEL		80,000	80,000	100,000	100,000	100,000	460,000



Capital Budget Request Form

Neighborhood Studies

**Department:** 170 City Planning      **Dept Priority:** 1      **Project Manager:** Keough-Jurs, K.  
**Agency:** 171 City Planning      **Agency Priority:** 1      **Start Date:** 7/1/18  
**Exp Category:** Housing Neighborhood Development      **End Date:** 6/30/23

**Description:** This project will provide resources to prepare neighborhood requests for plans, which will lead to actual capital investments, and to respond to Council referrals for neighborhood planning studies and projects.

**Purpose:** The purpose of this project is to enable the City Planning Department to conduct planning studies requested by City neighborhoods or referred by City Council that relate to planned capital investments by the City and to respond to any other planning services requests of City Council.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	OTHER		88,000	33,200	51,000	53,000	52,000	277,200
	<b>Total</b>	65,100	88,000	33,200	51,000	53,000	52,000	277,200
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		0	0	0	0	0	0



Capital Budget Request Form

Aquatics Facilities Renovation

**Department:** 190 Recreation **Dept Priority:** 2 **Project Manager:** Jones, D.  
**Agency:** 199 Support Services **Agency Priority:** 7/1/18  
**Exp Category:** Infrastructure(Smale Commission) **End Date:** 6/30/23

**Description:** This project will provide resources for the renovation of aquatics facilities, including renovations and replacements of existing pools and spray grounds. This includes system renovations, upgrades to pool mechanical systems, adding new structures, updating pool buildings and fencing. This project will also include pool consolidation based on the department's aquatics plan. Community requests/partnerships and emergency projects are also included.

**Purpose:** The purpose of this project is to renovate and upgrade aquatics facilities to ensure their efficiency, functionality, and compliance with City and State codes, including ADA standards.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		207,750	262,500	326,250	341,250	300,750	1,438,500
980	ENGINEERING		27,700	35,000	43,500	45,500	40,100	191,800
980	EQUIPMENT		27,700	35,000	43,500	45,500	40,100	191,800
980	OTHER		13,850	17,500	21,750	22,750	20,050	95,900
<b>Total</b>		356,700	277,000	350,000	435,000	455,000	401,000	1,918,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL	150,000	125,000	150,000	150,000	150,000	150,000	725,000



Capital Budget Request Form

Outdoor Facilities Renovation

**Department:** 190 Recreation **Dept Priority:** 4 **Project Manager:** Jones, D.  
**Agency:** 199 Support Services **Agency Priority:** 7/1/18  
**Exp Category:** Infrastructure(Smale Commission) **End Date:** 6/30/23

**Description:** This project will provide resources for the continued renovation of the department's outdoor facilities, including playgrounds, play equipment, play surfaces, shelters, roadways, parking lots, and hike/bike trails. Community requests/partnerships and emergency projects are also included. The local match for the hike/bike trail at Gilday Riverside Park is included.

**Purpose:** The purpose of this project is to renovate and upgrade outdoor recreational facilities to ensure they remain functional and compliant with City and State regulations, including ADA standards.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		191,300	281,630	225,000	258,750	270,000	1,226,680
980	ENGINEERING		25,500	37,550	30,000	34,500	36,000	163,550
980	EQUIPMENT		25,500	37,550	30,000	34,500	36,000	163,550
980	OTHER		62,700	18,770	15,000	17,250	18,000	131,720
<b>Total</b>			305,000	375,500	300,000	345,000	360,000	1,685,500

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL	115,000	60,000	115,000	115,000	115,000	115,000	520,000



Capital Budget Request Form

Recreation and Facility Management Software System

**Department:** 190 Recreation      **Dept Priority:** 6      **Project Manager:** Hemmings, J.  
**Agency:** 199 Support Services      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources for photo ID equipment, software modules, PC equipment, software upgrades, server upgrades, and point of sale (POS) equipment (credit card swipe devices, receipt printers, cash drawers).

**Purpose:** The purpose of this project is to increase the efficiency and effectiveness of staff as well as improve data collection/statistical analysis for measuring performance, evaluating operations, and identifying areas for improvement. It will also improve customer service delivery.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		105,500	0	0	0	0	105,500
980	OTHER		117,500	0	0	0	0	117,500
<b>Total</b>			223,000	0	0	0	0	223,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Hazard Abatement/Demolition Program

**Department:** 210 Buildings & Inspections      **Dept Priority:** 1      **Project Manager:** Cunningham, E.  
**Agency:** 212 Bldg. Inspections, License & Permits      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Housing Neighborhood Development      **End Date:** 6/30/23

**Description:** This project will provide resources for demolition and barricading costs of buildings that have been declared unsafe, a public nuisance or condemned through the administrative process. The project funds are targeted for areas where Community Development Block Grant funding is impractical, such as commercial or historical districts.

**Purpose:** The purpose of this project is to abate the hazardous existing structures with demolition/barricading means thereby remedying the public safety concerns, reducing blight and arresting the degradation of the City's neighborhoods.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	OTHER		477,500	402,000	529,000	548,000	534,000	2,490,500
<b>Total</b>		674,600	477,500	402,000	529,000	548,000	534,000	2,490,500
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Police Equipment

Department: 220 Police Dept Priority: 2 Project Manager: Theetge, T.  
 Agency: 222 Police Agency Priority: 2 Start Date: 7/1/18  
 Exp Category: Equipment End Date: 6/30/23

**Description:** This project will provide resources for police equipment, including the replacement of the department's ballistic helmets, the replacement of the department's body armor on a five-year cycle, the replacement of the specialized body armor used by Special Weapons Attack Team (SWAT) officers, and other related equipment including less than lethal weapon accessories to outfit officers to respond to civil disobedience related incidents.

**Purpose:** The purpose of this project is to replace police equipment that is obsolete, outdated, and no longer meets acceptable safety standards.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		236,000	109,000	108,000	112,000	109,000	674,000
<b>Total</b>		144,000	236,000	109,000	108,000	112,000	109,000	674,000
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Auburn Avenue Improvements

**Department:** 230 Transportation & Engineering      **Dept Priority:** 31      **Project Manager:** Kelly, C.  
**Agency:** 233 Engineering      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Infrastructure(Smale Commission)      **End Date:** 6/30/23

**Description:** This project will provide resources for the design and construction of pavement/roadway widening improvements along Auburn Avenue between William Howard Taft and Gilman. Resources may be used for local grant match, labor, materials, and technology as needed to plan, design, acquire right-of-way, build, and inspect the related improvements.

**Purpose:** The purpose of this project is to improve the safety and capacity of Auburn Avenue between William Howard Taft and Gilman which will reduce the high accident rate along this stretch of roadway. These funds will leverage \$1.4 million of Ohio Public Works Commission (OPWC) funds.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		240,000	0	0	0	0	240,000
980	ENGINEERING		60,000	0	0	0	0	60,000
	<b>Total</b>		300,000	0	0	0	0	300,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		60,000	0	0	0	0	60,000



Capital Budget Request Form

Information Systems Acquisition

**Department:** 230 Transportation & Engineering      **Dept Priority:** 4      **Project Manager:** Sherrer, R.  
**Agency:** 231 Office of The Director      **Agency Priority:** 1      **Start Date:** 7/1/18  
**Exp Category:** Software and Hardware (IT)      **End Date:** 6/30/23

**Description:** This project will provide resources for the design and acquisition of hardware and software needed to capture, store, integrate, analyze, manage, and report information needed for project management in the Department of Transportation and Engineering. This includes, but is not limited to, construction management, design, permitting, mapping, project management, transportation planning, airport management, traffic control and regulation, and asset management.

**Purpose:** The purpose of this project is to improve both intra- and inter-departmental communications, to provide valuable and timely information needed to effectively operate the department, and to manage transportation assets valued in excess of \$3 billion. These systems complement and extend the capabilities of enterprise systems to serve the specific needs of this department.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		86,000	62,100	83,900	86,800	84,700	403,500
<b>Total</b>		121,800	86,000	62,100	83,900	86,800	84,700	403,500
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

**MLK/I-71 Interchange SIB Loan**

**Department:** 230 Transportation & Engineering      **Dept Priority:** 2      **Project Manager:** Gindling, D.  
**Agency:** 233 Engineering      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Debt Service Payments      **End Date:** 6/30/23

**Description:** This project will provide resources to pay the interest payments and other fees on an Ohio State Infrastructure Bank (SIB) loan of \$25 million for the construction of the Martin Luther King, Jr./I-71 Interchange as approved by the City Council (Ord. No. 377-2013). The Martin Luther King Jr./I-71 Interchange will improve access from I-71 to the Uptown area and neighboring communities.

**Purpose:** The purpose of this project is to reduce congestion and travel times in the area, improve way finding, increase safety, and promote economic vitality in the Uptown area of Cincinnati.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	OTHER		347,500	607,500	577,500	547,500	517,500	2,597,500
<b>Total</b>		667,500	347,500	607,500	577,500	547,500	517,500	2,597,500
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Pedestrian Safety Improvements

**Department:** 230 Transportation & Engineering      **Dept Priority:** 11      **Project Manager:** Vickrey, B.  
**Agency:** 233 Engineering      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Infrastructure(Smale Commission)      **End Date:** 6/30/23

**Description:** This project will provide resources for the addition and improvement of the pedestrian experience during or after the street rehabilitation process. Improvements may include LED activated crosswalks, median or safety islands, pedestrian signage including street paddles, zebra-striped crosswalks, curb radii adjustments either by paint or hardscape, or other improvements. This project funds labor, materials, and technologies needed to plan, design, build, and inspect this construction.

**Purpose:** The purpose of this project is to improve pedestrian safety.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		450,000	0	0	0	0	450,000
980	ENGINEERING		50,000	0	0	0	0	50,000
<b>Total</b>			500,000	0	0	0	0	500,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		50,000	0	0	0	0	50,000
<b>Total</b>			50,000	0	0	0	0	50,000



Capital Budget Request Form

SCIP Loan Repayment

**Department:** 230 Transportation & Engineering      **Dept Priority:** 1      **Project Manager:** Ertel, C.  
**Agency:** 233 Engineering      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Debt Service Payments      **End Date:** 6/30/23

**Description:** This project will provide resources for the repayment of zero-interest loans from the Ohio Public Works Commission used to rehabilitate streets in various City neighborhoods.

**Purpose:** The purpose of this project is to improve quality of life and reduce street pavement repair costs by: 1) repairing more streets than capital funding allows; 2) repairing these streets sooner, before repairs become more extensive and costly; 3) advancing these repairs so they are performed at lower construction prices; and 4) taking advantage of the time value of money using zero interest loans.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	OTHER		394,500	394,500	394,500	394,500	394,500	1,972,500
	<b>Total</b>	359,000	394,500	394,500	394,500	394,500	394,500	1,972,500
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Street Rehabilitation

Department: 230 Transportation & Engineering Dept Priority: 3 Project Manager: Ertel, C.  
 Agency: 233 Engineering Agency Priority: Start Date: 7/1/18  
 Exp Category: Infrastructure(Smale Commission) End Date: 6/30/23

**Description:** This project will provide resources for the systematic repair and resurfacing of streets throughout the City under the Street Rehabilitation Program. This project supports repairs to curbs, pavements, and resurfacing the roadway. Project funds are also used to match funding from other sources including the Ohio Public Works Commission and the Ohio Department of Transportation. These leveraged funds are used to rehabilitate additional streets. This project supports the labor, materials, and technologies needed to plan, design, build, and inspect this construction. This project also includes Stormwater Management infrastructure.

**Purpose:** The purpose of this project is to improve safety for motorists and quality of life in neighborhoods by preserving and upgrading street pavement and curbs on over 985 miles of streets. These streets have an area of approximately 3,050 lane-miles (a lane mile is an area equivalent to a one-mile long by ten-foot wide lane) with a replacement value of \$2.6 billion. Additional outside funding is sought to help meet and exceed this standard (100 lm). Street Rehabilitation designs should follow the National Association of City Transportation Officials Urban Design Guide where deemed appropriate.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		16,519,000	17,888,300	18,440,000	18,975,000	19,510,000	91,332,300
980	ENGINEERING		500,000	500,000	500,000	500,000	500,000	2,500,000
<b>Total</b>		16,832,800	17,019,000	18,388,300	18,940,000	19,475,000	20,010,000	93,832,300

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL	1,470,000	1,490,000	1,500,000	1,500,000	1,500,000	1,500,000	7,490,000



Capital Budget Request Form

Street Rehabilitation - Capital Acceleration

**Department:** 230 Transportation & Engineering      **Dept Priority:** 5      **Project Manager:** Ertel, C.  
**Agency:** 233 Engineering      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Infrastructure(Smale Commission)      **End Date:** 6/30/23

**Description:** This project will provide additional resources for the systematic repair, resurfacing, and preventative maintenance of streets throughout the City under the Street Rehabilitation Program. This project supports repairs to curbs, pavements, and resurfacing the roadway. This project supports the labor, materials, and technologies needed to plan, design, build, and inspect this construction. This project also includes Stormwater Management Infrastructure.

**Purpose:** The purpose of this project is to accelerate the improvement schedule of city roads to improve safety for motorists and quality of life. City streets have an area of approximately 3,050 lane-miles (a lane mile is an area equivalent to a one-mile long by ten-foot wide lane) with a replacement value of \$2.6 billion. This project is included in the Capital Acceleration Plan to address the aging infrastructure of the City. Street Rehabilitation designs should follow the National Association of City Transportation Officials Urban Design Guide where deemed appropriate.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		8,767,000	8,730,000	8,245,000	0	0	25,742,000
980	ENGINEERING		333,000	270,000	255,000	0	0	858,000
	<b>Total</b>	11,400,000	9,100,000	9,000,000	8,500,000	0	0	26,600,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL	912,000	888,000	720,000	680,000	0	0	2,288,000



Capital Budget Request Form

Wasson Way Trail

**Department:** 230 Transportation & Engineering      **Dept Priority:** 32      **Project Manager:** McVay, M.  
**Agency:** 233 Engineering      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** New Infrastructure      **End Date:** 6/30/23

**Description:** This project will provide resources for the design and construction of the Wasson Way Trail, a shared-use path for bicycles and pedestrians extending from near the intersection of Montgomery Road and Dana Avenue in Evanston eastward through the City of Norwood, the Cincinnati neighborhoods of Evanston, Hyde Park, Oakley, and Mount Lookout, and the Village of Fairfax, and ending east of Wooster Road near its intersection with Red Bank Road in Columbia Township. Resources may be used for labor, materials, and technology as needed to plan, design, acquire right-of-way, build, and inspect the proposed trail and related improvements.

**Purpose:** The purpose of this project is to increase mobility within and accessibility to several Cincinnati neighborhoods by creating a new opportunity for active transportation that is free and convenient.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		675,000	0	0	0	0	675,000
980	ENGINEERING		75,000	0	0	0	0	75,000
<b>Total</b>		500,000	750,000	0	0	0	0	750,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL	51,200	75,000	0	0	0	0	75,000



Capital Budget Request Form

Western Hills Viaduct

**Department:** 230 Transportation & Engineering      **Dept Priority:** 15      **Project Manager:** Shefcik, W.  
**Agency:** 233 Engineering      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Infrastructure(Smale Commission)      **End Date:** 6/30/23

**Description:** This project will provide resources for labor, materials, tools, technologies, and training needed to inspect, prioritize, plan, design, repair, rehabilitate, remove and/or replace the Western Hills Viaduct; including but not limited to staff payroll, hiring consultants, acquiring property, relocating utilities, and hiring contractors.

**Purpose:** The purpose of this project is to replace the over 80 year old, over half mile long, deteriorated Western Hills Viaduct.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		0	0	0	0	0	0
980	ENGINEERING		250,000	0	0	0	0	250,000
980	LAND		250,000	0	0	0	0	250,000
<b>Total</b>			500,000	0	0	0	0	500,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		125,000	0	0	0	0	125,000
<b>Total</b>			125,000	0	0	0	0	125,000



Capital Budget Request Form

Convention Center Improvements

**Department:** 240 Enterprise Services      **Dept Priority:** 5      **Project Manager:** Weizel, E.  
**Agency:** 243 Duke Energy Center      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Infrastructure(Smale Commission)      **End Date:** 6/30/23

**Description:** This project will provide resources for permanent improvements to the Convention Center Facility.  
**Purpose:** The purpose of this project is to maintain the standard of excellence in providing a top rated convention facility.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		500,000	500,000	500,000	500,000	500,000	2,500,000
<b>Total</b>			500,000	500,000	500,000	500,000	500,000	2,500,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Fire Training Facility

**Department:** 250 Public Services      **Dept Priority:** 17      **Project Manager:** Accurso, J.  
**Agency:** 255 City Facility Management      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Infrastructure(Smale Commission)      **End Date:** 6/30/23

**Description:** This project will provide resources for the upgrade and/or replacement of the existing Fire Training Facilities, pursuant to Ordinance No. 343-2017. The project consists of multiple steps to create a masterplan for the training facility requirements, investigation of the existing site and resources, planning and design, analysis of offering shared services regionally, and construction.

**Purpose:** The purpose of this project is to implement the fire training facility necessary to meet the current operational needs of the agency. The department has a critical need for a new regional training facility which will include state-of-the-art training props, simulators, classrooms, and the tools needed to train 21st century firefighters.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		8,000,000	0	0	0	0	8,000,000
980	ENGINEERING		2,000,000	0	0	0	0	2,000,000
<b>Total</b>			10,000,000	0	0	0	0	10,000,000

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

OTR Arts Permanent Improvements

**Department:** 250 Public Services      **Dept Priority:** 13      **Project Manager:** Accurso, J.  
**Agency:** 255 City Facility Management      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Infrastructure(Smale Commission)      **End Date:** 6/30/23

**Description:** This project will provide resources for permanent public improvements to support the arts in the Over-the-Rhine neighborhood and could include the Music Hall Revitalization Co.'s renovation and repair project of Music Hall.

**Purpose:** The purpose of this project is to support the arts in the Over-the-Rhine neighborhood with upgrades, maintenance, enhancements and construction of permanent public improvements, such as Music Hall. The City assists with the continual improvement of historic facilities to ensure use for future generations. For instance, Music Hall is owned by the City of Cincinnati and operated by a non-profit agency. There is a lease agreement between the City and the Music Hall Revitalization Manager that requires the proof of financing for the repairs and renovations to Music Hall.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		0	0	0	0	0	0
<b>Total</b>		2,000,000	0	0	0	0	0	0

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		0	0	0	0	0	0
<b>Total</b>			0	0	0	0	0	0



Capital Budget Request Form

Replacement Facilities - Police District 5

**Department:** 250 Public Services      **Dept Priority:** 10      **Project Manager:** Accurso, J.  
**Agency:** 255 City Facility Management      **Start Date:** 7/1/18  
**Exp Category:** Infrastructure(Smale Commission)      **End Date:** 6/30/23

**Description:** This provides the remaining funding needed to replace Police District 5. The building was identified in the 1988 Smale Commission report and the 1996 Facility Asset Report to be functionally obsolete.

**Purpose:** The purpose of this project is to replace Police District 5, which is 1/4 the minimum size needed to serve this district today. Built quickly in the 1950's in response to the Millcreek Expressway construction, the building was placed onto Park Board controlled property despite the wishes of the neighborhood and without complete review of service needs for the remaining portions of the district. The building has been inadequate to meet the service demands of the City for almost 30 years and, although physically in good shape, is functionally obsolete. Significant service improvements are unattainable at this location. Building an addition and/or renovations to the existing facility are not being considered due to site restrictions on Park Board controlled property.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		0	0	0	0	0	0
980	ENGINEERING		0	0	0	0	0	0
980	LAND		0	0	0	0	0	0
<b>Total</b>			0	0	0	0	0	0

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EST PERSONNEL		0	0	0	0	0	0
<b>Total</b>			0	0	0	0	0	0



Capital Budget Request Form

EMS/ Life Pak 12 Cardiac Monitor Replacement

**Department:** 270 Fire      **Dept Priority:** 3      **Project Manager:** Robinson, C.  
**Agency:** 271 Fire - Response      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Equipment      **End Date:** 6/30/23

**Description:** This project will provide resources to replace obsolete cardiac monitors that are currently utilized as front line equipment by Advanced Life Support (ALS) companies. This equipment would enhance the CFD EMS operations, greatly improving response, rescue and safety of the citizens and firefighters of the City.

**Purpose:** The purpose of this project is to replace the obsolete cardiac monitors that will no longer be repaired by the manufacturer after 2019. Without these Life Paks, CFD will not be able to charge patients the ALS rates outlined for EMS billing. The American Hospital Association recommends a five year life cycle for a defibrillator. Twenty-three of these units are Life Pak 12 defibrillators and are approaching 17 years old, thirty Life Pak 15 defibrillators were manufactured in 2011, and seven Life Pak 15 units were manufactured in 2012.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		212,000	0	0	0	0	212,000
<b>Total</b>			212,000	0	0	0	0	212,000
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Thermal Imaging Cameras (TICS)

**Department:** 270 Fire      **Dept Priority:** 2      **Project Manager:** Salmons, S.  
**Agency:** 271 Fire - Response      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Equipment      **End Date:** 6/30/23

**Description:** This project will provide resources for the thermography/thermal imaging cameras to find persons and to localize the base of a fire.

**Purpose:** The purpose of this project is to provide cameras to firefighters to assist with their own safety and help with locating civilians in fires. The life expectancy of the TIC is 7 to 10 years. TICs in use since 2011 have become very costly to repair and are in need of replacement. There are no suppression companies operating without a working TIC. Out of necessity, CFD removed TICs from the Training Bureau's inventory to cover shortages in Operations. This shortage of TICs in Training will become an issue in April 2018 when the recruit class begins. Fire is requesting 10 TICs a year over the next 5 years to cover the replacement of the Thermal Imaging Cameras.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	EQUIPMENT		56,000	0	0	0	0	56,000
<b>Total</b>			56,000	0	0	0	0	56,000
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



Capital Budget Request Form

Stormwater Improvements

**Department:** 310 Stormwater Management Utility      **Dept Priority:** 11      **Project Manager:** Saylor, E.  
**Agency:** 311 Stormwater Management Utility      **Agency Priority:**      **Start Date:** 7/1/18  
**Exp Category:** Infrastructure(Smale Commission)      **End Date:** 6/30/23

**Description:** This project will provide resources to rehabilitate and build infrastructure to address and prevent flooding, erosion, ponding, icing, and other stormwater issues.

**Purpose:** The purpose of this project is to rehabilitate and build new infrastructure to protect the City from flooding and flood damage.

Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
980	CONSTRUCTION		1,220,000	0	0	0	0	1,220,000
<b>Total</b>		1,076,900	1,220,000	0	0	0	0	1,220,000
Fund	Object	Prior Year	2019	2020	2021	2022	2023	Total
	EST PERSONNEL							



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
<b>Fund: 101 Water Works</b>			
<b>Enterprise Technology Solutions</b>			
CHRIS Enhancement 9.2	0	11,300	11,300
Data Center Infrastructure Replacement	0	73,700	73,700
Enterprise Networks and Security Enhancements	0	33,300	33,300
<b>Department Total</b>	<b>0</b>	<b>118,300</b>	<b>118,300</b>
<b>Fund Total</b>	<b>0</b>	<b>118,300</b>	<b>118,300</b>
<b>Fund: 102 Parking System Facilities</b>			
<b>Enterprise Services</b>			
Structural Maintenance & Repair	0	500,000	500,000
<b>Department Total</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>
<b>Enterprise Technology Solutions</b>			
CHRIS Enhancement 9.2	0	900	900
Data Center Infrastructure Replacement	0	400	400
<b>Department Total</b>	<b>0</b>	<b>1,300</b>	<b>1,300</b>
<b>Fund Total</b>	<b>0</b>	<b>501,300</b>	<b>501,300</b>
<b>Fund: 103 Convention Center</b>			
<b>Enterprise Services</b>			
Building Equipment	67,000	270,000	203,000
Capital Maintenance	34,000	175,000	141,000
Furniture, Fixtures, and Equipment	129,000	230,000	101,000
<b>Department Total</b>	<b>230,000</b>	<b>675,000</b>	<b>445,000</b>
<b>Fund Total</b>	<b>230,000</b>	<b>675,000</b>	<b>445,000</b>
<b>Fund: 104 General Aviation</b>			
<b>Enterprise Technology Solutions</b>			
CHRIS Enhancement 9.2	0	200	200
Enterprise Networks and Security Enhancements	0	3,700	3,700
<b>Department Total</b>	<b>0</b>	<b>3,900</b>	<b>3,900</b>
<b>Transportation &amp; Engineering</b>			
Airport Infrastructure Improvements	140,000	140,000	0
FAA/ODOT Local Match	200,000	200,000	0
Facility Improvements	359,600	359,500	(100)
<b>Department Total</b>	<b>699,600</b>	<b>699,500</b>	<b>(100)</b>
<b>Fund Total</b>	<b>699,600</b>	<b>703,400</b>	<b>3,800</b>
<b>Fund: 107 Stormwater Management</b>			
<b>Enterprise Technology Solutions</b>			
CHRIS Enhancement 9.2	0	1,400	1,400
Data Center Infrastructure Replacement	0	400	400
<b>Department Total</b>	<b>0</b>	<b>1,800</b>	<b>1,800</b>
<b>Stormwater Management Utility</b>			
Barrier Dam HVAC System	0	750,000	750,000
Barrier Dam Motor Pre-Lubrication System	1,900,000	633,000	(1,267,000)
Barrier Dam Silt Reduction	850,000	0	(850,000)
Carr St Pump Station Pump Replacements	625,000	625,000	0

# Capital Budget Update

## Exhibit 6: FY 2019 Restricted and Special Revenue Funds Capital Budget Update Projects



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
Cincinnati Local Flood Protection Project	313,000	313,000	0
Flood Mitigation Program	0	1,260,000	1,260,000
Gate 13 Sill Rehabilitation	440,000	440,000	0
Landside Monolith Joints	190,000	190,000	0
Linear Asset Condition Assessment	0	600,000	600,000
Stormwater Infrastructure Rehabilitation	1,500,000	1,000,000	(500,000)
West Fork Channel Rehabilitation	2,000,000	500,000	(1,500,000)
<b>Department Total</b>	<b>7,818,000</b>	<b>6,311,000</b>	<b>(1,507,000)</b>
<b>Fund Total</b>	<b>7,818,000</b>	<b>6,312,800</b>	<b>(1,505,200)</b>

### Fund: 336 Telecommunications Services

#### Enterprise Technology Solutions

Radio Communications Equipment	30,000	30,000	0
<b>Department Total</b>	<b>30,000</b>	<b>30,000</b>	<b>0</b>
<b>Fund Total</b>	<b>30,000</b>	<b>30,000</b>	<b>0</b>

### Fund: 701 Metropolitan Sewer District

#### Enterprise Technology Solutions

CHRIS Enhancement 9.2	0	12,700	12,700
Data Center Infrastructure Replacement	0	22,500	22,500
Enterprise Networks and Security Enhancements	0	57,500	57,500
<b>Department Total</b>	<b>0</b>	<b>92,700</b>	<b>92,700</b>
<b>Fund Total</b>	<b>0</b>	<b>92,700</b>	<b>92,700</b>

### Fund: 704 MSD Capital Improvements

#### Sewers

Addyston Creek and Sewer Rehab	474,200	0	(474,200)
Bahama Gardens Pump Station Upgrade	519,100	0	(519,100)
Berkley Avenue Sewer Replacement	0	728,860	728,860
Bridgetown Road Local Sewer (HNs 8477-8653)	501,100	0	(501,100)
Brierly Creek Road Local Sewer (HNs 6040-6100)	181,900	0	(181,900)
Building Sewer Renewal Program 2018	5,000,000	2,000,000	(3,000,000)
CIP Project Planning 2018	3,400,000	1,000,000	(2,400,000)
CSO 125 Sewer Enhancements Phase B	0	6,872,000	6,872,000
CSO 135 Elimination	0	163,200	163,200
CSO 214 Partial Separation	0	980,200	980,200
CSO 217/483 Source Control Phase A2	0	3,685,400	3,685,400
CSO 402-406 Wet Weather Improvements	0	2,467,000	2,467,000
CSO 408 and 413 HW DW Protection	0	526,900	526,900
CSO 43 Elimination	0	160,800	160,800
CSO 488 Strategic Sewer Separation Phase A	6,398,850	0	(6,398,850)
CSO 513 Sewer Separation	0	490,000	490,000
CSO 514 Sewer Separation	0	267,100	267,100
CSO 54 Improvements	0	242,100	242,100
CSO 551 Sewer Separation	0	1,475,800	1,475,800
Coldstream Drive & Asbury Road Local Sewer	3,316,900	0	(3,316,900)
Columbia Parkway at Delta Sewer Replacement	0	500,600	500,600



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
Columbia Square Development Separation	0	196,000	196,000
Critical Asset Management Projects 2018	2,580,000	6,000,000	3,420,000
Cypress St - Ashland Av to 250 feet east Sewer Replacement	0	58,800	58,800
Darwin Avenue Sewer Backup Remediation (HN 3520)	0	60,200	60,200
Devils Backbone Road Sewer Local (HN 1234 & 1250)	262,500	0	(262,500)
Dry Run Area Sewers Phase 2 Contract RB	7,187,500	0	(7,187,500)
Dry Weather Channel for SS 937	3,534,000	0	(3,534,000)
East Hill Ave Sewer Replacement	1,465,500	0	(1,465,500)
Emergency Sewer Repairs 2018	0	6,000,000	6,000,000
Enyart Road Sewer Lateral Assessment (HN 11328)	40,300	0	(40,300)
Enyart Road Sewer Lateral Assessment (HN 11336)	57,000	0	(57,000)
Foley Road Sewer Laterals (HNS 5579, 5583 - 5599, 5602)	31,400	0	(31,400)
Hamilton County Transition	0	2,467,000	2,467,000
Home Sewage Treatment System Eliminations 2018	0	1,518,000	1,518,000
Home Sewer Treatment System Eliminations 2018	220,000	340,000	120,000
Hydraulic Modeling 2018	1,000,000	700,000	(300,000)
LMWWTP Electrical Feeders	859,000	0	(859,000)
LMWWTP HRT Study and Bundle Project Integration Planning	0	1,450,000	1,450,000
LMWWTP Preliminary Treatment Improvements Phase A	0	1,392,700	1,392,700
Large Diameter Sewer Rehabilitation - Phase 1	0	2,500,000	2,500,000
Linwood Avenue Sewer Replacement	799,420	0	(799,420)
Little Miami WWTP Electrical and Disinfection Improvements	1,575,900	3,382,900	1,807,000
Little Miami WWTP Main Outfall Improvements	0	240,800	240,800
Lower Muddy Creek Interceptor SSO Remediation	6,101,600	0	(6,101,600)
MCWWTP High Rate Treatment Facility Diversion Structure	0	8,550,000	8,550,000
MCWWTP Liquid Sludge Storage Tank Covers and Odor Control	0	4,668,000	4,668,000
MCWWTP Primary Sludge Pumping Improvements	1,494,300	0	(1,494,300)
MCWWTP Standby Power Distribution System Improvements	357,100	0	(357,100)
MPMP Development and Updates	0	160,000	160,000
Main Sewer Renewal Program 2018	12,000,000	1,800,000	(10,200,000)
Manhole Renewal Program 2018	1,300,000	700,000	(600,000)
Mill Creek 4.16 kV & 13.2 kV Loop Improvements	164,000	0	(164,000)
Mill Creek WWTP Gravity Thickeners Odor Control	926,800	0	(926,800)
Mill Creek WWTP HRT Study	0	750,000	750,000
Mill Creek WWTP Main Substation Improvements	0	1,208,900	1,208,900
Mill Creek WWTP Septage Receiving Station Odor Control Imp.	0	1,506,000	1,506,000
Mill Creek WWTP Service Water Reliability & Service Upgrades	3,812,300	7,057,300	3,245,000
Muddy Creek Basin Storage	0	1,595,990	1,595,990
Muddy Creek Sewer Backup Elimination	0	528,900	528,900
North Fairmount Bioswale Project	381,000	0	(381,000)
Pardee Alley Sewer Replacement-Oswald Al to 200' north	0	209,900	209,900
Paxton Avenue Sewer Rehabilitation	332,600	0	(332,600)
Phase 2 WWIP Planning	0	1,500,000	1,500,000
Ponderosa Woods Pump Station Elimination	0	512,000	512,000
Post Construction Monitoring and Modeling of LMCPR	0	300,000	300,000
Prioritized Wastewater Collection System Improvements 2018	12,000,000	0	(12,000,000)

# Capital Budget Update

## Exhibit 6: FY 2019 Restricted and Special Revenue Funds Capital Budget Update Projects



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
Program Management Annual	3,500,000	1,850,000	(1,650,000)
Program Management Transition	2,700,000	1,000,000	(1,700,000)
Programmatic Contingency	10,000,000	14,300,000	4,300,000
Prospect Woods Pump Station Upgrade	0	854,600	854,600
Pump Station Telemetry System Upgrades	0	54,200	54,200
Rambling Hills Drive Sewer Lateral Assessment (HN 1307)	52,000	0	(52,000)
Russell Heights Drive Local Sewer	1,147,840	0	(1,147,840)
SSO 1000 Elimination	0	925,800	925,800
SSO 700 Facility Improvements	0	12,323,180	12,323,180
Small Diameter Sewer Rehabilitation - Phase 1	0	2,500,000	2,500,000
Spring Grove Avenue Sewer Replacement and Rehabilitation	0	550,900	550,900
Springdale Road Sewer Lateral Assessment (HN 4081)	52,000	0	(52,000)
Stewart Road Local Sewer (HNs 5706 - 5710)	140,600	0	(140,600)
Stonebridge Apartments Sewer Replacement	244,300	0	(244,300)
Taylor Creek WWTP Disinfection Upgrade	1,172,000	1,530,000	358,000
Timbers Pump Station Elimination	606,500	0	(606,500)
UMCI Replacement Phase B	0	6,818,000	6,818,000
WWC High Risk Renewal Program 2018	0	6,000,000	6,000,000
WWT / WO Asset Renewal 2018	2,060,000	0	(2,060,000)
Werk & Westbourne EHRT Facility	0	1,428,120	1,428,120
Werk Road Sewer Lateral Assessment (HN 6052)	40,300	0	(40,300)
Wilder Avenue Sewer Replacement	0	70,000	70,000
Woodruff Road Sewer Lateral Assessment (HN 8109)	41,000	0	(41,000)
Woodruff Road Sewer Lateral Assessment (HN 8145)	45,000	0	(45,000)
Woodruff Road Sewer Lateral Assessment (HN 8167)	41,000	0	(41,000)
<b>Department Total</b>	<b>100,116,810</b>	<b>129,118,150</b>	<b>29,001,340</b>
<b>Fund Total</b>	<b>100,116,810</b>	<b>129,118,150</b>	<b>29,001,340</b>

### Fund: 756 Water Works PIF

#### Water Works

Aspect System Upgrades	200,000	300,000	100,000
Billing System Replacement	631,000	631,000	0
Bolton Plant Bank Stabilization (Phase 2)	1,500,000	1,500,000	0
Bolton Plant Well Pump Motor Upgrade	40,000	40,000	0
Castings/Street Improvements	440,000	440,000	0
Chem West Carbon Stirrers Upgrade	30,000	30,000	0
Computers, Servers, and Software	500,000	500,000	0
Continuous Water Quality Monitors	150,000	150,000	0
Crane Equipment Improvements	50,000	50,000	0
Electrical Arc Flash Equipment Upgrade	140,000	140,000	0
Electrical Transformers	250,000	250,000	0
Field Application Replacement on Large Pumps	70,000	70,000	0
Fleet OTEA	0	1,600,000	1,600,000
Gas Chromatograph Electron Capture	150,000	150,000	0
Gas Chromatograph Flame Ionization Detector	120,000	120,000	0
Gas Chromatograph-Volatile Organic Compounds Analysis	165,000	165,000	0
Horizontal Pump Upgrades	200,000	200,000	0



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
Ion Coupled Plasma Mass Spectrophotometer	190,000	0	(190,000)
Kronos Timekeeper Upgrade and Expansion	60,000	60,000	0
Lamella Sludge Collection Upgrade	400,000	400,000	0
Large Motor Rewind Program (Annual)	125,000	125,000	0
Large Service Branch Installation	300,000	300,000	0
Lead Service Line Replacement (Customer Portion)	3,200,000	0	(3,200,000)
Lead Service Line Replacement Projects (T-16)	9,991,000	8,991,000	(1,000,000)
Main Station Backup Generator	2,250,000	2,250,000	0
Master Plan Upgrade	500,000	500,000	0
Master Plan Water Mains (T-10)	9,270,000	0	(9,270,000)
Meter Battery and Register Replacement	2,000,000	2,000,000	0
Miller Plant Chemical Storage Tank Upgrade	60,000	60,000	0
Miller Plant Clearwell Upgrade	1,000,000	1,000,000	0
Miller Plant Filter Rebuild	377,000	500,000	123,000
Miller Plant Heating Ventilation Air Conditioning Upgrade	45,000	45,000	0
Miller Plant Large Valve Upgrade	100,000	100,000	0
Minor Building Upgrades	50,000	50,000	0
Miscellaneous Concrete/Pavement Replacement	300,000	300,000	0
Miscellaneous Masonry Replacement	150,000	150,000	0
Motor Control Center Equipment	100,000	100,000	0
Mount Airy Exterior Renovation	0	4,404,000	4,404,000
New Water Mains Allocation Program (T-11)	1,030,000	1,030,000	0
Non-Fleet OTEA	0	268,000	268,000
OnBase System Upgrade	20,000	20,000	0
Oracle Customer Care and Billing Upgrade	750,000	750,000	0
Outlying Pump Station Improvements	50,000	50,000	0
Private Development Allocation Program	947,600	947,500	(100)
Pump Monitoring Program	220,000	220,000	0
Regeneration Furnace Equipment	100,000	100,000	0
Regulator Replacement / Remote Monitoring	250,000	250,000	0
Rehabilitate Water Mains Allocation Program (T-13)	1,030,000	1,030,000	0
Replacement 60" Water Main	0	5,000,000	5,000,000
Replacement Water Mains Allocation Program	26,780,000	26,680,000	(100,000)
Roof Replacement	400,000	400,000	0
SCADA Remote Terminal Units	186,000	186,000	0
Sand Blasting Shop	900,000	900,000	0
Security Cameras and Digital Video Recorder (DVR)	50,000	50,000	0
Station Valve Equipment	100,000	100,000	0
Street Improvement Allocation Program	8,455,000	8,455,000	0
Tank Coating	1,000,000	1,000,000	0
Transmission Main Redundancy Projects	7,402,000	0	(7,402,000)
Valve Replacement Program	310,000	310,000	0
Vertical Pumps Upgrade	100,000	100,000	0
Wardall Tank Exterior Coating	0	1,650,000	1,650,000
Water Quality Surveillance and Response System Replacement	680,000	500,000	(180,000)

# Capital Budget Update

## Exhibit 6: FY 2019 Restricted and Special Revenue Funds Capital Budget Update Projects



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
Western Hills Pump Station Supply Water Main	0	4,000,000	4,000,000
<b>Department Total</b>	<b>85,864,600</b>	<b>81,667,500</b>	<b>(4,197,100)</b>
<b>Fund Total</b>	<b>85,864,600</b>	<b>81,667,500</b>	<b>(4,197,100)</b>
<b>Fund: 759 Income Tax-Transit</b>			
<b>Transportation &amp; Engineering</b>			
Transit/Rail Corridor Preservation Acq.	100,000	100,000	0
<b>Department Total</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>
<b>Fund Total</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>
<b>Fund: 761 Special Housing PIF</b>			
<b>Community &amp; Economic Development</b>			
Core 4 Strategic Housing Notice of Funding Availability	0	134,500	134,500
<b>Department Total</b>	<b>0</b>	<b>134,500</b>	<b>134,500</b>
<b>Fund Total</b>	<b>0</b>	<b>134,500</b>	<b>134,500</b>
<b>Grand Total</b>	<b>194,859,010</b>	<b>219,453,650</b>	<b>24,594,640</b>



# Capital Budget Update

## Exhibit 7: FY 2019 All Funds Capital Budget Update Projects by Program

	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
<b>Buildings &amp; Inspections</b>			
<b>Property Maintenance Code Enforcement</b>			
Hazard Abatement/Demolition Program	535,600	477,500	(58,100)
	535,600	477,500	(58,100)
<b>Department Total</b>	<b>535,600</b>	<b>477,500</b>	<b>(58,100)</b>
<b>City Manager</b>			
<b>Office of Environment and Sustainability</b>			
Center Hill Gas & Leachate	110,000	80,500	(29,500)
Emergency Environmental Cleanup/UST	10,000	10,000	0
Regulatory Compliance & Energy Conservation	20,900	35,000	14,100
Wheeled Recycling Cart Replacement	0	15,000	15,000
	140,900	140,500	(400)
<b>Office of Performance and Data Analytics</b>			
Enterprise Data Warehouse	60,000	60,000	0
	60,000	60,000	0
<b>Department Total</b>	<b>200,900</b>	<b>200,500</b>	<b>(400)</b>
<b>City Planning</b>			
<b>City Planning Administration</b>			
Neighborhood Studies	51,700	88,000	36,300
	51,700	88,000	36,300
<b>Department Total</b>	<b>51,700</b>	<b>88,000</b>	<b>36,300</b>
<b>Community &amp; Economic Development</b>			
<b>Economic Development Division</b>			
Cincinnati Public Schools	0	5,000,000	5,000,000
Commercial & Industrial Public Improvements	250,000	250,000	0
Community Development Focus District	50,000	0	(50,000)
Industrial Site Redevelopment - GCRA	0	2,500,000	2,500,000
Neighborhood Business District Improvements	700,000	850,000	150,000
Neighborhood Business Property Holding	25,000	217,000	192,000
Retail/Commercial Opportunities	253,400	750,000	496,600
Tax Incentive/Enterprise Zone	75,000	80,000	5,000
	1,353,400	9,647,000	8,293,600
<b>Housing Division (includes Neighborhood Support)</b>			
Citirama	500,000	476,500	(23,500)
Core 4 Strategic Housing Notice of Funding Availability	586,200	334,500	(251,700)
Downtown Housing Development	400,000	0	(400,000)
Neighborhood Market Rate Housing	413,200	200,000	(213,200)
	1,899,400	1,011,000	(888,400)
<b>Major/Special Projects Division</b>			
Fussball Club Cincinnati Infrastructure	0	2,500,000	2,500,000
	0	2,500,000	2,500,000
<b>Department Total</b>	<b>3,252,800</b>	<b>13,158,000</b>	<b>9,905,200</b>

# Capital Budget Update

## Exhibit 7: FY 2019 All Funds Capital Budget Update Projects by Program



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
<b>Enterprise Services</b>			
<b>Duke Energy Convention Center</b>			
Building Equipment	67,000	270,000	203,000
Capital Maintenance	34,000	175,000	141,000
Convention Center Improvements	0	500,000	500,000
Furniture, Fixtures, and Equipment	129,000	230,000	101,000
	<u>230,000</u>	<u>1,175,000</u>	<u>945,000</u>
<b>Off-Street Parking</b>			
Structural Maintenance & Repair	0	500,000	500,000
	<u>0</u>	<u>500,000</u>	<u>500,000</u>
<b>Department Total</b>	<b>230,000</b>	<b>1,675,000</b>	<b>1,445,000</b>
<b>Enterprise Technology Solutions</b>			
<b>CAGIS Consortium Operations</b>			
CAGIS Buildings and Inspections Permit Migration	0	750,000	750,000
CAGIS Infrastructure	58,700	72,000	13,300
	<u>58,700</u>	<u>822,000</u>	<u>763,300</u>
<b>CIT-E Operations</b>			
Data Center Infrastructure Replacement	125,000	175,000	50,000
Digital Services Enhancements	46,200	0	(46,200)
Disaster Recovery / Business Continuity	75,000	400,000	325,000
Information Tech. Efficiency Initiatives	1,000,000	0	(1,000,000)
	<u>1,246,200</u>	<u>575,000</u>	<u>(671,200)</u>
<b>CTS Operations</b>			
Enterprise Networks and Security Enhancements	75,000	500,000	425,000
Mobile Device Management	0	125,000	125,000
Radio Communications Equipment	30,000	30,000	0
Telephone System Upgrades	150,000	0	(150,000)
	<u>255,000</u>	<u>655,000</u>	<u>400,000</u>
<b>ETS Administration</b>			
CHRIS Enhancement 9.2	0	136,000	136,000
Fire Mobile Emergency Computers	0	25,000	25,000
Lifecycle Asset Replacement	0	97,000	97,000
Storeroom Inventory System	0	100,000	100,000
	<u>0</u>	<u>358,000</u>	<u>358,000</u>
<b>Department Total</b>	<b>1,559,900</b>	<b>2,410,000</b>	<b>850,100</b>
<b>Finance</b>			
<b>Income Tax</b>			
Call Center - Telephone Recording System	0	35,000	35,000
New Tax System Enhancements	0	25,000	25,000
	<u>0</u>	<u>60,000</u>	<u>60,000</u>
<b>Department Total</b>	<b>0</b>	<b>60,000</b>	<b>60,000</b>



**Capital Budget Update**  
**Exhibit 7: FY 2019 All Funds Capital Budget Update Projects by Program**

	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
<b>Fire</b>			
<b>Financial Management and Planning</b>			
Administrative Furniture and Equipment	82,800	82,500	(300)
	<b>82,800</b>	<b>82,500</b>	<b>(300)</b>
<b>Response</b>			
EMS/ Life Pak 12 Cardiac Monitor Replacement	0	212,000	212,000
	<b>0</b>	<b>212,000</b>	<b>212,000</b>
<b>Support Services</b>			
Firefighter PPE	237,000	237,000	0
Thermal Imaging Cameras (TICS)	0	56,000	56,000
	<b>237,000</b>	<b>293,000</b>	<b>56,000</b>
<b>Department Total</b>	<b>319,800</b>	<b>587,500</b>	<b>267,700</b>
<b>Health</b>			
<b>Health Administration</b>			
Facilities Renovation and Repairs	167,000	167,000	0
	<b>167,000</b>	<b>167,000</b>	<b>0</b>
<b>Department Total</b>	<b>167,000</b>	<b>167,000</b>	<b>0</b>
<b>Parks</b>			
<b>Planning &amp; Design</b>			
Park Infrastructure Rehabilitation	1,627,000	1,627,000	0
	<b>1,627,000</b>	<b>1,627,000</b>	<b>0</b>
<b>Department Total</b>	<b>1,627,000</b>	<b>1,627,000</b>	<b>0</b>
<b>Police</b>			
<b>Neighborhood Policing</b>			
Police Equipment	141,000	236,000	95,000
Police Mobile Digital Video (In-Car Camera) Storage	218,200	218,000	(200)
	<b>359,200</b>	<b>454,000</b>	<b>94,800</b>
<b>Department Total</b>	<b>359,200</b>	<b>454,000</b>	<b>94,800</b>
<b>Public Services</b>			
<b>Fleet Services</b>			
Fleet Lease Purchase - Capital Acceleration	4,500,000	4,500,000	0
Fleet Replacements	5,987,800	5,987,500	(300)
	<b>10,487,800</b>	<b>10,487,500</b>	<b>(300)</b>
<b>Property Management</b>			
City Facility Renovation and Repairs	2,499,400	2,499,500	100
Community Facility Improvements - Art Museum	200,000	200,000	0
Fire Training Facility	0	10,000,000	10,000,000
OTR Arts Permanent Improvements	2,000,000	0	(2,000,000)
Replacement Facilities - Police District 5	250,000	0	(250,000)
	<b>4,949,400</b>	<b>12,699,500</b>	<b>7,750,100</b>
<b>Residential Collections</b>			
Collections/Cart Program	15,000	15,000	0
	<b>15,000</b>	<b>15,000</b>	<b>0</b>

# Capital Budget Update

## Exhibit 7: FY 2019 All Funds Capital Budget Update Projects by Program



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
<b>Right of Way Maintenance</b>			
Trash Receptacles	93,250	93,000	(250)
	<b>93,250</b>	<b>93,000</b>	<b>(250)</b>
<b>Traffic Control, Pavement &amp; Structure Maint.</b>			
Sign Replacement	286,350	286,500	150
	<b>286,350</b>	<b>286,500</b>	<b>150</b>
<b>Department Total</b>	<b>15,831,800</b>	<b>23,581,500</b>	<b>7,749,700</b>

## Recreation

<b>Support Services</b>			
Aquatics Facilities Renovation	500,000	277,000	(223,000)
Athletics Facilities Renovation	504,000	504,000	0
Compliance with ADA	100,000	100,000	0
Outdoor Facilities Renovation	255,000	305,000	50,000
Recreation Facilities Renovation	1,492,000	1,492,000	0
Recreation and Facility Management Software System	0	223,000	223,000
	<b>2,851,000</b>	<b>2,901,000</b>	<b>50,000</b>
<b>Department Total</b>	<b>2,851,000</b>	<b>2,901,000</b>	<b>50,000</b>

## Sewers

<b>Wastewater Engineering</b>			
Addyston Creek and Sewer Rehab	474,200	0	(474,200)
Bahama Gardens Pump Station Upgrade	519,100	0	(519,100)
Berkley Avenue Sewer Replacement	0	728,860	728,860
Bridgetown Road Local Sewer (HNs 8477-8653)	501,100	0	(501,100)
Brierly Creek Road Local Sewer (HNs 6040-6100)	181,900	0	(181,900)
Building Sewer Renewal Program 2018	5,000,000	2,000,000	(3,000,000)
CIP Project Planning 2018	3,400,000	1,000,000	(2,400,000)
CSO 125 Sewer Enhancements Phase B	0	6,872,000	6,872,000
CSO 135 Elimination	0	163,200	163,200
CSO 214 Partial Separation	0	980,200	980,200
CSO 217/483 Source Control Phase A2	0	3,685,400	3,685,400
CSO 402-406 Wet Weather Improvements	0	2,467,000	2,467,000
CSO 408 and 413 HW DW Protection	0	526,900	526,900
CSO 43 Elimination	0	160,800	160,800
CSO 488 Strategic Sewer Separation Phase A	6,398,850	0	(6,398,850)
CSO 513 Sewer Separation	0	490,000	490,000
CSO 514 Sewer Separation	0	267,100	267,100
CSO 54 Improvements	0	242,100	242,100
CSO 551 Sewer Separation	0	1,475,800	1,475,800
Coldstream Drive & Asbury Road Local Sewer	3,316,900	0	(3,316,900)
Columbia Parkway at Delta Sewer Replacement	0	500,600	500,600
Columbia Square Development Separation	0	196,000	196,000
Critical Asset Management Projects 2018	2,580,000	6,000,000	3,420,000
Cypress St - Ashland Av to 250 feet east Sewer Replacement	0	58,800	58,800
Darwin Avenue Sewer Backup Remediation (HN 3520)	0	60,200	60,200
Devils Backbone Road Sewer Local (HN 1234 & 1250)	262,500	0	(262,500)



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
Dry Run Area Sewers Phase 2 Contract RB	7,187,500	0	(7,187,500)
Dry Weather Channel for SS 937	3,534,000	0	(3,534,000)
East Hill Ave Sewer Replacement	1,465,500	0	(1,465,500)
Emergency Sewer Repairs 2018	0	6,000,000	6,000,000
Enyart Road Sewer Lateral Assessment (HN 11328)	40,300	0	(40,300)
Enyart Road Sewer Lateral Assessment (HN 11336)	57,000	0	(57,000)
Foley Road Sewer Laterals (HNS 5579, 5583 - 5599, 5602)	31,400	0	(31,400)
Hamilton County Transition	0	2,467,000	2,467,000
Home Sewage Treatment System Eliminations 2018	0	1,518,000	1,518,000
Home Sewer Treatment System Eliminations 2018	220,000	340,000	120,000
Hydraulic Modeling 2018	1,000,000	700,000	(300,000)
LMWWTP Electrical Feeders	859,000	0	(859,000)
LMWWTP HRT Study and Bundle Project Integration Planning	0	1,450,000	1,450,000
LMWWTP Preliminary Treatment Improvements Phase A	0	1,392,700	1,392,700
Large Diameter Sewer Rehabilitation - Phase 1	0	2,500,000	2,500,000
Linwood Avenue Sewer Replacement	799,420	0	(799,420)
Little Miami WWTP Electrical and Disinfection Improvements	1,575,900	3,382,900	1,807,000
Little Miami WWTP Main Outfall Improvements	0	240,800	240,800
Lower Muddy Creek Interceptor SSO Remediation	6,101,600	0	(6,101,600)
MCWWTP High Rate Treatment Facility Diversion Structure	0	8,550,000	8,550,000
MCWWTP Liquid Sludge Storage Tank Covers and Odor Control	0	4,668,000	4,668,000
MCWWTP Primary Sludge Pumping Improvements	1,494,300	0	(1,494,300)
MCWWTP Standby Power Distribution System Improvements	357,100	0	(357,100)
MPMP Development and Updates	0	160,000	160,000
Main Sewer Renewal Program 2018	12,000,000	1,800,000	(10,200,000)
Manhole Renewal Program 2018	1,300,000	700,000	(600,000)
Mill Creek 4.16 kV & 13.2 kV Loop Improvements	164,000	0	(164,000)
Mill Creek WWTP Gravity Thickeners Odor Control	926,800	0	(926,800)
Mill Creek WWTP HRT Study	0	750,000	750,000
Mill Creek WWTP Main Substation Improvements	0	1,208,900	1,208,900
Mill Creek WWTP Septage Receiving Station Odor Control Imp.	0	1,506,000	1,506,000
Mill Creek WWTP Service Water Reliability & Service Upgrades	3,812,300	7,057,300	3,245,000
Muddy Creek Basin Storage	0	1,595,990	1,595,990
Muddy Creek Sewer Backup Elimination	0	528,900	528,900
North Fairmount Bioswale Project	381,000	0	(381,000)
Pardee Alley Sewer Replacement-Oswald Al to 200' north	0	209,900	209,900
Paxton Avenue Sewer Rehabilitation	332,600	0	(332,600)
Phase 2 WWIP Planning	0	1,500,000	1,500,000
Ponderosa Woods Pump Station Elimination	0	512,000	512,000
Post Construction Monitoring and Modeling of LMCPR	0	300,000	300,000
Prioritized Wastewater Collection System Improvements 2018	12,000,000	0	(12,000,000)
Program Management Annual	3,500,000	1,850,000	(1,650,000)
Program Management Transition	2,700,000	1,000,000	(1,700,000)
Programmatic Contingency	10,000,000	14,300,000	4,300,000
Prospect Woods Pump Station Upgrade	0	854,600	854,600
Pump Station Telemetry System Upgrades	0	54,200	54,200

# Capital Budget Update

## Exhibit 7: FY 2019 All Funds Capital Budget Update Projects by Program



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
Rambling Hills Drive Sewer Lateral Assessment (HN 1307)	52,000	0	(52,000)
Russell Heights Drive Local Sewer	1,147,840	0	(1,147,840)
SSO 1000 Elimination	0	925,800	925,800
SSO 700 Facility Improvements	0	12,323,180	12,323,180
Small Diameter Sewer Rehabilitation - Phase 1	0	2,500,000	2,500,000
Spring Grove Avenue Sewer Replacement and Rehabilitation	0	550,900	550,900
Springdale Road Sewer Lateral Assessment (HN 4081)	52,000	0	(52,000)
Stewart Road Local Sewer (HNs 5706 - 5710)	140,600	0	(140,600)
Stonebridge Apartments Sewer Replacement	244,300	0	(244,300)
Taylor Creek WWTP Disinfection Upgrade	1,172,000	1,530,000	358,000
Timbers Pump Station Elimination	606,500	0	(606,500)
UMCI Replacement Phase B	0	6,818,000	6,818,000
WWC High Risk Renewal Program 2018	0	6,000,000	6,000,000
WWT / WO Asset Renewal 2018	2,060,000	0	(2,060,000)
Werk & Westbourne EHRT Facility	0	1,428,120	1,428,120
Werk Road Sewer Lateral Assessment (HN 6052)	40,300	0	(40,300)
Wilder Avenue Sewer Replacement	0	70,000	70,000
Woodruff Road Sewer Lateral Assessment (HN 8109)	41,000	0	(41,000)
Woodruff Road Sewer Lateral Assessment (HN 8145)	45,000	0	(45,000)
Woodruff Road Sewer Lateral Assessment (HN 8167)	41,000	0	(41,000)
	<b>100,116,810</b>	<b>129,118,150</b>	<b>29,001,340</b>
<b>Department Total</b>	<b>100,116,810</b>	<b>129,118,150</b>	<b>29,001,340</b>

### Stormwater Management Utility

#### Stormwater - Engineering

Barrier Dam HVAC System	0	750,000	750,000
Barrier Dam Motor Pre-Lubrication System	1,900,000	633,000	(1,267,000)
Barrier Dam Silt Reduction	850,000	0	(850,000)
Carr St Pump Station Pump Replacements	625,000	625,000	0
Cincinnati Local Flood Protection Project	313,000	313,000	0
Gate 13 Sill Rehabilitation	440,000	440,000	0
Landside Monolith Joints	190,000	190,000	0
West Fork Channel Rehabilitation	2,000,000	500,000	(1,500,000)
	<b>6,318,000</b>	<b>3,451,000</b>	<b>(2,867,000)</b>

#### Stormwater - Operations & Maintenance

Flood Mitigation Program	0	1,260,000	1,260,000
Linear Asset Condition Assessment	0	600,000	600,000
Stormwater Improvements	0	1,220,000	1,220,000
Stormwater Infrastructure Rehabilitation	1,500,000	1,000,000	(500,000)
	<b>1,500,000</b>	<b>4,080,000</b>	<b>2,580,000</b>
<b>Department Total</b>	<b>7,818,000</b>	<b>7,531,000</b>	<b>(287,000)</b>

### Transportation & Engineering

#### Director's Office

Information Systems Acquisition	96,700	86,000	(10,700)
	<b>96,700</b>	<b>86,000</b>	<b>(10,700)</b>



# Capital Budget Update

## Exhibit 7: FY 2019 All Funds Capital Budget Update Projects by Program

	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
<b>Engineering</b>			
Auburn Avenue Improvements	0	300,000	300,000
Bicycle Transportation Program	352,750	353,000	250
Bridge Rehabilitation Program	830,000	830,000	0
Curb Ramps - Street Rehab	332,000	332,000	0
Hillside Stairway Rehabilitation Program	33,000	33,000	0
MLK/I-71 Interchange SIB Loan	637,500	347,500	(290,000)
Pavement Management	215,800	216,000	200
Pedestrian Safety Improvements	0	500,000	500,000
SCIP Loan Repayment	361,100	394,500	33,400
Sidewalk Repair Program	332,000	332,000	0
Spot Infrastructure Replacement	456,500	456,500	0
Street Improvements	696,790	696,500	(290)
Street Rehabilitation	17,552,800	17,019,000	(533,800)
Street Rehabilitation - Capital Acceleration	11,100,000	9,100,000	(2,000,000)
Wall Stab. & Landslide Correction	705,500	705,500	0
Wasson Way Trail	0	750,000	750,000
Western Hills Viaduct	0	500,000	500,000
	33,605,740	32,865,500	(740,240)
<b>General Aviation</b>			
Airport Infrastructure Improvements	140,000	140,000	0
FAA/ODOT Local Match	200,000	200,000	0
Facility Improvements	359,600	359,500	(100)
	699,600	699,500	(100)
<b>Traffic Engineering</b>			
Computerized Traffic Signal System	332,000	332,000	0
Duke Street Light Installation and Renovation	290,500	290,500	0
LED Traffic and Pedestrian Signals	91,300	91,500	200
Street Light Replacement	132,800	132,500	(300)
Traffic Control Device Installation & Renovation	132,800	133,000	200
Traffic Signal Controllers & Detectors	249,000	249,000	0
Traffic Signal Installation & Renovation	1,037,500	1,037,500	0
	2,265,900	2,266,000	100
<b>Transportation Planning and Urban Design</b>			
Convention Center Expansion	250,000	250,000	0
Downtown Infrast. Coord. & Implemnt	174,300	175,000	700
Neighborhood Gateways/Greenways Imprvmnt	174,300	174,000	(300)
Neighborhood Transportation Strategies	498,000	498,000	0
OKI Corridor Studies	174,300	174,000	(300)
Safety Improvements	120,870	120,500	(370)
Street Calming Program	50,000	50,000	0
Transit/Rail Corridor Preservation Acq.	100,000	100,000	0
	1,541,770	1,541,500	(270)
<b>Department Total</b>	38,209,710	37,458,500	(751,210)

# Capital Budget Update

## Exhibit 7: FY 2019 All Funds Capital Budget Update Projects by Program



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
<b>Water Works</b>			
<b>Commercial Services</b>			
Billing System Replacement	631,000	631,000	0
	<b>631,000</b>	<b>631,000</b>	<b>0</b>
<b>Departmental Support Services</b>			
Aspect System Upgrades	200,000	300,000	100,000
Computers, Servers, and Software	500,000	500,000	0
Fleet OTEA	0	1,600,000	1,600,000
Kronos Timekeeper Upgrade and Expansion	60,000	60,000	0
Non-Fleet OTEA	0	268,000	268,000
OnBase System Upgrade	20,000	20,000	0
Oracle Customer Care and Billing Upgrade	750,000	750,000	0
	<b>1,530,000</b>	<b>3,498,000</b>	<b>1,968,000</b>
<b>Distribution</b>			
Large Service Branch Installation	300,000	300,000	0
Meter Battery and Register Replacement	2,000,000	2,000,000	0
Valve Replacement Program	310,000	310,000	0
	<b>2,610,000</b>	<b>2,610,000</b>	<b>0</b>
<b>Engineering</b>			
Bolton Plant Bank Stabilization (Phase 2)	1,500,000	1,500,000	0
Castings/Street Improvements	440,000	440,000	0
Lead Service Line Replacement (Customer Portion)	3,200,000	0	(3,200,000)
Lead Service Line Replacement Projects (T-16)	9,991,000	8,991,000	(1,000,000)
Main Station Backup Generator	2,250,000	2,250,000	0
Master Plan Water Mains (T-10)	9,270,000	0	(9,270,000)
Miller Plant Clearwell Upgrade	1,000,000	1,000,000	0
Miscellaneous Concrete/Pavement Replacement	300,000	300,000	0
Miscellaneous Masonry Replacement	150,000	150,000	0
Mount Airy Exterior Renovation	0	4,404,000	4,404,000
New Water Mains Allocation Program (T-11)	1,030,000	1,030,000	0
Private Development Allocation Program	947,600	947,500	(100)
Rehabilitate Water Mains Allocation Program (T-13)	1,030,000	1,030,000	0
Replacement 60" Water Main	0	5,000,000	5,000,000
Replacement Water Mains Allocation Program	26,780,000	26,680,000	(100,000)
Roof Replacement	400,000	400,000	0
Street Improvement Allocation Program	8,455,000	8,455,000	0
Tank Coating	1,000,000	1,000,000	0
Transmission Main Redundancy Projects	7,402,000	0	(7,402,000)
Wardall Tank Exterior Coating	0	1,650,000	1,650,000
Western Hills Pump Station Supply Water Main	0	4,000,000	4,000,000
	<b>75,145,600</b>	<b>69,227,500</b>	<b>(5,918,100)</b>
<b>Supply</b>			
Bolton Plant Well Pump Motor Upgrade	40,000	40,000	0
Chem West Carbon Stirrers Upgrade	30,000	30,000	0
Crane Equipment Improvements	50,000	50,000	0



	2019 Approved Budget	2019 Update	Change 2019 Approved to Update
Electrical Arc Flash Equipment Upgrade	140,000	140,000	0
Electrical Transformers	250,000	250,000	0
Field Application Replacement on Large Pumps	70,000	70,000	0
Horizontal Pump Upgrades	200,000	200,000	0
Lamella Sludge Collection Upgrade	400,000	400,000	0
Large Motor Rewind Program (Annual)	125,000	125,000	0
Miller Plant Chemical Storage Tank Upgrade	60,000	60,000	0
Miller Plant Heating Ventilation Air Conditioning Upgrade	45,000	45,000	0
Miller Plant Large Valve Upgrade	100,000	100,000	0
Minor Building Upgrades	50,000	50,000	0
Motor Control Center Equipment	100,000	100,000	0
Outlying Pump Station Improvements	50,000	50,000	0
Pump Monitoring Program	220,000	220,000	0
Regeneration Furnace Equipment	100,000	100,000	0
Regulator Replacement / Remote Monitoring	250,000	250,000	0
SCADA Remote Terminal Units	186,000	186,000	0
Sand Blasting Shop	900,000	900,000	0
Security Cameras and Digital Video Recorder (DVR)	50,000	50,000	0
Station Valve Equipment	100,000	100,000	0
Vertical Pumps Upgrade	100,000	100,000	0
	<b>3,616,000</b>	<b>3,616,000</b>	<b>0</b>
<b>Water Quality Science &amp; Treatment</b>			
Continuous Water Quality Monitors	150,000	150,000	0
Gas Chromatograph Electron Capture	150,000	150,000	0
Gas Chromatograph Flame Ionization Detector	120,000	120,000	0
Gas Chromatograph-Volatile Organic Compounds Analysis	165,000	165,000	0
Ion Coupled Plasma Mass Spectrophotometer	190,000	0	(190,000)
Master Plan Upgrade	500,000	500,000	0
Miller Plant Filter Rebuild	377,000	500,000	123,000
Water Quality Surveillance and Response System Replacement	680,000	500,000	(180,000)
	<b>2,332,000</b>	<b>2,085,000</b>	<b>(247,000)</b>
<b>Department Total</b>	<b>85,864,600</b>	<b>81,667,500</b>	<b>(4,197,100)</b>
<b>Grand Total</b>	<b>258,995,820</b>	<b>303,162,150</b>	<b>44,166,330</b>



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Neighborhood Agency	Priority Project Title	FY 2019
<b>Avondale</b>		
City Planning		
1	Neighborhood Studies	35,000
		General Capital Total
		35,000
		Avondale Total
		35,000
<b>Bond Hill</b>		
Recreation		
3	Athletics Facilities Renovation	45,000
		General Capital Total
		45,000
Sewers		
2	Berkley Avenue Sewer Replacement	728,860
		MSD Capital Improvements Total
		728,860
		Bond Hill Total
		773,860
<b>California</b>		
Recreation		
3	Athletics Facilities Renovation	230,000
		General Capital Total
		230,000
Water Works		
7	Regeneration Furnace Equipment	100,000
9	Water Quality Surveillance and Response System Replacement	500,000
16	Vertical Pumps Upgrade	100,000
17	Lamella Sludge Collection Upgrade	400,000
18	Miller Plant Filter Rebuild	500,000
28	Gas Chromatograph-Volatile Organic Compounds Analysis	165,000
29	Gas Chromatograph Flame Ionization Detector	120,000
30	Gas Chromatograph Electron Capture	150,000
37	Miller Plant Clearwell Upgrade	1,000,000
39	Chem West Carbon Stirrers Upgrade	30,000
40	Miller Plant Large Valve Upgrade	100,000
44	Miller Plant Heating Ventilation Air Conditioning Upgrade	45,000
54	Miller Plant Chemical Storage Tank Upgrade	60,000
		Water Works PIF Total
		3,270,000
		California Total
		3,500,000
<b>Camp Washington</b>		
Sewers		
7	Spring Grove Avenue Sewer Replacement and Rehabilitation	550,900
		MSD Capital Improvements Total
		550,900
		Camp Washington Total
		550,900
<b>Columbia Tusculum</b>		
Sewers		
4	Columbia Parkway at Delta Sewer Replacement	500,600
17	LMWWTP HRT Study and Bundle Project Integration Planning	1,450,000
135	Columbia Square Development Separation	196,000

# Capital Budget Update

## Exhibit 8: FY 2019 All Funds Capital Budget Update Projects by Neighborhood



Neighborhood Agency	Priority Project Title	FY 2019
	211 CSO 214 Partial Separation	980,200
	<b>MSD Capital Improvements Total</b>	<b>3,126,800</b>
	<b>Columbia Tusculum Total</b>	<b>3,126,800</b>
<b>Downtown</b>		
Enterprise Services		
	2 Furniture, Fixtures, and Equipment	230,000
	3 Building Equipment	270,000
	4 Capital Maintenance	175,000
	<b>Convention Center Total</b>	<b>675,000</b>
Enterprise Services		
	5 Convention Center Improvements	500,000
Transportation & Engineering		
	16 Downtown Infrast. Coord. & Implemtn	175,000
	42 Convention Center Expansion	250,000
	<b>General Capital Total</b>	<b>925,000</b>
Enterprise Services		
	1 Structural Maintenance & Repair	500,000
	<b>Parking System Facilities Total</b>	<b>500,000</b>
	<b>Downtown Total</b>	<b>2,100,000</b>
<b>East End</b>		
Recreation		
	3 Athletics Facilities Renovation	125,000
	<b>General Capital Total</b>	<b>125,000</b>
Sewers		
	61 Little Miami WWTP Electrical and Disinfection Improvements	3,382,900
	62 LMWWTP Preliminary Treatment Improvements Phase A	1,392,700
	146 Little Miami WWTP Main Outfall Improvements	240,800
	<b>MSD Capital Improvements Total</b>	<b>5,016,400</b>
Water Works		
	5 Replacement 60" Water Main	5,000,000
	48 Sand Blasting Shop	900,000
	<b>Water Works PIF Total</b>	<b>5,900,000</b>
	<b>East End Total</b>	<b>11,041,400</b>
<b>Evanston</b>		
Transportation & Engineering		
	32 Wasson Way Trail	750,000
	<b>General Capital Total</b>	<b>750,000</b>
	<b>Evanston Total</b>	<b>750,000</b>
<b>Lower Price Hill</b>		
Sewers		
	9 Pardee Alley Sewer Replacement-Oswald Al to 200' north	209,900
	15 Mill Creek WWTP HRT Study	750,000
	31 MCWWTP Liquid Sludge Storage Tank Covers and Odor Control	4,668,000
	53 Wilder Avenue Sewer Replacement	70,000
	89 Mill Creek WWTP Main Substation Improvements	1,208,900
	130 Mill Creek WWTP Service Water Reliability & Service Upgrades	7,057,300



Exhibit 8: FY 2019 All Funds Capital Budget Update Projects by Neighborhood

Neighborhood Agency	Priority Project Title	FY 2019
	152 Mill Creek WWTP Septage Receiving Station Odor Control Imp.	1,506,000
	216 MCWWTP High Rate Treatment Facility Diversion Structure	8,550,000
	220 Werk & Westbourne EHRT Facility	1,428,120
	221 Program Management Transition	1,000,000
	<b>MSD Capital Improvements Total</b>	<b>26,448,220</b>
<b>Stormwater Management Utility</b>		
	1 Barrier Dam Motor Pre-Lubrication System	633,000
	3 Cincinnati Local Flood Protection Project	313,000
	<b>Stormwater Management Total</b>	<b>946,000</b>
	<b>Lower Price Hill Total</b>	<b>27,394,220</b>
<b>Madisonville</b>		
<b>Sewers</b>		
	64 CSO 43 Elimination	160,800
	<b>MSD Capital Improvements Total</b>	<b>160,800</b>
	<b>Madisonville Total</b>	<b>160,800</b>
<b>Mt. Adams</b>		
<b>Public Services</b>		
	12 Community Facility Improvements - Art Museum	200,000
	<b>General Capital Total</b>	<b>200,000</b>
	<b>Mt. Adams Total</b>	<b>200,000</b>
<b>Mt. Airy</b>		
<b>Sewers</b>		
	8 Ponderosa Woods Pump Station Elimination	512,000
	<b>MSD Capital Improvements Total</b>	<b>512,000</b>
<b>Water Works</b>		
	33 Mount Airy Exterior Renovation	4,404,000
	<b>Water Works PIF Total</b>	<b>4,404,000</b>
	<b>Mt. Airy Total</b>	<b>4,916,000</b>
<b>Mt. Auburn</b>		
<b>Transportation &amp; Engineering</b>		
	31 Auburn Avenue Improvements	300,000
	<b>General Capital Total</b>	<b>300,000</b>
	<b>Mt. Auburn Total</b>	<b>300,000</b>
<b>North Avondale</b>		
<b>Recreation</b>		
	5 Compliance with ADA	100,000
	<b>General Capital Total</b>	<b>100,000</b>
	<b>North Avondale Total</b>	<b>100,000</b>
<b>Northside</b>		
<b>Recreation</b>		
	4 Outdoor Facilities Renovation	130,000
	<b>General Capital Total</b>	<b>130,000</b>

# Capital Budget Update

## Exhibit 8: FY 2019 All Funds Capital Budget Update Projects by Neighborhood



Neighborhood Agency	Priority Project Title	FY 2019
<b>Sewers</b>		
	30 CSO 125 Sewer Enhacements Phase B	6,872,000
	<b>MSD Capital Improvements Total</b>	<b>6,872,000</b>
	<b>Northside Total</b>	<b>7,002,000</b>
<b>Oakley</b>		
<b>Recreation</b>		
	1 Recreation Facilities Renovation	500,000
	<b>General Capital Total</b>	<b>500,000</b>
<b>Sewers</b>		
	66 CSO 551 Sewer Separation	1,475,800
	<b>MSD Capital Improvements Total</b>	<b>1,475,800</b>
	<b>Oakley Total</b>	<b>1,975,800</b>
<b>Over-the-Rhine</b>		
<b>Recreation</b>		
	1 Recreation Facilities Renovation	250,000
	<b>General Capital Total</b>	<b>250,000</b>
	<b>Over-the-Rhine Total</b>	<b>250,000</b>
<b>Pleasant Ridge</b>		
<b>Recreation</b>		
	1 Recreation Facilities Renovation	100,000
	<b>General Capital Total</b>	<b>100,000</b>
<b>Sewers</b>		
	59 SSO 1000 Elimination	925,800
	65 CSO 54 Improvements	242,100
	<b>MSD Capital Improvements Total</b>	<b>1,167,900</b>
	<b>Pleasant Ridge Total</b>	<b>1,267,900</b>
<b>Queensgate</b>		
<b>Stormwater Management Utility</b>		
	2 Carr St Pump Station Pump Replacements	625,000
	4 Gate 13 Sill Rehabilitation	440,000
	5 Landside Monolith Joints	190,000
	10 Barrier Dam HVAC System	750,000
	<b>Stormwater Management Total</b>	<b>2,005,000</b>
	<b>Queensgate Total</b>	<b>2,005,000</b>
<b>Riverside</b>		
<b>Recreation</b>		
	4 Outdoor Facilities Renovation	50,000
	<b>General Capital Total</b>	<b>50,000</b>
<b>Sewers</b>		
	29 CSO 408 and 413 HW DW Protection	526,900
	<b>MSD Capital Improvements Total</b>	<b>526,900</b>
<b>Water Works</b>		
	14 Main Station Backup Generator	2,250,000
	56 Electrical Arc Flash Equipment Upgrade	140,000
	<b>Water Works PIF Total</b>	<b>2,390,000</b>
	<b>Riverside Total</b>	<b>2,966,900</b>



Neighborhood Agency	Priority Project Title	FY 2019
<b>Sayler Park</b>		
Sewers		
	175 CSO 402-406 Wet Weather Improvements	2,467,000
	<b>MSD Capital Improvements Total</b>	<b>2,467,000</b>
	<b>Sayler Park Total</b>	<b>2,467,000</b>
<b>South Fairmount</b>		
Transportation & Engineering		
	15 Western Hills Viaduct	500,000
	<b>General Capital Total</b>	<b>500,000</b>
Sewers		
	215 Post Construction Monitoring and Modeling of LMCPR	300,000
	<b>MSD Capital Improvements Total</b>	<b>300,000</b>
	<b>South Fairmount Total</b>	<b>800,000</b>
<b>Spring Grove Village</b>		
Water Works		
	11 Oracle Customer Care and Billing Upgrade	750,000
	47 OnBase System Upgrade	20,000
	58 Aspect System Upgrades	300,000
	59 Kronos Timekeeper Upgrade and Expansion	60,000
	<b>Water Works PIF Total</b>	<b>1,130,000</b>
	<b>Spring Grove Village Total</b>	<b>1,130,000</b>
<b>Walnut Hills</b>		
Recreation		
	2 Aquatics Facilities Renovation	100,000
	<b>General Capital Total</b>	<b>100,000</b>
Sewers		
	3 Cypress St - Ashland Av to 250 feet east Sewer Replacement	58,800
	<b>MSD Capital Improvements Total</b>	<b>58,800</b>
	<b>Walnut Hills Total</b>	<b>158,800</b>
<b>West End</b>		
Community & Economic Development		
	10 Fussball Club Cincinnati Infrastructure	2,500,000
	<b>General Capital Total</b>	<b>2,500,000</b>
	<b>West End Total</b>	<b>2,500,000</b>
<b>West Price Hill</b>		
City Planning		
	1 Neighborhood Studies	35,000
	<b>General Capital Total</b>	<b>35,000</b>
	<b>West Price Hill Total</b>	<b>35,000</b>
<b>Westwood</b>		
Sewers		
	12 Muddy Creek Sewer Backup Elimination	528,900
	<b>MSD Capital Improvements Total</b>	<b>528,900</b>
Water Works		
	23 Wardall Tank Exterior Coating	1,650,000

# Capital Budget Update

## Exhibit 8: FY 2019 All Funds Capital Budget Update Projects by Neighborhood



Neighborhood Agency	Priority Project Title	FY 2019
	35 Western Hills Pump Station Supply Water Main	4,000,000
	Water Works PIF Total	5,650,000
	Westwood Total	6,178,900
<b>Winton Hills</b>		
City Manager		
	2 Center Hill Gas & Leachate	80,500
	General Capital Total	80,500
Sewers		
	120 CSO 217/483 Source Control Phase A2	3,685,400
	MSD Capital Improvements Total	3,685,400
	Winton Hills Total	3,765,900
<b>Citywide</b>		
Transportation & Engineering		
	39 FAA/ODOT Local Match	200,000
	40 Facility Improvements	359,500
	41 Airport Infrastructure Improvements	140,000
	General Aviation Total	699,500
Buildings & Inspections		
	1 Hazard Abatement/Demolition Program	477,500
City Manager		
	1 Enterprise Data Warehouse	60,000
	3 Emergency Environmental Cleanup/UST	10,000
	4 Regulatory Compliance & Energy Conservation	35,000
	8 Wheeled Recycling Cart Replacement	15,000
City Planning		
	1 Neighborhood Studies	18,000
Community & Economic Development		
	1 Retail/Commercial Opportunities	750,000
	2 Neighborhood Business Property Holding	217,000
	3 Citirama	476,500
	4 Tax Incentive/Enterprise Zone	80,000
	5 Neighborhood Business District Improvements	850,000
	6 Commercial & Industrial Public Improvements	250,000
	7 Core 4 Strategic Housing Notice of Funding Availability	200,000
	8 Neighborhood Market Rate Housing	200,000
	17 Cincinnati Public Schools	5,000,000
	18 Industrial Site Redevelopment - GCRA	2,500,000
Enterprise Technology Solutions		
	1 Disaster Recovery / Business Continuity	400,000
	2 Enterprise Networks and Security Enhancements	500,000
	4 Data Center Infrastructure Replacement	175,000
	8 Mobile Device Management	125,000
	9 CAGIS Infrastructure	72,000
	10 CAGIS Buildings and Inspections Permit Migration	750,000
	13 Fire Mobile Emergency Computers	25,000
	14 CHRIS Enhancement 9.2	136,000



Exhibit 8: FY 2019 All Funds Capital Budget Update Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	FY 2019
	15	Storeroom Inventory System	100,000
	16	Lifecycle Asset Replacement	97,000
<b>Finance</b>			
	2	New Tax System Enhancements	25,000
	3	Call Center - Telephone Recording System	35,000
<b>Fire</b>			
	1	Firefighter PPE	237,000
	2	Thermal Imaging Cameras (TICS)	56,000
	3	EMS/ Life Pak 12 Cardiac Monitor Replacement	212,000
	4	Administrative Furniture and Equipment	82,500
<b>Health</b>			
	1	Facilities Renovation and Repairs	167,000
<b>Parks</b>			
	1	Park Infrastructure Rehabilitation	1,627,000
<b>Police</b>			
	1	Police Mobile Digital Video (In-Car Camera) Storage	218,000
	2	Police Equipment	236,000
<b>Public Services</b>			
	1	City Facility Renovation and Repairs	2,499,500
	2	Fleet Replacements	5,987,500
	3	Fleet Lease Purchase - Capital Acceleration	4,500,000
	5	Sign Replacement	286,500
	8	Trash Receptacles	93,000
	9	Collections/Cart Program	15,000
	17	Fire Training Facility	10,000,000
<b>Recreation</b>			
	1	Recreation Facilities Renovation	642,000
	2	Aquatics Facilities Renovation	177,000
	3	Athletics Facilities Renovation	104,000
	4	Outdoor Facilities Renovation	125,000
	6	Recreation and Facility Management Software System	223,000
<b>Stormwater Management Utility</b>			
	11	Stormwater Improvements	1,220,000
<b>Transportation &amp; Engineering</b>			
	1	SCIP Loan Repayment	394,500
	2	MLK/I-71 Interchange SIB Loan	347,500
	3	Street Rehabilitation	17,019,000
	4	Information Systems Acquisition	86,000
	5	Street Rehabilitation - Capital Acceleration	9,100,000
	6	Traffic Signal Installation & Renovation	1,037,500
	7	Bridge Rehabilitation Program	830,000
	8	Neighborhood Transportation Strategies	498,000
	9	Wall Stab. & Landslide Correction	705,500
	10	Computerized Traffic Signal System	332,000
	11	Pedestrian Safety Improvements	500,000
	12	Traffic Signal Controllers & Detectors	249,000

# Capital Budget Update

## Exhibit 8: FY 2019 All Funds Capital Budget Update Projects by Neighborhood



Neighborhood Agency	Priority Project Title	FY 2019
	13 OKI Corridor Studies	174,000
	14 Traffic Control Device Installation & Renovation	133,000
	17 Curb Ramps - Street Rehab	332,000
	18 Sidewalk Repair Program	332,000
	19 Safety Improvements	120,500
	20 Street Improvements	696,500
	21 LED Traffic and Pedestrian Signals	91,500
	22 Spot Infrastructure Replacement	456,500
	23 Street Light Replacement	132,500
	24 Pavement Management	216,000
	25 Bicycle Transportation Program	353,000
	26 Street Calming Program	50,000
	27 Neighborhood Gateways/Greenways Imprvmnt	174,000
	28 Hillside Stairway Rehabilitation Program	33,000
	29 Duke Street Light Installation and Renovation	290,500
	<b>General Capital Total</b>	<b>76,971,000</b>
<b>Transportation &amp; Engineering</b>		
	30 Transit/Rail Corridor Preservation Acq.	100,000
	<b>Income Tax-Transit Total</b>	<b>100,000</b>
<b>Community &amp; Economic Development</b>		
	7 Core 4 Strategic Housing Notice of Funding Availability	134,500
	<b>Special Housing PIF Total</b>	<b>134,500</b>
<b>Stormwater Management Utility</b>		
	6 Stormwater Infrastructure Rehabilitation	1,000,000
	7 Flood Mitigation Program	1,260,000
	8 West Fork Channel Rehabilitation	500,000
	9 Linear Asset Condition Assessment	600,000
	<b>Stormwater Management Total</b>	<b>3,360,000</b>
<b>Enterprise Technology Solutions</b>		
	12 Radio Communications Equipment	30,000
	<b>Telecommunications Services Total</b>	<b>30,000</b>
<b>Water Works</b>		
	10 Computers, Servers, and Software	500,000
	57 Minor Building Upgrades	50,000
	<b>Water Works PIF Total</b>	<b>550,000</b>
	<b>Citywide Total</b>	<b>81,845,000</b>
<b>Inside Hamilton County/Outside City</b>		
<b>Sewers</b>		
	6 SSO 700 Facility Improvements	12,323,180
	11 UMCI Replacement Phase B	6,818,000
	13 CSO 513 Sewer Separation	490,000
	14 CSO 514 Sewer Separation	267,100
	63 CSO 135 Elimination	163,200
	134 Taylor Creek WWTP Disinfection Upgrade	1,530,000
	141 Darwin Avenue Sewer Backup Remediation (HN 3520)	60,200
	142 Prospect Woods Pump Station Upgrade	854,600



**Exhibit 8: FY 2019 All Funds Capital Budget Update Projects by Neighborhood**

Neighborhood Agency	Priority Project Title	FY 2019
	219 Muddy Creek Basin Storage	1,595,990
	<b>MSD Capital Improvements Total</b>	<b>24,102,270</b>
	<b>Inside Hamilton County/Outside City Total</b>	<b>24,102,270</b>
<b>Outside Hamilton County/Outside City</b>		
<b>Water Works</b>		
	38 Bolton Plant Well Pump Motor Upgrade	40,000
	49 Bolton Plant Bank Stabilization (Phase 2)	1,500,000
	53 Outlying Pump Station Improvements	50,000
	<b>Water Works PIF Total</b>	<b>1,590,000</b>
	<b>Outside Hamilton County/Outside City Total</b>	<b>1,590,000</b>
<b>Systemwide</b>		
<b>Sewers</b>		
	20 Small Diameter Sewer Rehabilitation - Phase 1	2,500,000
	23 Large Diameter Sewer Rehabilitation - Phase 1	2,500,000
	51 Programmatic Contingency	14,300,000
	67 Main Sewer Renewal Program 2018	1,800,000
	69 Manhole Renewal Program 2018	700,000
	71 Home Sewer Treatment System Eliminations 2018	340,000
	73 Program Management Annual	1,850,000
	103 Hydraulic Modeling 2018	700,000
	133 Building Sewer Renewal Program 2018	2,000,000
	136 Critical Asset Management Projects 2018	6,000,000
	140 Pump Station Telemetry System Upgrades	54,200
	154 MPMP Development and Updates	160,000
	198 CIP Project Planning 2018	1,000,000
	208 Emergency Sewer Repairs 2018	6,000,000
	212 Phase 2 WWIP Planning	1,500,000
	213 WWC High Risk Renewal Program 2018	6,000,000
	217 Hamilton County Transition	2,467,000
	218 Home Sewage Treatment System Eliminations 2018	1,518,000
	<b>MSD Capital Improvements Total</b>	<b>51,389,200</b>
<b>Water Works</b>		
	1 Replacement Water Mains Allocation Program	26,680,000
	2 Street Improvement Allocation Program	8,455,000
	3 Lead Service Line Replacement Projects (T-16)	8,991,000
	4 Private Development Allocation Program	947,500
	6 Castings/Street Improvements	440,000
	8 Electrical Transformers	250,000
	12 Valve Replacement Program	310,000
	13 Fleet OTEA	1,600,000
	15 Continuous Water Quality Monitors	150,000
	19 Large Motor Rewind Program (Annual)	125,000
	20 Station Valve Equipment	100,000
	21 Pump Monitoring Program	220,000
	22 Horizontal Pump Upgrades	200,000
	24 Miscellaneous Concrete/Pavement Replacement	300,000

# Capital Budget Update

## Exhibit 8: FY 2019 All Funds Capital Budget Update Projects by Neighborhood



Neighborhood Agency	Priority Project Title	FY 2019
	25 Tank Coating	1,000,000
	26 Master Plan Upgrade	500,000
	31 Non-Fleet OTEA	268,000
	32 Regulator Replacement / Remote Monitoring	250,000
	34 New Water Mains Allocation Program (T-11)	1,030,000
	36 Meter Battery and Register Replacement	2,000,000
	41 Motor Control Center Equipment	100,000
	42 SCADA Remote Terminal Units	186,000
	43 Roof Replacement	400,000
	45 Miscellaneous Masonry Replacement	150,000
	46 Billing System Replacement	631,000
	50 Security Cameras and Digital Video Recorder (DVR)	50,000
	51 Large Service Branch Installation	300,000
	52 Crane Equipment Improvements	50,000
	55 Field Application Replacement on Large Pumps	70,000
	60 Rehabilitate Water Mains Allocation Program (T-13)	1,030,000
	<b>Water Works PIF Total</b>	<b>56,783,500</b>
	<b>Systemwide Total</b>	<b>108,172,700</b>
	<b>Grand Total</b>	<b>303,162,150</b>



## Glossary of Terms

**ACCRUAL BASIS:** Refers to the timing of the recognition (recording) of revenues and expenditures or expenses. Revenues are recognized in the period in which they are earned, and expenses are recognized in the period in which they are incurred in earning the revenue.

**ADOPTED BUDGET:** The budget as approved by City Council at the beginning of the fiscal year.

**AGENCY:** An organizational entity of the City of Cincinnati. Usually it relates to a Department of the City (such as the Department of Police, or Public Services, etc.). It may also relate to a subordinate division of a Department, such as an operating Division.

**APPROPRIATION:** Legislation by the City Council approving the budgets for individual funds. Appropriation ordinances authorize spending in the personnel services, non-personnel services, employee benefits, equipment accounts, debt service, and capital categories. Departments cannot spend more money than is approved in these categories. Appropriations can only be adjusted by passage of a subsequent ordinance by the City Council upon recommendation by the City Manager.

**ASSET:** Includes items that normally last more than one year and cost more than a predetermined dollar amount. The predetermined amount established for this City is \$10,000. Items not meeting both criteria should be classified as operating expenditures.

**BALANCED BUDGET:** A budget that provides for a positive net carryover balance in the fund at the end of the fiscal year.

**BASE BUDGET:** See Continuation Services Budget.

**BIENNIAL BUDGET:** A budget for a two-year period. The City of Cincinnati's biennial schedule was initiated in 1993. The biennial budget cycle is Fiscal Years 2014/2015, 2016/2017, and so on.

**BOND:** A long-term promissory debt obligation issued in order to generate financing for the construction, rehabilitation, or upgrade of City assets. The sale of bonds is the primary method of financing a capital program.

**BOND (CREDIT) RATING:** The grading of a debt security with respect to the issuer's ability to meet interest and principal requirements in a timely manner. The three major rating services Fitch, Moody's, and Standard & Poor's use AAA as their highest rating and grade down through Bs and Cs. (D is used only by Fitch.) Debts rated AAA, AA, A, and BBB are considered investment-grade. Higher rated bonds provide lower returns, the price an investor pays for greater safety.

**BUDGET:** A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period.

**BUDGET UPDATE:** A budget that is completed in the second year of the biennial budget process in order to provide a more current and accurate view of the budget.

**CAFR:** See Comprehensive Annual Financial Report.



**CAPITAL BUDGET REVIEW TEAM:** A group chaired by Assistant City Managers, the Finance Director, Assistant Finance Director, and comprised of various department heads. This group meets with representatives from all City agencies, reviews analyses of Capital requests, and recommends a balanced Capital Budget to the City Manager.

**CAPITAL IMPROVEMENT PROGRAM (CIP):** The six-year plan for capital investment in Cincinnati's future through improving City streets, bridges, recreation facilities, parks, health facilities and buildings, and other capital assets, all of which enhance the delivery of services. It coordinates the financing and timing of improvements to maximize their value to the public.

**CAPITAL PROJECT FUND:** Account for receipt and disbursement of resources used to acquire major capital assets through purchase or construction. Generally requires long-term financing such as a new building or the construction of a bridge. A Capital Project Fund would not be used to purchase automobiles, furniture, and minor equipment.

**CAPITAL OUTLAY:** Expenditure category for the cost of equipment, vehicles and other fixed assets (major object code 7600 in the Cincinnati Financial System).

**CARRYOVER BALANCE:** The net balance in a fund at the end of the fiscal year due to prior year net balance, savings (when total expenditures and encumbrances are less than the appropriations), canceled encumbrances (when a contract is completed for less cost than the encumbered amount or not needed at all), or revenues in excess of estimates for that year.

**CDBG:** See Community Development Block Grant.

**CHRC:** Cincinnati Human Relations Commission

**CHRIS:** See Cincinnati Human Resources Information System.

**CINCINNATI BUDGET SYSTEM (CBS):** An automated system used to prepare the biennial Operating and Capital Budgets and related reports. It is supported by the Cincinnati Financial System (CFS).

**CINCINNATI FINANCIAL SYSTEM (CFS):** An automated system to process financial transactions and prepare related reports. This system supports the Cincinnati Budget System (CBS).

**CINCINNATI HUMAN RESOURCES INFORMATION SYSTEM (CHRIS):** A citywide Web-based application used to manage and control personnel information and to process the City's payroll.

**CIP:** See Capital Improvement Program.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG):** The Federal grant which supports housing, economic development, health and human services, and planning and administration.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR):** A report that summarizes financial data for the previous fiscal year in a standardized format.

**CONSOLIDATED PLAN:** The U.S. Department of Housing and Urban Development requires the submission of a consolidated plan for the following Federal entitlement grant programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Shelter Grants, and HOPWA. The plan



also provides the framework for competitive grant applications for other housing and community development programs.

**CONTINUATION SERVICES BUDGET:** A budget in which the City provides nearly the same level of services which were provided in the previous year. Referred to as a base budget.

**CONTRACT AGENCIES:** The City contracts with some agencies to provide services, such as the Southwest Ohio Regional Transit Authority (SORTA). These entities are not City departments, nor do City employees operate them, but the services are paid for in part by City funds and grants received from the City.

**DEBT:** A debt is created when a creditor agrees to lend a sum of assets to a debtor. Repayment includes interest.

**DEBT SERVICE:** Scheduled payment of the interest and principal to bond holders which is necessary to retire bond indebtedness.

**DEPARTMENT:** A basic organizational unit of government which may be sub-divided into divisions, programs, and activities.

**EARLY RETIRMENT INCENTIVE PLAN (ERIP):** The City Manager's Early Retirement Incentive Program (ERIP) was offered in 2007 to employees with 28 years or more of service prior to January 1, 2008 and who are members of the Cincinnati Retirement System. The plan provided two years of service credit to employees who met the eligibility requirements. This program was developed due to budgetary constraints and the Administration's desire to provide more efficient and economical City operations and avoid the necessity of layoffs.

**EBRT:** See Executive Budget Review Team.

**EFFECTIVENESS MEASURE:** Effectiveness or outcome measures are designed to report the results and accomplishments (including quality) of services provided. Examples could include the percentage of lane miles in good condition, or the number of residents rating City parks and recreation facilities as good or excellent.

**EFFICIENCY MEASURE:** Indicators measures productivity. They are defined as indicators that measure the cost (whether in dollars or employee-hours) per unit of output or outcome. Indicates how well the organization is using its resources when compared to benchmarks. Examples could include the cost per million gallons of drinking water delivered to consumers, or the unit cost of each fire inspection.

**ELECTRONIC GOVERNMENT:** (E-Government) refers to a government that uses information and communication technology to provide and improve government services, transactions and interactions with citizens, businesses, and other arms of government.

**EMERGENCY RESERVE ACCOUNT:** Monies which are set aside within the General Fund to provide a reserve in case of a disaster or fiscal emergency.

**EMERGENCY SHELTER GRANT (ESG):** Federal funds to provide capital and operating support for emergency shelters and transitional housing for the homeless individuals and families.

## Appendices

### Appendix A: Glossary of Terms



**EMPLOYEE BENEFITS:** City-contributed costs for pension and other benefits for City employees. Other benefits include health care, unemployment compensation, vision and dental care, deferred compensation, and the Public Employees Assistance Program (PEAP).

**ENCUMBRANCE:** An amount of money committed for the payment of goods or services ordered but not yet received.

**ENTERPRISE FUNDS:** A type of restricted fund which is used to account for the expenditures and revenues of enterprise operations such as the City's Water Works Department and Parking Facilities Division. Enterprise funds are self-supporting from the sale of goods and services.

**EQUIPMENT ACCOUNTS:** Expenditure categories for "Motorized and Construction Equipment" (MCEA) and "Office and Technical Equipment" accounts (OTEA). MCEA is used for purchases of autos, trucks, backhoes, etc. OTEA is for desks, office partitions, calculators, etc.

**ERIP:** See Early Retirement Incentive Plan.

**ESG:** See Emergency Shelter Grant.

**ESTIMATED ACTUAL:** Represents final adjustments made to the current year resources and expenditures based on actual prior year carryover balances, actual prior year cancellations, revised revenue estimates, and actual adjustments to current year appropriations. These current year adjustments are usually made in the final quarter of the year with the most current information available to be used to help project resources and expenditures for future years.

**ESTIMATED PERSONNEL COSTS:** This term is used in the Capital Budget to represent the estimated amount of personnel expenses in a capital project that will be used to reimburse the Operating Budget. Examples of personnel expenses that are reimbursable include, but are not limited to capital project management, management of outside contractors, and liaison work with grant organizations.

**EXCEPTION REQUEST:** Programs and/or items which are not included in the base requested or recommended budget. These include new program proposals or extraordinary increases which could not be included in the budget target.

**EXECUTIVE BUDGET REVIEW TEAM (EBRT):** The members of this group are the City Manager, Assistant City Managers, the Director of Finance, Assistant Director of Finance, and the Director of Budget and Evaluation. The EBRT is the City Manager's administration team to develop budget and policy recommendations to the City Council.

**EXPENDITURE:** The cost for the personnel, materials, and equipment required for a department to function.

**FINANCIAL STATEMENTS:** Formal records of an entity's financial activities. Includes a balance sheet (Assets minus liabilities = fund balance), and a statement of revenues and expenditures, and a statement of cash flows.

**FISCAL YEAR (FY):** Any 12-month period designated as a budget year. Cincinnati's fiscal year runs from July 1 through June 30.

**FTE:** See Full-Time Equivalent.



**FULL-TIME EQUIVALENT (FTE):** FTE is a measure of a position by its budgeted hours. For example, 1 FTE equals 2088 hours and .75 FTE equals 1566 hours.

**FUND:** A fiscal and accounting entity with a self-balancing set of accounts to record revenue and expenditures.

**FUND ACCOUNTING:** Accounting method of providing information on City receipts and disbursements in separate categories or "funds". Governments use fund accounting to segregate sources of revenue and the purposes for which they are to be used. For instance, Water Works Fund 101 only receives funds generated from water charges and only expends funds related to water system activities.

**FUND BALANCE:** A Budgetary Fund Balance is the difference between estimated revenues and appropriations. It represents the anticipated change in fund balance as a result of the budget. A non-budgetary fund balance is a residual account whose balance is the difference between the assets and liabilities of the organization. At the end of the fiscal year, revenues and expenditures are closed out to this account. The balance in the account is carried forward into the next budget year.

**GAAP:** See Generally Accepted Accounting Principles.

**GASB:** See Governmental Accounting Standards Board.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP):** Generally Accepted Accounting Principles - Include the measurement and disclosure principles that apply to financial statement reporting. They govern the recognition of transactions (that is, they specify when a transaction will be recorded and the amounts to be recorded) and dictate the numbers and other information that must be presented in financial statements.

**GENERAL FUND:** This fund accounts for the current assets, current liabilities, revenues, and expenditures that arise from general government operations. The main revenue sources of this fund are income and property taxes.

**GENERAL OBLIGATION BOND -** Debt that is secured by the "full faith and credit" of the governmental unit. The payment of principal and interest on the debt is called servicing the debt.

**GFOA:** See Government Finance Officers Association.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB):** The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA):** The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

**GOVERNMENTAL FUNDS:** Established to account for the receipt and disbursement of financial resources to provide services to the general public.

## Appendices

### Appendix A: Glossary of Terms



**GRANT:** Represents contributions or gifts of cash or other assets that must be used or expended for specified purposes, activities, or facilities.

**HOME:** HOME Investment Partnerships Program. A Federal grant program to provide housing for low-income persons.

**HOPWA:** See Housing Opportunities for Persons With Aids.

**HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA):** A Federal grant program to provide housing for persons with AIDS.

**INDEPENDENT AUDIT:** An examination of financial statements conducted by an outside CPA (one not employed by the firm being examined) according to generally accepted auditing standards (GAAS) for the purpose of expressing an opinion as to whether the statements are a fair presentation in accordance with generally accepted accounting principles (GAAP).

**INFRASTRUCTURE:** Long-lived assets such as highways, bridges, buildings, and public utilities. A primary funding source for infrastructure maintenance is provided by a tax of one tenth of one percent on earned income, which was approved by voters in 1988. It is legally mandated that collection of this additional tax is subject to the City spending 90% of a base amount within three years. The base amount is calculated by an established formula. This budget and expenditures requirement to continue the 0.1% income tax is referred to as the "infrastructure mandate."

**INTERDEPARTMENTAL CHARGES:** Accounts for the reimbursement of the cost of services provided to departments by other departments. For example, the Printing Services program might process an interdepartmental bill (I.D. bill) to charge the Recreation Department for printing a brochure.

**INTERFUND TRANSFER:** The reallocation of an existing appropriation within the fund based on renewing operational plans or need.

**INTERNAL SERVICE FUNDS:** A type of restricted fund used to finance and account for goods and services provided in-house by a City Department, such as the Fleet Services Fund.

**MERIT INCREASE:** An increase to an individual's base pay rate based on performance.

**MILL/MILLAGE:** A tax that an owner pays based on the value of real estate or personal property being taxed. The tax rate on property is expressed in mills per dollar of the property's assessed value.

**MISSION:** The Mission Statement of an organization is a short but complete description of the overall purpose and intentions of that organization. It states what is to be achieved, but not how this should be done.

**MODIFIED ACCRUAL BASIS:** Revenues are recognized either when they are received in cash (licenses, fines, and so on) or when collection of the amount can be reasonably estimated to be received in the near future (such as property taxes). Expenditures are recognized in the period in which goods or services are received or a liability is incurred.

**NON-DEPARTMENTAL:** Accounts for expenditures that do not relate to any one specific department or activity. Instead, they benefit the organization as a whole.



**NON-PERSONNEL SERVICES:** Operating expenditure category for non-salary related items, such as office supplies, office space rental, contracts, computer costs, gasoline, etc. (major object code series 7200-7300-7400 in the Cincinnati Financial System).

**OPERATING BUDGET:** The budget which encompasses day-to-day municipal activities. The Operating Budget includes employee salaries, supplies, and other non-personnel items related to current activities. The Operating Budget also includes debt service and overhead costs for these operations.

**OPERATING BUDGET IMPACT:** The anticipated personnel or non-personnel costs and/or savings in the Operating Budget that can be attributed to a capital investment.

**ORDINANCE:** A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**OTHER RESTRICTED FUNDS:** Category of funds typically representing grants or single purpose funds which are restricted to meeting the operational requirements of the grants and/or contributions.

**PERFORMANCE MEASURE:** A quantifiable measure to assess how well the organization carries out specific functions or processes.

**PERSONNEL SERVICES:** Expenditure category for the cost of employee salaries and compensated absences such as vacations and sick leave (major object codes 7100 and 7500 in the Cincinnati Financial System).

**POSITION VACANCY ALLOWANCE (PVA):** An estimate of salaries that are not expected to be spent in a budgeted program due to employee retirements, terminations, and transfers to other City programs during the year. PVA is budgeted as a reduction from gross salaries.

**PRINCIPAL RESTRICTED FUNDS:** Category includes major governmental and proprietary funds established to account for the revenue generated by the funds and expenses incurred from the operations of the funds.

**PRIOR YEAR ENCUMBRANCES:** Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of that annual appropriation has been reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**PROGRAM:** A group of similar activities, or a type of service, which is organized as a sub-unit of a department for planning and performance measurement purposes.

**PROGRAM BUDGET:** A budget grouped by similar activities, or type of service, which is organized as a sub-unit of a department for budgeting, planning, and performance measurement purposes.

**PROPRIETARY FUNDS:** Funds established to account for the delivery of goods and services to the general public (Enterprise Funds) or to other departments or agencies of the government (Internal Service Funds).

**PVA:** See Position Vacancy Allowance

## Appendices

### Appendix A: Glossary of Terms



**RESERVE FOR CONTINGENCIES:** An appropriation which is set aside for unanticipated or potential expense items that cannot be deferred until the next budget cycle. This is an account routinely appropriated in the General Fund to enable the City Council to adjust the budget during the year without affecting other budgeted services.

**RESOLUTION:** A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**RESOURCES:** Total dollars available for budget purposes including revenues, fund transfers, and beginning fund balances.

**RESTRICTED FUNDS:** Funds restricted to a specific purpose, such as Parking, Lunken Airport, Municipal Golf Funds, etc..

**REVENUE BOND** - A revenue bond is a special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated by a specified revenue-generating entity associated with the purpose of the bonds. Unlike general obligation bonds, only the revenues specified in the legal contract between the bond holder and bond issuer are required to be used for repayment of the principal and interest of the bonds.

**REVENUES:** The annual income or receipts of the City from taxes, charges, and investments.

**SPECIAL ORGANIZATIONAL REPORTING AUTHORITIES:** Agencies of the City which include its various Boards and Commissions, as well as contract agencies and county-wide departments.

**SPECIAL REVENUE FUND:** Used to account for the proceeds of revenue sources (other than expendable trusts, or those used for major capital projects) that must be spent for a particular purpose. These funds should be used only when required by law, charter, or other commitment. The main purpose of separating these types of activities from those of the General Fund is to maintain control over the collection and use of specific sources of revenue.

**STAFFING LEVELS:** Estimated number of FTE needed to perform the work at a stated level of service.

**STEP INCREASE:** Periodic within grade increases of an employee's basic pay by advancing from one step of the grade to the next higher step of that grade, after meeting requirements for length of service and satisfactory performance.

**STRUCTURALLY BALANCED BUDGET:** A budget that provides for annual total expenditures and encumbrances which are equal to or less than the annual revenue estimate for the fund.

**TAXING AUTHORITY:** A statutory authority given to a governmental body to levy and collect taxes for public purposes.

**TRANSIENT OCCUPANCY TAX:** The City's 4% tax levied on all rents received by a hotel for lodging furnished to transient guests. Tax receipts are dedicated to financing the operating and maintenance costs of the City's Duke Energy Convention Center, and to help finance the expansion of the Duke Energy Convention Center.



**TRUST FUND:** A fund to account for assets in which the City acts in a trustee capacity or as an agent for other governmental units. The Metropolitan Sewer District (owned by the County but operated by the City) and Pension Trust are examples of trust funds.

**UNAPPROPRIATED SURPLUS:** The amount of money in a fund not appropriated by the City Council. The balance remains in the fund until the City Council approves spending by passing an appropriation ordinance.

**USER CHARGES/FEES:** The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**WORKING CAPITAL RESERVE:** Monies which are set aside to provide a reserve in case of a disaster or fiscal emergency. The policy of the City Council is to maintain a balance in the Working Capital Reserve Fund between 5 and 8 percent of General Fund revenues in each year.

**UNFUNDED ACTUARIAL ACCRUED LIABILITY:** Results from a variety of factors, such as previous underfunding and benefit increases attributable to earlier years of service that have not yet been fully funded.



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