


City of Cincinnati



*Interdepartmental
Correspondence Sheet*

December 2, 2011

To: Mayor Mark Mallory
From: Milton Dohoney, Jr., City Manager 
Subject: Recommended 2012 Budget Update

As per the City Charter, I am formally transmitting my Recommended 2012 Budget Update. The Administration stands ready to work with you and the City Council to affect smooth passage of this budget.

Attachment

City of Cincinnati
Ohio

Recommended
2012 Budget Update





City of Cincinnati

2012 RECOMENDED BUDGET UPDATE

Mayor

Mark Mallory

Members of City Council

Roxanne Qualls	Christopher Smitherman
Laure Quinlivan	Cecil Thomas
Chris Seelbach	Charlie Winburn
Yvette Simpson	Wendell Young
P.G. Sittenfeld	

City Administration

Milton Dohoney, Jr., City Manager
Scott Stiles, Assistant City Manager
David Holmes, Assistant City Manager
Lea D. Eriksen, Budget Director
Reginald Zeno, Finance Director
Kathleen A. Creager, Assistant Finance Director

Office of Budget and Evaluation

Shannon Cowherd	Mary Moore
Brian Gay	Paul Popovich
Dawn Geoppinger	Susan Pratt
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**City of Cincinnati
Ohio**

For the Biennium Beginning

January 1, 2011

Linda C. Danson Jeffrey R. Egan

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for the Distinguished Budget Presentation to the City of Cincinnati for its annual budget beginning January 1, 2011.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications medium.

The award is valid for a period of one year only. We believe our current biennial budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Citizens of Cincinnati

City Contractual Boards

Cincinnati Human Relations Committee
Southwest Ohio Regional
Transit Authority (SORTA)

Mayor & City Council

City Manager

Office of Budget & Evaluation
Economic Development Division
Office of Communications
Office of Environmental Quality

Boards and Commission
Departments

Board of Health

Park Board

Recreation Commission

Retirement

Fire Department

Public Services Department

Police Department

Law Department

Human Resources Department

Community Development Department

Transportation & Engineering Department

Finance Department

Enterprise Technology Solutions

Greater Cincinnati Water Works

Sewers

Planning & Buildings Department

Citizen Complaint & Internal Audit

Enterprise Services

Duke Energy Center

Parking Facilities



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City Manager's Message

2012: Stabilizing Operations Positioning for Growth

Over the past several years, there has been a tale of two cities unfolding in Cincinnati, Ohio. On the one hand, Cincinnati has been in a growth mode where strategic investments have yielded construction cranes in the skyline, companies announcing headquarter relocations, and "sold" signs in the front yards of Citi-rama houses.

On the other hand, Cincinnati, like cities across the country, has been weighed down with emotionally-charged governmental budget cycles. The City has faced repeated declining revenues and soaring expenditures. The cumulative effect of layoff discussions, persistent budget cuts, eliminated positions, and minimal resources playing out year after year has extracted quite a toll on both the public we serve as well as the dedicated professionals who come to work here each day.

With 2012 upon us, the Administration has evaluated the sum total of both the city-wide growth on the one hand and the governmental cuts on the other, and concluded that we had to propose a smoother transition from 2011, if we could. We understand the national economic picture may still be in flux. But locally, a number of factors have aligned, and, with some precision in timing, we are able to propose some measured steps that eliminate the deficit for the 2012 budget.

The Administration reported months ago that 2011 would finish in the black. That projection has been further reinforced by the continued increase in income tax receipts, prudent cost cutting by departments, and reduced negative impact emanating from the state budget. With a balanced 2012 budget in front of us, the government has an opportunity to calm the financial waters while we prepare for a period of sustained growth. Because it will not be necessary to take the discussion to the 11th hour focusing on **how** to balance the budget, it is hoped that some time can be spent on some policy debate that can offer a clearer direction on **where** we are going.

In doing so, the City of Cincinnati is able to use 2012 to stabilize operations and to position the community for additional growth.

The Administration is presenting an all funds budget totaling \$1.3 billion. It is balanced and contains no General Fund layoffs, no closures of health clinics, parks or recreation centers, and does not eliminate the School Nurse Program that drew so many comments over the summer. It does, however, close two pools as selected by the Cincinnati Recreation Commission in an effort to right-size the number of pools appropriate to a city our size. Policy makers will recall that the Administration presented compelling evidence this summer that our pool count far surpassed cities that are much larger than us.

The portion of the budget that garners the most attention is the General Fund. It is presented in the amount of \$362.7 million and comprises 27.4% of the total budget.



Tale of the Tape

At one time the deficit was projected at \$33.6 million. The purpose of this section is to outline how the deficit for 2012 was eliminated. The following points explain the variety of steps taken:

- Income tax came in higher than expected. **\$5.9 million**. We have experienced some major economic development victories that will have a positive impact beginning early in 2012. Most notable is the Omnicare decision to relocate their headquarters here, but there are others not fully announced that will also be a boost. In addition, jobs continue to be created at The Banks as well as the casino construction site. As a city that needs jobs at all levels, every successful economic development opportunity is important.
- Cuts from State Government were less severe than expected. **\$0.8 million**. Having said that, we do still expect to realize significant future hits as changes to the Estate Tax and Local Government Fund take full effect over the next few years.
- Finance revised the 2011 revenue forecast by 2.9% which translates into **\$9.7 million** more in our coffers.
- Stemming from the summer budget discussions, departments were directed to save as much as possible in 2011 so it would be there to roll to the bottom line. **\$4.5 million**
- Obtaining the latest COPS grant of over \$6 million covering the wages and benefits of 25 police officers over three years. The 2012 amount is **\$2.0 million**
- Introducing RouteSmart which will eliminate five trash routes in Public Services beginning in March 2012, saving nearly **\$1 million** annually. This has been discussed with the union and they have indicated a willingness to work with management to become more efficient and competitive. Additionally, the Administration is leading further evaluation of sanitation operations to make this a safer workplace area and reduce worker comp injuries and related costs.
- The Administration is also making additional cuts totaling **\$8 million**. This includes the elimination of 46 vacant positions plus various cuts to departments (see attachment). This is necessary to continue to move towards a structurally balanced budget and prepare for 2013 and beyond. However, these cuts are offset elsewhere in the budget by budgeted contingencies, additional costs from previous layoffs and projected separations through retirements and other means of attrition as well as other miscellaneous cost adjustments.
- Contract amendment yielding \$14.05 million. The Administration entered into negotiations with Convergys over the past few months, culminating in an agreement reached this month returning millions of dollars from the original deal back to the City. These are one-time funds and they can be used for operations and the Administration is proposing using **\$10 million** for this purpose. The company has extended its headquarters commitment to Cincinnati through 2020. If employment levels were to fall below 500 people, the City would receive an additional \$5 million. This amendment is in the mutual interest of both parties. The funds will actually be in our possession by December 2011.

Steady As She Goes

There are several initiatives in the budget that help to stabilize operations and position us for growth. The Administration has had success negotiating labor contracts that freeze wages for a few years, helping to



contain costs. We also have renegotiated our healthcare and our pharmaceutical provider contracts to reduce costs to this government.

For the first time the Administration has entered into a fuel hedging agreement. We are projecting the fuel average to be \$3.90 per gallon. While this methodology does carry some risk, it could also save us over \$0.4 million in fuel costs.

We expect to go into the year with a projected year end balance of \$3.2 million. We are prepped for winter, although several prognosticators believe it will be a severe rather than a moderate one. It will be dealt with either way, and we have already hosted a regional effort (including Northern Kentucky and the State of Ohio) to prepare for inclement weather.

Though the Cincinnati casino will not open until 2013, the other casinos around the state will open in 2012. Therefore, the City of Cincinnati is expected to begin receiving casino revenue the latter part of 2012. This is not in the revenue estimate at this point, so these funds could be used for City Council approved purposes or become part of the reserves.

The City has been extremely aggressive in pursuing grants and that is not going to change in the coming year. We have been granted within the \$40 to \$50 million range the past couple of years in areas of housing, environmental remediation, COPS hiring/retention, transportation funds, etc. While there is no guarantee, we anticipate a similar high rate of success.

Efficiencies

The Administration again proposes to move the Business Development Division of Community Development into the Economic Development Division. This will provide a more simplified portal for the public who is interested in development in the city. It will allow us a more strategic use of staff and create a synergy that should help further our deal-closing results. This move would coincide with the hiring of a new permanent Economic Development Director facilitated by a retirement of the acting director.

Within the Police Department a top to bottom audit is underway, as the Administration has previously reported. The budget could not be held up awaiting the completion of this process. It is anticipated that some of the proposed changes will result in additional savings to the General Fund. Rather than amending the budget if additional Police Department savings materialize, they will simply fall to the bottom line. The consultant's work product should be complete by year's end, paving the way for some changes to occur during the first quarter of 2012.

The Office of Budget and Evaluation will continue refining our new budgeting software program into next year. Though some early, and expected, glitches are being worked through, we can see evidence of information being generated in a better, faster, more robust way.

Within the Fire Department there are two initiatives the Chief believes will improve efficiencies. This budget allocates \$185,000 to provide for in-house paramedic training. There is also a new initiative from the Chief referred to as Center Learn. This would enable the Fire Department to implement an online training solution for Basic Life Support (BLS), Advanced Life Support (ALS), and other courses. It is a more cost effective method to deliver training while eliminating the time lost going to off-site facilities.

Several departments that perform vital "back office" support functions that keep this government running have been hard hit by continued personnel cuts. I am selectively restoring a few positions in areas like Law,

City Manager's Message

Preserving Infrastructure



Human Resources, and Finance, as we are at critical staffing levels where functions like financial checks and balances are in danger. An additional Solicitor solely devoted to economic development will help provide the customer service we want to provide. I will continue to oversee the vacancy review process so that only critical positions are filled.

Though the timeline is longer than we would have hoped, the Administration is still intent on pursuing a change in the fiscal year. The timing of when we would have success getting that done will determine when we could actually be in a position to make the changeover.

Preserving Infrastructure

We are prepared to hit the 100 lane mile goal for paving during 2012.

The Water Works' budget includes a rate increase to continue its water main replacement and asset maintenance projects as well as maintain compliance with bond covenant agreements and bond rating criteria. This is critical for its operations as a downgrade of bond rating for the GCWW will ultimately increase the cost of bond financing, which will result in less project funding being available. The last water rate increase was approved by the City Council on March 3, 2010 and went into effect on April 2, 2010. With the 8.5 percent proposed rate increase, the additional cost to the average City consumer will be about 5.5 cents per day or \$5.02 per quarter. This increase is expected to result in additional revenue of approximately \$5.8 million.

The Metropolitan Sewer District (MSD) budget projects an 8% increase in its wastewater rate, based on the Comprehensive Wastewater Rate Study. This will result in approximately \$14 million in additional revenues in 2012. The Stormwater Management Utility (SMU) has identified several capital projects that are required to repair the Mill Creek Barrier Dam, the city's main flood mitigation system for the Ohio River. The increase of \$1,522,200 in 2012, based on the Stormwater Rate Study, will cost residents on average about \$0.46 more per month.

Community Engagement

Like many City departments, financial support for neighborhood organizations has been steadily declining. It is not just City government operations that need to be stabilized to position for growth, it is the same for the communities.

This budget restores funding levels from \$2,500 per organization to \$5,000. This includes both community councils and neighborhood business districts. The funding for area social service agencies is being held flat.

We are also bringing on line two new parks for public enjoyment – Washington Park and Cincinnati Riverfront Park. This budget provides full funding for the operations of both new facilities at \$450,000 and \$700,000, respectively.

Positioning for Growth

We have been consistently celebrating the fact that even through the recession we have been in a growth mode from an economic development standpoint. That is also reflected in the increase in income tax receipts that have come into the system. The Administration has long held the position that we will never cut our way to prosperity, but rather through the expansion of the economic pie.



The headquarter decisions by First Financial, Omnicare, the success of CitiRama, the casino construction, American Can renovation, the emerging film industry, The Banks progress, and the streetcar all signify job creation, development – GROWTH.

During 2012, we will benefit from the completion of the 21C boutique hotel in downtown. Medpace in Madisonville is under construction of its second building which will add hundreds more jobs next year. All of these together provide jobs at all levels, and are the fruits of investment and planning. There are several projects in the pipeline but it would be inappropriate to name them until the deals are actually done. Premature press has never won a deal, but it has lost many.

This budget provides an increase for both the Cincinnati USA Regional Chamber and the Greater Cincinnati & Northern Kentucky African American Chamber of Commerce. The increases are a modest \$40,000 and \$15,000, respectively. With the Partnership's focus on growing the local job base and retention, the Administration is supportive of that effort. Cincinnati needs jobs at all levels, not just high tech jobs. The African American Chamber's focus on facilitating small business growth is consistent with the public interest and we need to be a partner in those efforts.

Aside from the bragging rights and glamour shots that it brings, movie making in Cincinnati represents a boost to the hospitality industry and therefore our tax base. The crews translate into hundreds of hotel room nights, meals, and accessed amenities - all helping to provide local jobs. Given what has happened with television shows and movies featuring Cincinnati, this is truly an emerging industry for this region. We are increasing funding for the Cincinnati & Northern Kentucky Film Commission from \$50,000 to \$75,000.

We obtained an agreement this year with the Port of Greater Cincinnati Development Authority ("Port Authority"). This relationship holds great promise as we accelerate the implementation of the GO Cincinnati plan. The process of selecting the next Port chief executive officer has progressed to the finalist stage and we are an active participant in this process. In 2012, the Port Authority will receive \$1 million from the Capital budget, which was approved last year. We are proposing an increase to their Operating budget to the \$700,000 funding level.

Even with a thriving Port Authority we need a robust Economic Development Division. We have not been able to give this office the resources needed to facilitate getting more deals done. Operationally we will experience change in this office with the pending retirement of the Interim Director, coupled with the proposed move of the Business Development Division of Community Development to the Economic Development Division. Getting the people in the right place is only part of the solution.

The Administration is recommending a \$1 million appropriation to the Economic Development Division to be available for retention and new growth opportunities. We are recommending an additional \$1 million appropriation to be used by the Business Development unit moving over from Community Development to support the growth of VIABLE small businesses in the neighborhoods. I have been and will continue to be very engaged with business development and am insistent that the Administration function in a seamless, flexible fashion to get deals done.

Conclusion

Given what has transpired over the past five years, it is certainly encouraging to be facing the completion of 2011 and the onset of 2012 in the black. There is still much to be done to improve the operations of the gov-



Conclusion

ernment. There are some morale issues between groups of employees. It is our hope that a far less protracted budget process will help remove some of the tension from this year's Holiday Season.

While the city takes a needed "breather" from the deficit-driven budget process for 2012, it is important to note that we have made some further cuts to try and address operations for 2013 and beyond. The 2012 budget does rely on one-time sources. Union wages will not remain frozen forever, how many pools a city our size needs will have to be discussed, the positioning of fire response apparatus when we have systematic brownouts will need to be addressed. To put our fiscal house in order with a structurally balanced budget long-term, we need a serious dialogue with the public on what level of service they truly want and what the city can truly afford.

Our work in concert with other organizations to expand the local economy is of paramount importance. Though appropriately modest, we have taken steps in this budget to strengthen our capacity to facilitate growth. At the same time we have taken some strategic steps to solidify our operations where we were vulnerable.

The City government is very fortunate to have talented, hard-working employees. I am proud of their efforts under extremely difficult circumstances. They have not waived in performing their duties even when they did not know if their jobs would be there at year's end. In 2011 alone, we have won national management awards for Water Works and MSD as well as project awards in Economic Development for our partnership on the Vernon Manor, and in Community Development and the Department of Transportation & Engineering for the Ohio River Bike Trail.

It is to be noted that Budget Director Lea Eriksen, Jonathan Ingram, Holly Zistler and the rest of the Budget staff have put in a lot of hours to both learn our new budgeting system and prepare the budget. Reggie Zeno and Kathy Creager from Finance, along with John Curp, Hilary Bohannon, Meg Olberding, Scott Stiles and David Holmes all made major contributions to this process. Their work is appreciated.

The Administration stands ready to work with the Mayor and City Council to affect smooth passage of this budget. We will attempt to answer questions in a timely manner, but this process has further reinforced how thin the bench is in key areas of our organization.

Respectfully submitted,

A handwritten signature in black ink that reads "Milton Dohoney, Jr." in a cursive style.

Milton Dohoney, Jr.
City Manager



City Manager's Message Addendum

All Funds Budget

The following sections describe the Recommended 2012 All Funds Budget Update. Each of the three components of the all funds budgets are highlighted (Operating Budget, Capital Budget, Consolidated Plan Budget).

Table I - 2012 All Funds Recommended Budget Update

<i>(\$ in Millions)</i>	2011	2012	2012	From 2011		From 2012	
	Approved Budget	Approved Budget	Recommended Update	\$ Change	% Change	\$ Change	% Change
Operating Budget							
General Fund	\$355.9	\$339.1	\$362.7	\$6.8	1.9%	\$23.6	7.0%
Restricted Funds	<u>\$546.1</u>	<u>\$561.5</u>	<u>\$579.9</u>	<u>\$33.8</u>	<u>6.2%</u>	<u>\$18.4</u>	<u>3.3%</u>
Subtotal Operating Budget	<u>\$902.0</u>	<u>\$900.5</u>	<u>\$942.5</u>	<u>\$40.5</u>	<u>4.5%</u>	<u>\$42.0</u>	<u>1.2%</u>
Capital Budget							
General Capital Budget	\$55.8	\$55.5	\$54.7	(\$1.1)	-1.9%	(\$0.8)	-1.4%
Restricted Funds Capital	\$266.0	\$212.9	\$295.4	\$29.4	11.1%	\$82.5	38.8%
Special Revenue/Matching Capital	<u>\$11.5</u>	<u>\$7.2</u>	<u>\$11.3</u>	<u>(\$0.2)</u>	<u>-1.8%</u>	<u>\$4.1</u>	<u>56.9%</u>
Subtotal Capital Budget	<u>\$333.2</u>	<u>\$275.6</u>	<u>\$361.4</u>	<u>\$28.2</u>	<u>8.5%</u>	<u>\$85.8</u>	<u>-33.1%</u>
Consolidated Plan Budget	\$21.3	\$20.3	\$17.7	(\$3.7)	-17.2%	(\$2.7)	-13.2%
Total Budget	<u><u>\$1,256.6</u></u>	<u><u>\$1,196.4</u></u>	<u><u>\$1,321.6</u></u>	<u><u>\$65.0</u></u>	<u><u>5.2%</u></u>	<u><u>\$125.1</u></u>	<u><u>-9.3%</u></u>

My Recommended 2012 All Funds Budget Update totals \$1.3 billion and represents an increase of \$65.0 million, or 5.2% more than the 2011 Approved All Funds Budget. This increase is primarily attributable to a \$33.8 million increase within the Restricted Funds Operating Budget as well as a \$29.4 million increase in the Restricted Funds Capital Budget. A description of the major changes in the Operating, Capital, and Consolidated Plan Budgets follows with additional details available within the corresponding budget update documents.

When the 2012 Operating Budget was approved, it included a 7.2% across-the-board cut in the General Fund with specific cuts to be identified later. Therefore, in order to present and explain the actual additions and reductions in the Operating Budget, the basis of comparison is the change between 2011 and 2012 rather than the change between the original 2012 Approved budget and the 2012 Recommended Update. The Capital and Consolidated Plan budgets had fewer changes between what was previously approved for 2010 and what is included in the 2012 Recommended Budget Update; therefore, the basis of comparison is between the original 2012 Approved Capital and Consolidated Plan and the 2012 Recommended Update for these budgets.



Operating Budget

Table II: Recommended 2012 Operating Budget Update

<i>(\$ in Millions)</i>	2011 Approved Budget	2012 Approved Budget	Change From 2011	2012 Recommended Update	Change From 2011
General Fund	\$355.9	\$339.1	-4.7%	\$362.7	1.9%
Restricted Funds ¹	<u>\$546.1</u>	<u>\$561.5</u>	<u>2.8%</u>	<u>\$579.9</u>	<u>6.2%</u>
Total Operating Budget	\$902.0	\$900.5	-0.2%	\$942.5	4.5%

¹ Community Development Block Grant funding, which is reported within the Consolidated Plan budget, is not included in the amounts cited above.

As shown in Table II, the recommended General Fund Operating Budget Update is \$362.7 million for 2012. The 2012 General Fund Operating Budget Update represents a \$6.8 million, or 1.9%, increase from the 2011 Approved Budget. The 2012 Restricted Funds Operating Budget Update represents a \$33.8 million, or 6.2% increase over the 2011 Approved Budget. This is primarily due to increases in the Bond Retirement Fund, the Greater Cincinnati Water Works Fund, and the Metropolitan Sewer District Fund. These increases are offset by expenditure reductions for the Parking Facilities Fund, Convention Center Fund, General Aviation Fund, Stormwater Management Utility Fund, Income-Tax Infrastructure Fund, Sawyer Point Fund, and Health Services Fund. While the All Funds Operating Budget is balanced for 2012, the Stormwater Management Fund requires reductions to ensure that expenditures remain within resources. All funds are balanced to resources in 2012. More details on the Restricted Funds changes are in the 2012 Restricted Funds Resources and Expenditures section of the Operating Budget Update Document.

Table III: General Fund 2012 Continuation Budget / 2012 Recommended Update Comparison

<i>(\$ in Millions)</i>	2012 Continuation Budget	2012 Recommended Update	Increase / (Decrease)	% Change 2012 Cont. to 2012 Rec
Public Safety Total	\$234.8	\$227.2	(\$7.5)	-3.2%
Non-Public Safety Total	<u>\$112.8</u>	<u>\$109.5</u>	<u>(\$3.3)</u>	<u>-2.9%</u>
Total Departmental Budgets	\$347.6	\$336.7	(\$10.9)	-3.1%
Employee Benefits Total	\$9.2	\$10.5	\$1.2	13.5%
Non-Departmental Total	\$11.5	\$15.5	\$4.0	35.2%
Total General Fund Operating Budget	<u>\$368.2</u>	<u>\$362.7</u>	<u>(\$5.6)</u>	<u>-1.5%</u>

As shown in Table III, the forecasted 2012 General Fund continuation budget (a budget to provide the same level of services in 2012 as in 2011 and includes anticipated inflationary increases and assumptions for wage increases), totaled \$368.2 million. Of this amount, public safety departments comprised a total of \$234.8 million, and non-public safety departments comprised a total of \$112.8 million. In contrast, the 2012 Recommended General Fund Budget Update totals \$362.7 million and includes \$227.2 million for public safety departments and \$109.5 million for non-public safety departments. The public safety departments and non-



public safety departments reflect budget decreases of \$7.5 million, or 3.2%, and \$3.3 million, or 2.9%, respectively.

Table III shows that expenditure reductions of \$5.6 million are recommended in 2012 when compared to the 2012 Continuation Budget. This decrease is primarily due to:

-\$3.9 million: Miscellaneous Personnel/Position Reductions

This includes the elimination of 34.0 vacant FTE in miscellaneous positions. Examples of the positions eliminated are two Assistant Police Chief positions within the Police Department, 26 vacant Police Officer positions, the elimination of an Administrative Specialist position within the Office of Environmental Quality, and the elimination of a Service Area Coordinator position within the Department of Recreation. In addition, there are savings related to right-sizing sworn personnel budgets based on attrition and the reduction of overtime for non-sworn positions.

-\$2.5 million: Reimbursement for Fringe Benefits

Due to a new accounting procedure, the fringe benefits expenses are now reduced by reimbursements from other funds; however, this is offset by a reduction in General Fund revenue for these same fringe benefits reimbursements.

-\$2.2 million: Miscellaneous Personnel and/or Non-Personnel Reductions

The reduction of miscellaneous personnel and non-personnel items within numerous departments will result in savings of \$2.2 million in 2012. Examples of some of the non-personnel items reduced include, but are not limited to, take home cars, cell phones and telephone lines, and office supplies. An amount of \$0.2 million will be saved in 2012 due to a reduction in the tonnage price for road salt. In addition, changes within the Health Department's operations will result in savings of \$0.6 million.

-\$2.0 million: Use of Grant Funding

The reimbursement of Police Officer salaries from the COPS Hiring Grant obtained during 2011 will save \$2.0 million in 2012.

-\$1.7 million: Transfer of Expenditures to Other Eligible Funds

The transfer of expenditures to other eligible funding sources will save \$1.7 million in 2012. Examples of such transfers include the reimbursement of an additional \$0.4 million for emergency communications staff and expenses from the 911 Cell Phone Fees Fund, the one-time shift of \$0.3 million in expenditures to the Recreation Special Activities Fund to support recreation center operations, the one-time shift of expenditures related to the Armleder Memorial Aquatics Facilities to the Armleder Projects Fund.

-\$1.0 million: Implementation of Solid Waste Study

Implementation of the recommendations of the Solid Waste Route Optimization Study will result in savings of \$1.0 million and the elimination of 12.0 vacant FTE in 2012.

-\$0.4 million: Fuel Savings

Due to fuel hedging, fuel is budgeted at \$3.90 a gallon which reflects a decrease from the previously estimated \$4.27 a gallon and will save \$0.4 million in the General Fund for 2012.

City Manager's Message

General Fund Multi-Year Forecast



-\$0.3 million: Vacant Position Savings

Holding miscellaneous positions vacant for all or part of 2012 will result in savings of \$0.3 million in 2012.

-\$0.0 million: Transfers to Non-Departmental Accounts

There is \$1.3 million in expenses previously budgeted in departmental accounts which are now budgeted in non-departmental accounts. Overall, this is budget neutral. This includes \$1.1 million in Enterprise Licenses and Software and the City's State and Federal Lobbyist contracts.

+\$1.3 million: Program Restorations

Program restorations that will restore reductions made in prior years will result in a need of \$1.3 million for 2012. These restorations are recommended either to ensure critical functions can be carried out in a timely fashion or to prevent financial and operational audit findings. Examples of the program restorations include the restoration of an Elevator Inspector position within the Department of Planning & Buildings, without which the City has been losing inspection revenue and has fallen behind on the established elevator inspection cycle; the restoration of part-time Municipal Worker positions within the Department of Recreation, without which the department has experienced difficulties in maintaining safe and clean recreation facilities; the restoration of two Accountant positions within the Department of Finance to ensure adequate financial checks and balances; and the restoration of two Human Resources Analysts in order to help reduce the turnaround time required to fill positions within the City organization.

+\$1.6 million: Separation Costs

Previous layoffs have resulted in higher unemployment compensation. In addition, the City has been experiencing higher numbers of non-sworn retirements which has led to higher levels of lump sum payouts.

+\$4.6 million: Program Increases/Contingencies

Recommended program increases will result in an additional need of \$4.6 million in 2012. The recommended increases will ensure adequate and effective City operations. Examples of these increases include a \$2.4 million increase for the Reserve for Contingencies, which will ensure available funding should utility costs increase to a higher than anticipated level, for sworn overtime related to presidential visits and other special events, and to minimize brownouts within the Department of Fire; \$0.6 million for downtown beautification and services for World Choir Games; \$0.5 million for the operations of the Smale Riverfront Park and Washington Park, both of which come online in 2012; and \$0.2 million for additional banking fees and delinquent account collection fees.

The specific changes previously noted, in addition to a net increase of \$0.9 million in other personnel and non-personnel areas of the operating budget, including employee benefits, account for the \$5.6 million decrease from the 2012 continuation budget. On [page 80](#) of the Operating Budget Update, there is a comparison of each department's continuation budget to the recommended budget.

General Fund Multi-Year Forecast

The 2012 Budget Update for the General Fund is recommended in the context of a multi-year financial forecast of resources and expenditures. Table IV shows the forecast that reflects the General Fund budget as approved by the City Council in December 2010. Please note that the 2012 Approved Budget assumed an across the board cut of 7.2% in order to balance to projected resources.



Table IV – December 2010 Original General Fund Forecast 2009-2014

<i>(\$ in Thousands)</i>	2009	2010	2011	2012	2013	2014
	Actual	Estimate	Forecast		Forecast	
Resources						
Operating Revenues	\$341,750	\$338,353	\$338,433	\$338,344	\$366,919	\$377,932
Transfers-in	\$11,178	\$20,112	\$7,176	\$0	\$0	\$0
Total Resources	<u>\$352,928</u>	<u>\$358,465</u>	<u>\$345,608</u>	<u>\$338,344</u>	<u>\$366,919</u>	<u>\$377,932</u>
Expenditures						
Operating Expenditures	\$356,338	\$359,392	\$384,656	\$392,833	\$398,707	\$413,640
Transfers-out	\$364	\$2,578	\$0	\$0	\$19,184	\$20,431
Expenditure Changes 2011/2012			(\$28,778)	(\$35,710)	(\$34,848)	(\$38,314)
Expenditure Changes 2011/2012/2013				(\$18,073)	(\$18,384)	(\$18,709)
Total Expenditures	<u>\$356,702</u>	<u>\$361,971</u>	<u>\$355,878</u>	<u>\$339,050</u>	<u>\$364,659</u>	<u>\$377,048</u>
Expenditure Savings	\$0	(\$2,850)	(\$1,778)	(\$1,695)	(\$1,823)	(\$1,885)
Yearly Balance	<u>(\$3,774)</u>	<u>(\$655)</u>	<u>(\$8,491)</u>	<u>\$989</u>	<u>\$4,084</u>	<u>\$2,769</u>
Prior Year Cancelled Encumbrances	\$2,920	\$3,569	\$0	\$0	\$0	\$0
Previous Year Carryover Balance	\$8,432	\$7,578	\$10,491	\$2,000	\$2,989	\$7,073
Non-GAAP Carryover Balance	\$7,578	\$10,491	\$2,000	\$2,989	\$7,073	\$9,842

Table V shows the revised General Fund Forecast for the 2012 Budget Update. The revisions are based on: 1) updated expenditures for 2011 based on appropriations as of November 2011; 2) new revenue estimates for the forecast period beginning in 2011 and 2012; 3) transfers in of \$10 million and transfers out of \$1 million for 2012; and 3) removal of the across the board cut in 2012, coupled with expenditure changes for the forecast period beginning in 2012.

Table V – November 2011 Revised General Fund Forecast 2009-2014

<i>(\$ in Thousands)</i>	2009	2010	2011	2012	2013	2014
	Actual	Actual	Forecast		Forecast	
Resources						
Operating Revenues	\$341,750	\$340,558	\$348,133	\$338,058	\$368,633	\$379,646
Transfers-in	\$11,178	\$20,112	\$7,262	\$10,000	\$0	\$0
Total Resources	<u>\$352,928</u>	<u>\$360,670</u>	<u>\$355,395</u>	<u>\$348,058</u>	<u>\$368,633</u>	<u>\$379,646</u>
Expenditures/Uses						
Operating Expenditures	\$356,338	\$353,270	\$384,656	\$392,833	\$398,707	\$413,640
Transfers-out	\$364	\$2,578	\$4,790	\$1,000	\$21,184	\$22,431
Expenditure Changes 2011/2012			(\$28,778)	(\$30,179)	(\$28,921)	(\$31,560)
Expenditure Changes 2013/2014					(\$20,496)	(\$22,966)
Total Expenditures/Uses	<u>\$356,702</u>	<u>\$355,848</u>	<u>\$360,668</u>	<u>\$363,654</u>	<u>\$370,475</u>	<u>\$381,546</u>
Expenditure Savings	\$0	\$0	(\$5,417)	(\$1,813)	(\$1,842)	(\$1,900)
Yearly Balance	<u>(\$3,774)</u>	<u>\$4,822</u>	<u>\$144</u>	<u>(\$13,782)</u>	<u>\$0</u>	<u>\$0</u>
Prior Year Cancelled Encumbrances	\$2,920	\$3,599	\$850	\$0	\$0	\$0
Previous Year Carryover Balance	\$8,432	\$7,578	\$15,999	\$16,993	\$3,211	\$3,211
Non-GAAP Carryover Balance	\$7,578	\$15,999	\$16,993	\$3,211	\$3,211	\$3,211

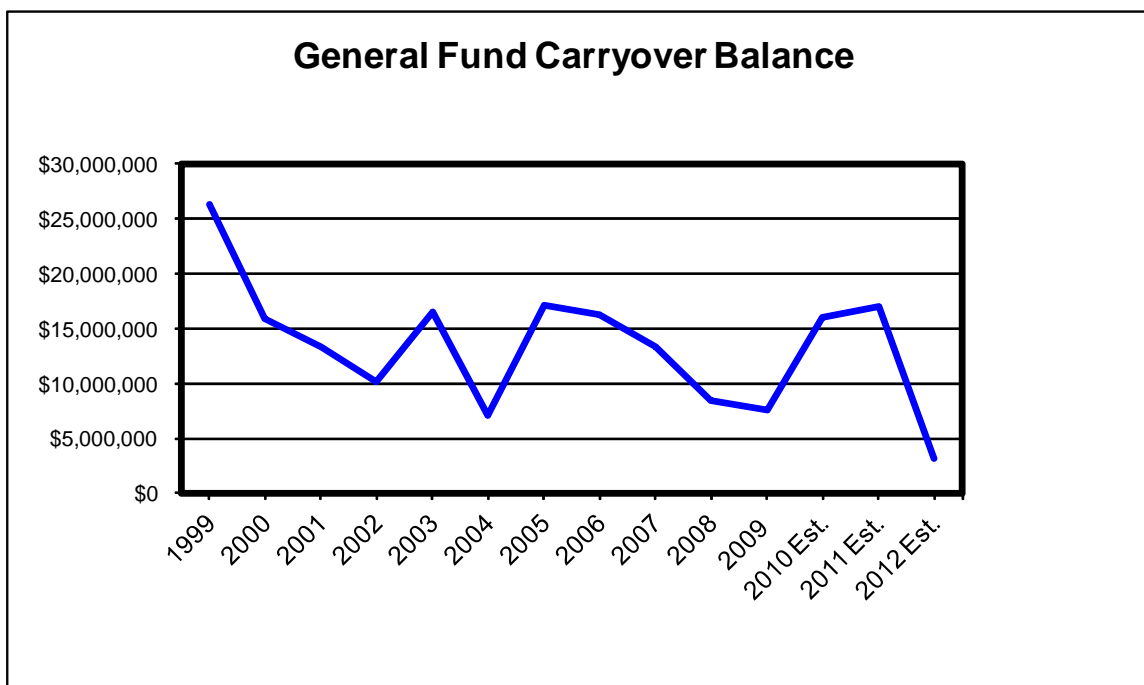


Structural Imbalance

The December 2010 multi-year forecast in Table IV shows the need to make expenditure reductions in 2012 and beyond to achieve a balanced budget. With annual deficits increasing during the forecast period, the General Fund is structurally out of balance with revenues growing at a slower pace than expenditures. This structural imbalance resulted in a projected need to reduce expenditures by \$18.7 million for 2014.

The City has relied on carryover and one time reductions to compensate for the structural imbalance in the General Fund for several years. These measures will again be sufficient in 2012 to balance the budget. As shown in Graph I, General Fund carryover balances have fluctuated since 2002 with a decreasing trend beginning in 2005. However, balances have trended upward and are able to contribute to addressing the potential annual operating deficit for 2012.

Graph I – General Fund Carryover Balance Trends



The November 2011 multi-year forecast in Table V on the preceding page shows a balanced budget during the forecast period 2013-2014 based on expenditure reductions. Based on the original forecast, revenues are projected to grow by an average of 2.8% for the period 2011-2014. It should be noted that these revenues will need to be adjusted based on the results of a new Economic Forecast which will be ready in the spring of 2012. The average expenditure growth rate for the same period is forecasted at 1.8% based on implementing expenditure reductions of \$20.5 million in 2013 and \$22.9 million in 2014. The Recommended 2012 General Fund Operating Budget Update shows that balance is achieved in 2012 only through the transfer in of \$10.0 million and the use of \$13.8 million of the General Fund's carryover balance. The \$10.0 million transfer in is related to the contract amendment with Convergys. This results in a projected carryover balance of \$3.2 million by the end of 2014.

2012 Budget Update Forecast Changes (See Tables IV and V)

For 2011, the total estimated General Fund revenues and expenditures have been updated to reflect an estimate based on actual revenues through September. The updated revenue estimate is \$348.1 million. In addi-



tion, expenditure savings of \$5.4 million and prior year cancelled encumbrances are included for \$0.85 million. The result is a carryover balance of approximately \$17.0 million.

The 2012 revenue estimate of \$338.1 million is a downward revision of \$0.3 million from the December 2010 estimate. This decrease is due to anticipated lower State Shared revenues and Property tax revenues which are offset by an increase in Income Tax revenues. The recommended 2012 General Fund expenditure level reflects an increase of \$6.5 million from the original forecast of \$357.1 million (before the 7.2% across-the-board cut). This is a result of the increased health care costs, fuel costs, pension costs, restored programs, and other miscellaneous items which are offset by expenditure reductions as reflected in the Recommended 2012 Budget Update.

Cautions for the Multi-Year Forecast

Based the Recommended 2012 Budget Update, the General Fund budget is balanced in the biennium and results in an approximate \$3.2 million carryover in 2012 for 2013. The 2012 carryover amount provides total reserves of about 7.6% of the annual General Fund revenue, which is less than the generally accepted fund balance target standard of 10% of revenue. Any personnel services increases (e.g., labor contracts) that exceed current assumptions or other major expenditure increases will cause the General Fund to be out of balance and will require additional expenditure reductions or revenue increases in the General Fund.

Budget Assumptions

The following summary includes the major assumptions used in developing the Recommended 2012 Budget Update.

1. In 2012, all employees are budgeted for a 0% increase. As labor contracts expire in 2012, the Administration will continue to negotiate with that position.
2. Step increases are funded pursuant to union contracts which range from less than 2% to over 4% for most union positions that are not at the top of the respective salary ranges. A 3% merit increase for non-represented employees is also budgeted in 2012. Of all full-time City employees, over 90% are represented and less than 10% are non-represented.
3. Overtime and compensatory time are still eliminated except for emergencies for non-represented staff. Table VI lists the budgeted overtime expenses for all full-time employees by department type in the General Fund, Non-General Fund (including Enterprise Funds), and in All Funds.

Table VI – Budgeted Overtime

Department Type	General Fund	Non-General Funds	All Funds
Public Safety	\$ 8,113,520	\$ -	\$ 8,113,520
Non-Public Safety	803,480	4,386,810	5,190,290
Grand Total	\$ 8,917,000	\$ 4,386,810	\$ 13,303,810

4. The Mayor and Members of City Council have not voted for a raise; therefore, the recommended budget includes a 0% increase for the Mayor and City Council.
5. The City's pension system is funded at an 18% employer contribution rate. This is an increase from the 17% pension employer contribution rate in 2011. This is consistent with the Administration's three year plan to implement motion #201100251 approved by City Council, which provides for a 24% employer contribution rate. It also compliant with City Council approved Ordinance #0417-2008, which indicated the City's intent to provide employer funding to the Cincinnati Retirement System at a rate of not less than 17%. The budget also provides for the employer's share of



participants in Ohio Public Employees Retirement System at 14%, Ohio Police Pension at 19.5%, and the Ohio Fire Pension at 24%.

6. All City employees are on the "80/20 Plan" for healthcare. Under the 80/20 Plan, the employee's share of the total cost of healthcare is approximately 25% depending on the healthcare usage of the employee. Due to rising healthcare costs, the employer healthcare portion is anticipated to increase by 18.0% in 2012 and the employee's premium share to increase by approximately 15.0%.
7. There are no significant changes to the ratio of supervisors to employees in the Recommended 2012 Budget Update. Table VII lists all the current supervisors within non-represented and CODE employee groups, regardless of funding source. Across all funds, the supervisor to employee ratio is 1 supervisor to 6.41 employees. Please note that this ratio does not include supervising contractors, the inclusion of which would increase the ratio. Lastly, most supervisors are working supervisors with their own work product. (e.g., a Principal Engineer who supervises other engineers as well as manages his/her own projects like the Waldvogel Viaduct).

Table VII – Supervisor to Employee Ratio

Department	CODE & Non-Rep Total	Supervise?		# of Employees Supervised	# of Employees per Supervisor
		No	Yes		
Citizen Complaint/Internal Audit	9	6	3	9	3.00
City Manager's Office	35	23	12	52	4.33
Community Development	41	30	11	111	10.09
Enterprise Technology Solutions	80	59	21	89	4.24
Finance	64	40	24	167	6.96
Fire	15	10	5	23	4.60
Health	142	88	54	429	7.94
Human Resources	16	12	4	16	4.00
Law	58	51	7	65	9.29
Parking Facilities	4	1	3	30	10.00
Parks	37	9	28	243	8.68
Planning & Buildings	32	21	11	61	5.55
Police	42	19	23	127	5.52
Public Services	61	19	42	441	10.50
Recreation	57	7	50	685	13.70
Retirement	7	4	3	9	3.00
Sewers	262	184	78	326	4.18
Transportation & Engineering	89	39	50	153	3.06
Water Works	196	64	132	560	4.24
Grand Total	1247	686	561	3596	6.41

8. Training expenditures have been reduced in the General Fund in the 2012 Recommended Budget Update. General Fund non-local travel expenditures are increased by a total of \$12,711 in the 2012 Recommended Budget Update. The increase is necessary to meet training requirements associated with anticipated employee turnover resulting from the Ohio Police and Fire Pension Fund's (OP&F) Deferred Retirement Option Program (DROP). Since 2002, General Fund non-local travel and training budgets have decreased by 70.4% and 85.3%, respectively. Table VIII summarizes the budget changes for training and non-local travel in the General Fund and in All Funds. Much of the training



and travel recommended is for certification and professional needs or to allow for economic development opportunities. The City Manager's Office will carefully review travel requests that use General Fund resources.

Table VIII – Training and Non-Local Travel Comparison

	2012 Recommended			
	2011 Approved	Update	\$ Change	% Change
Training - General Fund	\$ 108,650	\$ 103,810	\$ (4,840)	-4.5%
Training - Non-General Funds	1,100,550	953,888	(146,662)	-13.3%
Training - All Funds	\$ 1,209,200	\$ 1,057,698	\$(151,502)	-12.5%
Non-Local Travel - General Fund	\$ 71,500	\$ 84,211	\$ 12,711	17.8%
Non-Local Travel - Non-General Funds	603,720	574,051	(29,669)	-4.9%
Non-Local Travel - All Funds	\$ 675,220	\$ 658,262	\$(16,958)	-2.5%

9. Car allowances and take home car privileges are funded in the budget; however, these have been reduced where possible within the 2012 Recommended Budget Update. In addition, an Administrative review resulted in a number of vehicles being turned in during 2009 and 2010.
10. Fuel costs are budgeted at \$3.90 per gallon. The Administration has begun using fuel hedging as a tool to help with level budgeting for fuel purchases in 2012; however, fuel hedging is not a method to save long term since ultimately the City will pay for variances in the fuel price.
11. Snow removal and winter operations will still be focused toward the goal of treating all City streets within 24 hours of a snow event. The 2012 granular salt contract cost is \$61.56 per ton, which is a 7.5% decrease from the 2011 amount of \$66.52 per ton. In addition, the City is continuing its investment in beet juice, which adheres to road surfaces longer and can reduce the need for repeated treatment trips over the same roadway.
12. The 2012 Recommended Budget Update includes funds for the following heritage events:

Event	Event Cost Share
Black Family Reunion	10%
Opening Day Parade	10%
St. Patrick's Day Parade	10%
Juneteenth	10%

City Council approved and filed Doc#200701075 on February 28, 2008 establishing a list of four heritage events that would be entitled to receive a subsidy of 90% of the cost of City Services. Those events receiving City funding are required to utilize City personnel for event services. Sanitation and trash pickup services are required to be provided by outside firms. Events not on the list will have to pay 100% of all City service costs. Special Events Assistance Program Guidelines were established to provide a competitive mechanism to award assistance to other special events utilizing the special event funding established by City Council as part of the 2008 Approved Budget Update; however, there is no funding in 2012 for the competitive process due to the limited nature of General Fund resources.

13. The budgeted Human Services funding, which includes Center for Closing the Health Gap funding, is increased from \$1.985 million in 2011 to \$1.992 million in 2012, which represents 0.6% of the 2012 estimated General Fund revenue of \$338.1 million. Funding allocations for 2012 have not been



Capital Budget

determined pending Council approval of the Human Services Advisory Committee’s recommendations.

- 14. No arts funding is budgeted for 2012 due to the limited nature of General Fund resources.

Capital Budget

Table IX – Recommended 2012 Capital Budget Update

<i>(\$ in Millions)</i>	2012 Approved Budget	2012 Recommended Budget Update	\$ Change	% Change
General Capital	\$55.5	\$54.7	(\$0.8)	-1.4%
Restricted Funds Capital	212.9	295.4	82.5	38.8%
Special Revenue Capital	0.6	0.6	0.0	0.0%
Matching Capital	6.6	10.7	4.1	62.1%
Total All Funds Capital Budget	\$275.6	\$361.4	\$85.8	31.1%

My Recommended 2012 All Funds Capital Budget Update totals \$361.4 million and represents an increase of \$85.8 million, or 31.1% over the 2012 All Funds Approved Capital Budget of \$275.6 million. Table IX above compares the Recommended 2012 Capital Budget Update with the 2012 Approved Capital Budget.

Capital Budget – General Capital

As shown in Table IX, the 2012 General Capital Budget Update of \$54.7 million represents a decrease of \$0.8 million, or 1.4%, from the 2012 Approved General Capital Budget. The Recommended 2012 General Capital Budget Update expenditures include reductions to 29 projects totaling \$1.7 million, the elimination of funding for five projects totaling \$2.8 million, an increase of \$868,300 to five existing projects, and six new projects totaling \$2.9 million. The following is a list of significant changes to the 2012 Approved General Capital Budget.

Department of Enterprise Technology Solutions – The 2012 General Capital Budget Update recommendation for the Enterprise Technology Solutions (ETS) Department is \$706,500, which is \$107,400 less than the 2012 Approved General Capital Budget of \$813,900. Additional funding in the amount of \$105,000 is recommended for one new project: Active Directory/Server Consolidation. A reduction of \$71,700 is recommended for the CAGIS Infrastructure project due to a decrease in anticipated expenses for this project in 2012. Reductions totaling \$140,700 are also recommended for the Data Infrastructure Security project (\$72,500) and the Electronic Government (eGov) Web Enhancement project (\$68,200) due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget.

The Active Directory/Server Consolidation project will improve the infrastructure and network storage capacity to meet the demands of equipment virtualization across the City. The reduction in the Data Infrastructure Security project will be supplemented with prior year balances to meet the needs for 2012. The decrease in Electronic Gov’t (eGOV) Web Enhancement funding may necessitate a revision to the scope of the City web environment redesign initiative.

City Manager’s Office – The 2012 General Capital Budget Update recommendation for the City Manager’s Office totals \$4,845,000, which is \$123,700 less than the 2012 Approved General Capital Budget of \$4,968,700.



This decrease is spread across five of the eleven projects in the 2012 Approved General Capital Budget and is recommended due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget. These reductions are partially offset by an increase of \$26,200 for the Regulatory Compliance and Energy Conservation project in the Office of Environmental Quality. Please note that the following projects were included in the 2012 Approved General Capital Budget in the Department of Community Development Business Development Program but are transferred to the City Manager's Office Economic Development Division in the Recommended 2012 General Capital Budget Update: Commercial and Industrial Public Improvements; Community Development Focus District; Neighborhood Business District Improvements; Neighborhood Business Property Holding; Strategic Program for Urban Redevelopment; and Tax Incentive/Enterprise Zone.

Department of Finance – The 2012 General Capital Budget Update recommendation for the Finance Department totals \$274,600, which is \$12,800 less than the 2012 Approved General Capital Budget of \$287,400. The CFS Upgrade project and the Licensing Software and A/R Collection System projects are reduced by \$9,400 and \$3,400, respectively. These decreases are recommended due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget.

Department of Community Development – The Department of Community Development's recommended 2012 General Capital Budget Update totals \$2,758,600, which is \$9,800 less than the 2012 Approved General Capital Budget. This decrease is realized in three of the four projects in the 2012 Approved General Capital Budget and is recommended due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget. One project, Hazard Abatement and Demolition Program, is recommended for an increase of \$72,500 due to the increasing demands from this project. The number of properties subject to hazard abatement and demolition has grown in recent years because of the downturn in the real estate market and the growing number of foreclosures. Please note that the following projects were included in the 2012 Approved General Capital Budget in the Department of Community Development Business Development Program but are transferred to the City Manager's Office Economic Development Division in the Recommended 2012 General Capital Budget Update: Commercial and Industrial Public Improvements; Community Development Focus District; Neighborhood Business District Improvements; Neighborhood Business Property Holding; Strategic Program for Urban Redevelopment; and Tax Incentive/Enterprise Zone.

Department of Planning and Buildings – The Department of Planning and Buildings' 2012 Approved General Capital Budget totaled \$89,200 while the recommended 2012 General Capital Budget Update is \$124,500, representing a net increase of \$35,300. This increase results from the addition of one new project, IT Upgrades Permit Center, recommended in the amount of \$40,000 for the purchase of two new servers to provide increased capacity for current building plan databases. These new servers will help the department move toward a paperless operation. This increase is partially offset by a reduction of \$4,700 for the Neighborhood Studies project, which is expected to have a minimal impact on the department due to the Planning Division's inability to increase staff at this time to respond to requests for planning projects from neighborhoods.

Department of Recreation – The 2012 General Capital Budget Update recommendation for the Department of Recreation is \$4,656,300, which is \$53,900 less than the 2012 Approved General Capital Budget of \$4,710,200. A reduction of \$153,900 is recommended for the Aquatics Facilities Renovation project. This decrease is partially offset by an increase of \$100,000 for one new project, PC Replacement and Software Plan, which is recommended to provide funding to replace obsolete computer equipment in the department and initiate an MS Office upgrade to the City's standard of MS Office 2007. Funding would also be used for web application and management software.



Department of Parks – The 2012 General Capital Budget Update recommendation for the Department of Parks is \$4,674,000, which is \$157,800 less than the 2012 Approved General Capital Budget of \$4,831,800. A reduction of \$92,200 and \$65,600 is recommended for the Park Infrastructure Rehabilitation project and the Cincinnati Riverfront Park project, respectively. These decreases are recommended due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget.

Department of Transportation and Engineering – The Department of Transportation and Engineering's recommended 2012 General Capital Budget Update is \$23,519,500, representing a decrease of \$749,500 from the 2012 Approved General Capital Budget. In order to achieve this reduction resulting from reduced General Capital Budget resources when compared to the 2012 Approved General Capital Budget, the Street Rehabilitation project is decreased by \$336,700. Nevertheless, the department still expects to meet or exceed their goal to rehabilitate 100 lane miles in 2012 by augmenting the street rehabilitation program budget with outside grant funding sources. Funding is eliminated in the recommended 2012 General Capital Budget Update for the Hillside Stairway Rehabilitation Program project, representing a reduction of \$250,000. Of this amount, \$100,000 is reallocated to the Wall Stabilization and Landslide Correction project for the purpose of either closing or repairing steps in emergency situations. Other reductions from various projects totaling \$262,800 are recommended, which are anticipated to minimally impact the projects.

Department of Public Services – The Department of Public Services' recommended 2012 General Capital Budget Update totals \$12,439,300, which is \$437,500 more than the 2012 Approved General Capital Budget of \$12,001,800. Six of the eight projects included in the 2012 Approved General Capital Budget are recommended at reduced levels due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget. The Fleet Replacements project is recommended in the amount of \$5,240,600, representing an increase of \$494,400 over the 2012 approved amount. An increase of \$175,200 is also recommended for the Trash Receptacles project.

One new project, City Hall Courtyard Atrium, is recommended in the amount of \$2.4 million. This project will provide resources for the construction of an addition to City Hall over the west courtyard. The addition would create a new venue to hold special events for use by City agencies, private groups, and citizens, which will generate revenue. The total cost of the project is estimated to be \$4.4 million, with \$2.4 million recommended in 2012 and \$2.0 million recommended in 2013. To absorb this new project in 2012, funding is not recommended for the City Facility Renovation and Repairs project, which was included in the 2012 Approved General Capital Budget in the amount of \$2.2 million. Funding for the Replacement Facilities project is also reduced from the 2012 Approved General Capital Budget amount to provide resources needed for the City Hall Courtyard Atrium project. Replacement funding in 2013 is recommended as "mega" projects for the City Facility Renovation and Repairs project and the Replacement Facilities project. Consequently, the sub-projects scheduled for 2012 in the City Facility Renovation and Repairs project will be deferred until 2013. The City Hall Courtyard Atrium project is also recommended as a "mega" project in 2013 in the amount of \$2.0 million.

Department of Health – The Department of Health's recommended 2012 General Capital Budget Update totals \$350,300, which is \$13,400 less than the 2012 Approved General Capital Budget. This decrease is recommended for the Facilities Renovation and Repairs project due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget.

Department of Fire – The Fire Department's recommended 2012 General Capital Budget Update totals \$381,400, which is \$14,500 less than the 2012 Approved General Capital Budget. The recommendation includes two new projects: the Center Learn IT Equipment project for \$121,500 and the PMDC Purchase and Installation project for \$107,800. The Center Learn IT Equipment project will provide resources to implement an online training environment to allow for training at firehouses, eliminating the need to travel to an



offsite training facility. The PMDC Purchase and Installation project will provide resources to purchase and install ruggedized notebooks for Fire apparatus to access the proper communication and technology applications when responding to calls.

In order to meet the funding priorities of the department by recommending the two new projects, funding is not recommended for the Air Compressor Replacement project and the Apparatus Door Closures project. These projects were included in the 2012 Approved General Capital Budget and represent a reduction totaling \$243,800.

Capital Budget – Restricted Funds

Significant changes in the 2012 Restricted Funds Capital Budget Update include the following funds:

Parking Facilities Fund (102) – The recommended 2012 Parking Facilities Fund (102) Capital Budget Update totals \$1,249,000, which is \$50,300 less than the 2012 Approved Capital Budget of \$1,299,300. The Gateway Garage Capital Improvements project is not recommended due to the sale of the garage. This represents a reduction of \$50,000 in the fund. The CFS Upgrade project is recommended in the amount of \$6,000, presenting a reduction of \$300 when compared to the 2012 Approved Capital Budget.

Convention Center Fund (103) – The recommended 2012 Convention Center Fund (103) Capital Budget Update totals \$230,800, which is an \$800 increase when compared to the 2012 Approved Capital Budget of \$230,000. Funding for two new projects totaling \$130,000 is recommended and a reduction of \$129,200 is recommended for one project.

A total of \$75,000 is recommended for the Building Equipment project, which was not included in the 2012 Approved Capital Budget. This project would provide funding for HVAC upgrades and replacement at the Duke Energy Convention Center. Funding in the amount of \$55,000 is recommended for the Furniture, Fixtures, and Equipment project, which also was not included in the 2012 Approved Capital Budget. This project would provide funding in the amount of \$20,000 for a hot water carpet extractor in order to provide for the maintenance of new carpet that was recently installed at the convention center. This project would also provide funding in the amount of \$35,000 for the purchase of new tables in order to meet the additional demand of the Education Testing Service, a regular client of the convention center.

The Capital Maintenance project is recommended at a level of \$100,000, which is \$129,200 less than the 2012 Approved Capital Budget amount of \$229,200. This project would provide funding in the amount of \$50,000 for exterior expansion joint caulking and \$50,000 for interior and exterior leak repairs.

General Aviation Fund (104) – The recommended 2012 General Aviation Fund (104) Capital Budget Update totals \$577,700, which is \$100 less than the 2012 Approved Capital Budget. The CFS Upgrade project is recommended in the amount of \$1,600, presenting a reduction of \$100 when compared to the 2012 Approved Capital Budget.

Stormwater Management Fund (107) – The recommended 2012 Stormwater Management Fund (107) Capital Budget Update totals \$1,548,500, which is \$486,500 more than the 2012 Approved Capital Budget of \$1,062,000. The recommended 2012 Capital Budget Update includes one new project for \$300,000, four adjusted projects for a net increase of \$186,500, and three projects for \$232,000 that match the 2012 Approved Capital Budget.

The Duck Creek Channel Repair project is the recommended new project, which would provide funding to repair concrete floors and walls in the Duck Creek Channel that are deteriorating.



Adjustments to four existing projects are recommended in 2012. A decrease of \$250,000 is recommended for the Eatondale Stormwater Intake Improvements project and a corresponding increase of the same amount is recommended for the St. Leo Place Drainage Correction project. This project would provide funding to update the sewer intakes and improve drainage in the area around St. Leo Place. The 3674 Hillside Avenue Stormwater Intake Improvements project is recommended for a reduction of \$230,000 to address the needs of higher priority projects.

An increase of \$416,500 is also recommended for the Barrier Dam Facility Repairs project to address significant infrastructure and maintenance needs of the Barrier Dam. Record breaking rainfall in 2011, and the resulting increased demands on the Barrier Dam, highlighted major deficiencies in the functionality of the pumps at the facility.

MSD Capital Improvements Fund (704) – The recommended 2012 MSD Capital Improvements Fund (704) Capital Budget Update is \$247,824,300, which is \$95,030,000 more than the 2012 Approved Capital Budget. The Recommended 2012 Capital Budget Update includes 49 new projects totaling \$167.6 million, the elimination of 10 projects totaling \$36.6 million, the deferral of 14 projects for a reduction of \$19.3 million, and decreases to 17 projects totaling \$16.7 million.

Major new projects include the Program Contingency project recommended for \$25.0 million. This project will be used for unforeseen or materially different project conditions, design shortfalls identified after funding is legislated, or emergencies. The contingency will be based on the annual cash flow forecast. The MCW-WTP Blower Energy Efficiency Upgrade project is recommended for \$15.6 million. This project will replace the existing blowers at the Mill Creek waste water treatment plant in Lower Price Hill with more energy efficient fine bubble diffusers as well as a new control air delivery system. The Great Miami WWTP project is recommended in the amount of \$11.0 million. This project will facilitate the planning and locating of the Great Miami waste water treatment plant, which will provide growth opportunities and water quality improvements to northwest Hamilton County.

Water Works Capital Fund (756) – The recommended 2012 Water Works Capital Fund (756) Budget Update is \$43,798,000, which is \$12,988,500 less than the 2012 Approved Capital Budget. The recommended 2012 Capital Budget Update includes six new projects totaling \$6.4 million and 30 projects totaling \$15.2 million have been delayed or cancelled. Eight projects have been modified for a net reduction of \$4.2 million. Although some projects have been added, deleted, or adjusted, the balance of the six-year projected cash flow plan is consistent with the established targets in the financial plan and the 2011 bond sale official statement.

Major new projects include the Kennedy Connector project recommended in the amount of \$4.2 million and two projects totaling \$1.8 million needed to install transmission mains to serve the city of Lebanon. The Kennedy Connector project will provide resources for the replacement of aging water mains along Ridge and Marburg Avenues to allow for the construction of the Kennedy Connector. For the city of Lebanon, the Lebanon Phase IV-B project and the Lebanon Phase V projects are recommended.

Consolidated Plan

The current Consolidated Plan is a five-year plan for the period from 2010 to 2014 and is required for the receipt of grant funding from the U.S. Department of Housing and Urban Development (HUD). The 2012 Consolidated Plan Budget Update provides a summary of the elements in the Action Plan, a component of the five year plan. It includes the four entitlement grants received by the City: Community Development



Block Grant (CDBG), Home Investment Partnerships Grant (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA).

Table X- Recommended 2012 Consolidated Plan Budget Update

(\$ in Millions)	2011 Approved	2011 Approved- Reconciliation	2012 Approved	2012 Recommended Budget Update
CDBG	\$16.8	\$14.7	\$15.0	\$12.8
HOME	\$3.2	\$3.6	\$4.2	\$3.7
ESG	\$0.6	\$0.6	\$0.5	\$0.5
HOPWA	\$0.7	\$0.5	\$0.6	\$0.8
Consolidated Plan Budget Total	\$21.3	\$19.4	\$20.3	\$17.7

The 2012 Recommended Consolidated Plan Budget is consistent with the goals and objectives in the 2010-2014 Consolidated Plan and continues to focus on high impact projects that help transform neighborhoods. Program allocations in this budget reflect the needs of those neighborhoods where grant resources can most effectively leverage private investment, as identified in the 2010-2014 Consolidated Plan.

Recommended Consolidated Plan Highlights

1. **\$12,761,746 million in Community Development Block Grant (CDBG) Funding in 2012** - The 2012 Recommended CDBG Budget totals \$12,761,746 based on \$11,751,746 in entitlement grant (2012 estimated grant), \$1,000,000 in estimated program income, and \$10,000 in estimated operating savings. The actual 2011 grant amount was \$11,751,746, a decrease of \$2,305,707 from the 2010 CDBG grant award. The 2012 Recommended Budget Update assumes no change in the grant level received in 2011 for CDBG in 2012, however actual Consolidated Plan grant awards for 2012 will not be known until the FY 2012 Federal Budget is approved by the Congress, signed by the President, and awards are made by HUD. It is likely that the grant will be reduced which will require additional reductions to balance to resources.

In 2012, the recommended budget includes \$3.1 million for housing programs, \$3.7 million for economic development programs, \$2.6 million for quality of life, and \$3.2 million for Planning, Administration, and Debt Service. Due to budget cuts in 2011 many programs received reduced funding. As has been the case in recent years, most program allocations include resources for project delivery costs incurred by the implementing department. The 2012 Recommended CDBG Budget includes the following changes from the 2011 Approved Budget.

- Strategic Housing Initiatives decreased by \$449,800 compared to the 2011 Approved Budget. This is a result of reduced CDBG resources and will result in less funding available to produce needed housing projects.
- The Housing Maintenance Services Program decreased by \$105,000 compared to the 2011 Approved Budget. This is a result of reduced CDBG resources and will reduce emergency home repairs by approximately 5%.



- The Tenant Assistance Program has ended but the Code Enforcement Relocation Program has been increased by \$16,000 to \$150,000 for 2012.
- Tenant Representation received a 20% reduction from 2011 levels and Section 8 Tenant Counseling and Placement and Fair Housing Services have received a 14 percent reduction from 2011 levels due to reduced CDBG resources. These decreases will impact the ability of these agencies to adequately provide service to clients.
- The NBD Improvement Program decreased by \$195,000 as a result of reduced CDBG resources slowing redevelopment of neighborhood business districts.
- The Strategic Program for Urban Redevelopment (SPUR) decreased \$50,000 compared to the 2011 Approved Budget allowing fewer resources for brownfield redevelopment.
- The Small Business Services & Technical Assistance Program decreased \$150,000. This is reduction is a result of reduced CDBG resources and will decrease in half the number of businesses provided assistance.
- The Small Business Loan Fund decreased by \$145,000, or 60%, from the 2011 Approved Budget due to reduced CDBG resources and will result in a significant decrease in loans.
- The Corporation for Findlay Market decreased by \$87,750 due to reduced CDBG resources, impacting the ability of the Market to function.
- The Neighborhood Capacity Building and Technical Assistance decreased by \$135,000 to \$250,000 due to reduced CDBG resources. An increase of \$42,500 for the Neighborhood Capacity Building and Technical Assistance in HOME resources is provided. Combined CDBG and HOME resources are \$432,500, which is a \$92,500 decrease from 2011. This reduction will result in fewer community development corporations being funded in 2012.
- The Blueprint for Success Program decreased \$50,000 due to reduced CDBG resources. This reduction will result in fewer youth being assisted in 2012.
- The Youth Employment Program funding decreased by \$175,000 from the 2011 Approved Budget and will result in a number of youth not finding employment.
- The Hazard Abatement Program decreased by \$155,000 from the 2011 Approved Budget. This is a result of reduced CDBG resources and will result in a delay in removing dangerous vacant buildings.
- The Lead Hazard Testing Program decreased by \$132,220 from the 2011 Approved Budget. This is a result of reduced CDBG resources and will result in a fewer homes being tested.
- The Historic Structures Stabilization Program is reduced \$150,000. This is a result of reduced CDBG resources. The reduction may result in some buildings being demolished that may have been secured.
- The Future Blooms Program is reduced \$250,000 due to reduced CDBG resources. Fewer areas will be served.
- The Public Facility Improvements Program is eliminated due to reduced CDBG resources.



- The Drug Elimination Program decreased by \$15,000 from the 2011 Approved Budget due to reduced CDBG resources. This program has been an effective tool in reducing drugs in its service area and any decreases will hinder program effectiveness.
- The City's Planning and Administration costs total \$3.1 million in 2012, which includes \$1.6 million in operating support for departments, \$0.9 million for employee benefits and non-departmental accounts, and \$0.6 million in Section 108 Debt Service. Overall the City's Planning and Administrative costs decreased by \$644,664, or 17.0%, from the 2011 Approved Budget due to a decrease in total CDBG resources.

2. \$3.6 million in HOME Investment Trust Fund resources - The 2012 Recommended HOME Budget totals \$3,650,000 based on \$3,500,000 in entitlement grant (2012 estimated grant), and \$150,000 in program income. The actual 2011 grant amount was \$2,554,534, a \$1,664,864 decrease from the 2010 HOME grant, which included a decrease of \$1,162,822 due to the repayment of HUD Office of Inspector General findings and a 12% cut, or \$502,042 in HOME grant resources. It should be noted the grant amounts for 2012 are only estimates and will not be known until the FY 2012 Federal Budget is approved by the Congress, signed by the President, and awards are made by HUD.

- Increase of \$319,042 for the Rental Rehabilitation Program compared to the 2011 Approved Budget to restore it to prior year levels.
- An increase of \$37,542 in the Down Payment Initiative Program compared to the 2011 Approved Budget to meet ongoing demand of new homebuyers seeking to purchase housing in the City.
- An annual inclusion of \$500,000 for Tenant Based Rental Assistance. Beginning in 2011 this program received an annual allocation of HOME resources.
- An increase of \$42,500 for the Neighborhood Capacity Building and Technical Assistance in HOME resources. CDBG resources are decreased for this activity due to reductions in the grant. Combined CDBG and HOME resources are \$432,500, which is a \$92,500 decrease from 2011.
- HOME Administration is budgeted at \$365,000 or 10% of the grant in accord with HOME Program regulations.
- Funding for the following projects did not change from the 2011 Approved Budget: Single Family Homeownership Development, Blueprint for Success Program and Homeless to Homes – Transitional Housing.

3. \$479,661 in Emergency Solutions Grant (ESG) Funding - The Emergency Solutions Grant program supersedes the Emergency Shelter Grant program during 2011 and for 2012. HUD has implemented a two-stage ESG allocation process for 2011 in order to address pressing local needs for immediate funding and to meet Congressional direction on funding ESG activities. HUD released an initial \$160 million nationally for the revised ESG program in July so grantees can proceed with plans to fund existing emergency shelters. Following the publication of amended ESG regulations HUD will release an additional allocation to the same grantees for homeless prevention activities. With this second ESG allocation, the City will be required to complete a substantial amendment to our Consolidated Plan/Action Plan to initiate the additional funding in the Emergency Solutions Grants Program. Until the amended ESG regulations are published, the City will follow the current Emergency Shelter Grant regulations for activities under the first allocation. Recommended 2012 funding for ESG projects is based on the recommendations provided by the Continuum of Care process. The first phase of 2012 Recommended ESG funding totals \$479,661, which is an \$83,589



decrease from the 2011 Approved Budget. This decrease is in part due to the change from the Emergency Shelter Grant Program to the new Emergency Solutions Grant Program. No more than 60% of ESG funding may be expended on homeless shelters. Additional ESG funding is anticipated during 2012 to implement the new program, which will include specific funding for homeless prevention activities. Funding for ESG Administration in 2012 is \$33,465. It is anticipated ESG Administration will rise under the Hearth Act due to increased administrative requirements to 7.5%, which is beyond the current ESG regulatory limit of 5%.

4. \$759,002 in Housing Opportunities for Persons with AIDS (HOPWA) Funding - The City serves as the grantee for the eligible metropolitan statistical area (EMSA) that includes 12 counties in the tri-state region. Grant funds must be expended to benefit AIDS patients throughout the region. The HOPWA Advisory Committee makes project funding recommendations. The 2012 Recommended HOPWA budget totals \$759,002, which is a \$38,749 increase over the 2011 Approved Budget. This increase is due to receiving a higher grant level than projected in 2011 and carrying over prior-year unallocated resources in 2011. Funding for HOPWA Administration in 2012 is \$22,107, which is within the HOPWA regulatory limit of 3%.

Developing the Consolidated Plan Budget

The City offers many opportunities for citizen input and participation in budget development. Funding requests for neighborhood business district improvements are reviewed and recommended by the Cincinnati Neighborhood Business Districts United (CNBDU). Funding requests for homeless services are reviewed and recommended through the Continuum of Care process participants. Funding requests for Housing Opportunities for Persons with AIDS (HOPWA) programs are reviewed by the HOPWA Advisory Committee.

Public notice of the Public Hearing for all HUD funded programs has run in several publications including a paid advertisement in the October 11, 2011, Cincinnati Enquirer. Notices ran in the City Bulletin on October 11, 2011. The 2012 Requested Budget has been posted on the City's web site, Facebook Page, and Community Development's web page, since October 11, 2011. Notice of the Public Hearing was provided to all the Cincinnati Community Councils. The City held a public hearing on October 20, 2011, to receive public comments on the 2012 Consolidated Plan Requested Budget. Printed copies of the 2012 Requested Budget were made available at this meeting and at the Office of Budget and Evaluation. The City received no comments on the 2012 Requested Consolidated Plan budget at the Public Hearing but did receive one request by e-mail requesting demolition be increased to the allowable limit for removing slum and blighting conditions. In addition the citizen requested HUD increase the slum and blight limit above the current 30%. It should be noted the City receives calls daily regarding the programs and services offered by the Consolidated Plan programs. Many calls received are from individuals who have reviewed the HUD web site and found the contact information for the City of Cincinnati. With the advent of the Homeless Prevention programs there has been a sharp increase in calls for rental assistance in order to prevent families being evicted.



Table XI- 2012 Consolidated Plan Budget by Objectives and Major Expenditures.

Major Expenditure Category	2012 Recommended				
	CDBG	HOME	ESG	HOPWA	TOTAL
Housing Objectives					
Homeownership Housing Development Total	\$2,490,000	\$330,000	\$0	\$0	\$2,820,000
Rental Housing Development Total	\$125,000	\$972,500	\$0	\$0	\$1,097,500
Homeownership Supportive Services Total	\$0	\$300,000	\$0	\$0	\$300,000
Renters Supportive Services Total	\$347,500	\$500,000	\$0	\$0	\$847,500
Fair Housing Total	\$185,000	\$0	\$0	\$0	\$185,000
TOTAL HOUSING DEVELOPMENT	\$3,147,500	\$2,102,500	\$0	\$0	\$5,250,000
Economic Development					
Commercial and Industrial Development Total	\$920,000	\$0	\$0	\$0	\$920,000
Industrial Site Redevelopment/SPUR Total	\$700,000	\$0	\$0	\$0	\$700,000
Business Development Opportunities Total	\$1,004,050	\$182,500	\$0	\$0	\$1,186,550
Job Training and Placement Total	\$1,055,000	\$200,000	\$0	\$0	\$1,255,000
TOTAL ECONOMIC DEVELOPMENT	\$3,679,050	\$382,500	\$0	\$0	\$4,061,550
Quality of Life					
Slum & Blight Elimination Total	\$2,500,000	\$0	\$0	\$0	\$2,500,000
Services & Facility Improvements Total	\$0	\$0	\$0	\$0	\$0
Citizen Safety Total	\$85,000	\$0	\$0	\$0	\$85,000
TOTAL QUALITY OF LIFE	\$2,585,000	\$0	\$0	\$0	\$2,585,000
Homeless Housing					
Homeless Shelters & Other Homeless Housing Support					
Homeless Shelters & Other Homeless Housing Total	\$200,000	\$800,000	\$446,196	\$0	\$1,446,196
TOTAL HOMELESS HOUSING	\$200,000	\$800,000	\$446,196	\$0	\$1,446,196
Special Populations Housing					
Operating Support for HIV/AIDS Housing Total	\$0	\$0	\$0	\$189,868	\$189,868
Supportive Services for Persons with HIV/AIDS Total	\$0	\$0	\$0	\$252,358	\$252,358
Housing Assistance for Persons with HIV/AIDS Total	\$0	\$0	\$0	\$294,669	\$294,669
TOTAL SPECIAL POPULATIONS HOUSING	\$0	\$0	\$0	\$736,895	\$736,895
Planning, Administration & Debt Service					
Operating Budgets	\$2,517,566	\$365,000	\$33,465	\$22,107	\$2,938,138
Section 108 Debt Service	\$632,630	\$0	\$0	\$0	\$632,630
TOTAL PLANNING, ADMIN. & DEBT SERVICE	\$3,150,196	\$365,000	\$33,465	\$22,107	\$3,570,768
TOTAL*	\$12,761,746	\$3,650,000	\$479,661	\$759,002	\$17,650,409

Taxes & Fees

The 2012 millage rate for General Fund operating purposes is the same millage as the 2011 rate of 4.60 mills. The Hamilton County Auditor has determined this rate will yield \$23,992,902 in property tax revenue to the City. The property tax revenue projection is based on the Auditor's estimated assessed valuation for 2011 property values, which includes an average property value reduction of 7.4%. The State reimbursements for local tax loss due to reductions in property taxes resulting from assessment rate changes by the State for tangible personal property as well as electric and gas utilities, have been eliminated. This amount is slightly



lower than the \$24,202,185 approved by the City Council in the 2012 Tentative Tax Budget. The difference is due to the reassessment producing slightly lower property values than anticipated. The debt service millage used to pay principal and interest to holders of City bonds is currently set at 5.47 mills in 2011. The 2012 millage for debt service is set at 5.90 mills. The total tax millage rate for 2012, including the millage for operating purposes and debt service, is 10.50 mills. This represents an increase of 0.43 mills over the current total millage of 10.07 mills. No other tax changes are included in the 2012 Recommended Budget Update.

The Department of Recreation's 2012 Budget Update includes two fee adjustments that are projected to generate an additional \$135,000 in Recreation Special Activities Fund revenue in 2012. The first adjustment increases daily pool user fees from \$1 per day to \$2 per day, establishes a \$20 annual pool membership fee for youth and seniors, and establishes a \$35 annual pool membership fee for adults. These fee changes are projected to generate \$125,000 in additional revenue. The second adjustment establishes a Saturday "day of game" permit at select baseball fields, that will fund field dragging and lining on Saturday mornings for permit holding teams. The cost of the permit will be \$20 per three hour session, which is projected to generate \$10,000 in 2012 revenue.

The Greater Cincinnati Water Works' (GCWW) 2012 Budget Update includes an 8.5% rate increase for 2012. This increase will allow the GCWW to continue its water main replacement and asset maintenance projects as well as maintain compliance with bond covenant agreements and bond rating criteria. A downgrade of bond rating for the GCWW will ultimately increase the cost of bond financing, which will result in less project funding being available. The last water rate increase was approved by the City Council on March 3, 2010 and went into effect on April 2, 2010. With the proposed rate increase, the additional cost to the average City consumer will be about 5.5 cents per day, (based on an average usage of 200 gallons per day) which equates to an additional cost of \$1.67 per month or \$5.02 per quarter. This increase is expected to result in additional revenue of approximately \$5,800,000 assuming the rate increase becomes effective in mid-January of 2012.

The Metropolitan Sewer District (MSD) 2012 Budget Update projects an 8% increase in its wastewater rate in 2012, based on the Comprehensive Wastewater Rate Study. This will result in approximately \$14,000,000 in additional revenues in 2012. The Board of County Commissioners is authorized to approve MSD rate increases.

The Stormwater Management Utility (SMU) budget includes a revenue increase of \$1,522,200 in 2012 based on the Stormwater Rate Study. This additional revenue is needed to adequately provide for the continued system operation, unfunded federal mandates, debt service requirements, and significant capital improvements (including the Mill Creek Barrier Dam). Currently, Class A properties are assessed a stormwater service fee of \$2.70 per month. For these properties, a rate adjustment in 2012 to \$3.16 per month will reflect an increase of \$0.46. Please note, Class A properties are defined as one and two family residential properties under 10,000 square feet in land area (approximately 0.23 acres).

Staffing Plan

The City will increase the overall number of funded positions in 2012 by 88.5 Full-Time Equivalents (FTE). As shown in Table XII, the total number of FTE will increase from the 5,682.7 budgeted in 2011 to 5,771.2 in 2012. This total increase equates to an addition of 3.2 FTE in the General Fund and an addition of 85.3 FTE in the Restricted Funds. The increase in FTE is mostly due to improvements in the methodology used to calculate part-time FTE and the partial allocation of FTE positions to more than one fund to more accurately reflect the division of work for each employee.



Table XII – 2012 City Staffing Plan

<i>(in Full Time Equivalents, FTE)</i>	2011 Budget	2012 Recommended Update	Change From 2009 Budget
General Fund	3,328.2	3,331.4	3.2
Restricted Funds	<u>2,354.5</u>	<u>2,439.8</u>	<u>85.3</u>
Total City Staffing	5,682.7	5,771.2	88.5

Table XIII provides a comparison of the filled and vacant FTE eliminated from programs in the 2012 Recommended Budget in the General Fund and Restricted Funds. No filled positions are identified for elimination in the 2012 Recommended General Fund Budget. However, 46.2 vacant General Fund positions are eliminated. In the Restricted Funds 2.0 filled positions and 16.8 vacant positions are eliminated. It should be noted these position eliminations will be offset with increases in other programs as well as adjustments to the FTE described above. Therefore, while 65.0 FTE have been identified for elimination, total FTE increases by 88.5 in 2012.

Table XIII – 2012 Position Reductions

<i>(in Full Time Equivalents, FTE)</i>	Filled Reductions from 2011 Budget	Vacant Reductions from 2011 Budget	Total Reductions from 2011 Budget
General Fund	0.0	(46.2)	(46.2)
Restricted Funds	<u>(2.0)</u>	<u>(16.8)</u>	<u>(18.8)</u>
Total City Staffing	(2.0)	(63.0)	(65.0)

Table XIV provides a comparison public safety and non-public safety FTE in the 2012 Recommended Budget. Public Safety positions decrease by 29.0 FTE through elimination of vacant positions. In contrast, non-public safety positions increase by 117.5 FTE. This increase can be attributed to restoration of positions in certain departments, an increase of FTE for Riverfront Park, along with the change in FTE calculation methodology.



Table XIV – 2011 to 2012 All Funds Public Safety FTE / Non-Public Safety FTE

<i>(in Full Time Equivalents, FTE)</i>	2011 Budget	2012 Recommended Update	Change From 2009 Budget
Public Safety FTE	1,888.0	1,859.0	(29.0)
Non-Public Safety FTE	<u>3,794.7</u>	<u>3,912.2</u>	<u>117.5</u>
Total All Fund FTE	5,682.7	5,771.2	88.5

As shown in Table XV, sworn positions within the Police Department decrease by 29.0 FTE in 2012 for a total of 1,042.0. Sworn FTE within the Fire Department remains at 817.0 FTE. Therefore, total sworn public safety FTE declines by 29.0.

Table XV – 2012 Sworn Authorized Strength Staffing Summary

<i>(in Full Time Equivalents, FTE)</i>	2011 Budget	2012 Recommended Update	Change From 2009 Budget
Police Sworn	1,071.0	1,042.0	(29.0)
Fire Sworn	<u>817.0</u>	<u>817.0</u>	<u>-</u>
Total Sworn	1,888.0	1,859.0	(29.0)

Table XVI shows the changes in position counts relative to the 2000 Approved Budget. Public Safety positions increase by 72.0 FTE or 4.0%. Non-public safety positions decrease by 908.7 or 38.2%.

Table XVI – General Fund FTE Change 2000-2012

<i>(in Full Time Equivalents, FTE)</i>	2000 Budget	2012 Recommended Update	Change From 2000 Budget
Public Safety FTE (Sworn)	1,787.0	1,859.0	72.0
Non-Public Safety FTE	<u>2,381.1</u>	<u>1,472.4</u>	<u>(908.7)</u>
Total General Fund FTE	4,168.1	3,331.4	(836.7)

The Departmental Budgets section of the Operating Budget Update provides a detailed description of each 2012 FTE change by department.

Supplemental Tables

Tables containing budgetary data on the City Manager’s Recommended 2012 All Funds Budget Update follow this Addendum.



Operating Budget by Fund - Update

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
General Fund	359,392,300	355,878,100	362,653,750	6,775,650
Principal Restricted Funds				
Water Works	114,028,380	116,433,670	122,420,370	5,986,700
Parking System Facilities	8,096,440	7,983,750	7,083,700	(900,050)
Convention Center	7,254,810	7,542,790	7,449,980	(92,810)
General Aviation	1,865,270	1,912,280	1,851,070	(61,210)
Municipal Golf	6,376,740	6,424,090	6,922,720	498,630
Stormwater Management	8,909,920	9,529,670	9,542,360	12,690
Bond Retirement	69,338,380	79,895,190	95,002,210	15,107,020
Street Const Maint & Repair	10,362,810	10,551,750	11,080,290	528,540
Income Tax-Infrastructure	15,850,060	15,579,910	15,364,610	(215,300)
Parking Meter	1,318,050	1,301,510	1,302,560	1,050
Community Dev Block Grant	3,394,700	3,794,860	3,150,200	(644,660)
Municipal Motor Vehicle Lic Tx	2,691,960	2,675,100	2,758,170	83,070
Sawyer Point	928,060	768,300	782,120	13,820
Recreation Special Activities	3,218,890	3,482,010	3,961,890	479,880
Health Services	4,622,400	6,081,160	5,769,770	(311,390)
Cable Communications	3,119,120	3,314,880	3,260,110	(54,770)
Metropolitan Sewer District	196,753,620	198,011,150	206,998,550	8,987,400
Income Tax Transit	41,096,010	42,724,920	45,568,080	2,843,160
Principal Restricted Total	499,225,620	518,006,990	550,268,760	32,261,770
Other Restricted Funds	28,263,650	31,899,910	32,744,680	844,770
Grand Total	886,881,570	905,785,000	945,667,190	39,882,190



All Funds Operating Budget Summary - Update

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
City Council	2,025,560	2,127,400	1,995,550	(131,850)
Office of the Mayor	639,960	679,960	597,700	(82,260)
Clerk of Council	691,100	716,870	743,120	26,250
City Manager	8,566,410	7,885,370	9,114,710	1,229,340
Citizens Complaint and Internal Audit	1,071,020	1,081,850	976,420	(105,430)
Community Development	7,493,090	7,124,800	6,525,120	(599,680)
Enterprise Services	14,562,240	14,737,270	13,673,620	(1,063,650)
Enterprise Technology Solutions	16,464,000	17,097,960	15,388,200	(1,709,760)
Finance	76,700,810	88,510,520	103,799,280	15,288,760
Fire	92,832,430	98,781,210	94,430,500	(4,350,710)
Health	41,813,670	40,119,440	40,784,290	664,850
Human Resources	2,278,090	2,243,390	2,151,030	(92,360)
Law	5,756,850	6,382,240	5,887,090	(495,150)
Parks	11,682,330	12,945,190	14,694,450	1,749,260
Planning and Buildings	6,348,670	6,533,850	6,256,310	(277,540)
Police	142,146,640	148,901,350	135,873,340	(13,028,010)
Public Services	41,869,480	39,750,700	40,030,480	279,780
Recreation	28,629,730	26,509,970	28,103,020	1,593,050
Retirement	0	0	0	0
Sewers	200,674,100	202,463,360	209,975,040	7,511,680
Transportation & Engineering	12,091,730	12,027,090	11,712,320	(314,770)
Water Works	111,486,560	114,002,110	118,798,320	4,796,210
SORTA	40,391,660	40,280,280	44,865,650	4,585,370
Departmental Budget Total	866,216,130	890,902,180	906,375,560	15,473,380
Non-Departmental Benefits	0	0	15,081,550	15,081,550
General Fund Overhead	7,972,350	7,729,790	7,813,040	83,250
Non-Departmental Accounts	11,843,090	6,303,030	13,247,000	6,943,970
Reserve for Contingencies	850,000	850,000	3,150,000	2,300,000
Non-Departmental Budget Total	20,665,440	14,882,820	39,291,590	24,408,770
Grand Total	886,881,570	905,785,000	945,667,150	39,882,150



All Funds Capital Budget Summary - Update

Department	2011 Approved Budget	2012 Approved Budget	2012 Recommended Update	\$ Change 2011 to 2012 Update	% Change 2011 to 2012 Update
City Manager	\$3,807,600	\$4,968,700	\$4,845,000	\$1,037,400	27.2%
Community Development	4,853,200	2,768,400	2,758,600	(\$2,094,600)	-43.2%
Enterprise Services	998,300	1,529,300	1,473,000	\$474,700	47.6%
Enterprise Technology Solutions	764,600	843,900	736,500	(\$28,100)	-3.7%
Finance	78,000	287,400	283,000	\$205,000	262.8%
Fire	366,900	395,900	381,400	\$14,500	4.0%
Health	328,300	363,700	350,300	\$22,000	6.7%
Law	90,000	0	0	(\$90,000)	-100.0%
Parks	7,655,800	4,831,800	4,674,000	(\$2,981,800)	-38.9%
Planning & Buildings	117,800	89,200	124,500	\$6,700	5.7%
Police	0	0	0	\$0	0.0%
Public Services	9,985,100	12,001,800	12,439,300	\$2,454,200	24.6%
Recreation	4,360,200	4,710,200	4,656,300	\$296,100	6.8%
Sewers	211,764,000	153,856,300	249,372,800	\$37,608,800	17.8%
Transportation & Engineering	24,038,000	24,946,800	24,195,600	\$157,600	0.7%
Water Works	52,527,500	56,786,500	43,798,000	(\$8,729,500)	-16.6%
TOTAL ALL DEPARTMENTS	\$321,735,300	\$268,379,900	\$350,088,300	\$28,353,000	8.8%



Consolidated Plan Budget Summary - Update

	2011 Approved Budget	2012 Approved Budget	2012 Recommended Update	\$ Change 2011 to 2012 Update	% Change 2011 to 2012 Update
Community Development	\$15,478,416	\$14,602,844	\$10,740,591	(\$4,737,825)	-30.6%
City Manager - Economic Development	\$0	\$0	\$2,070,000	\$2,070,000	100.0%
Finance - Income Tax	\$8,000	\$8,000	\$6,800	(\$1,200)	-15.0%
Law	\$160,000	\$160,000	\$0	(\$160,000)	-100.0%
Public Services	\$585,000	\$585,000	\$497,250	(\$87,750)	-15.0%
Police	\$100,000	\$100,000	\$85,000	(\$15,000)	-15.0%
Health	\$727,220	\$700,000	\$595,000	(\$132,220)	-18.2%
Parks	\$100,000	\$100,000	\$85,000	(\$15,000)	-15.0%
TOTAL DEPARTMENTS	\$17,158,636	\$16,255,844	\$14,079,641	(\$3,078,995)	-17.9%
General Administration and Planning	\$3,621,123	\$3,492,734	\$2,938,138	(\$682,985)	-18.9%
Section 108 Debt Service	542,900	586,390	632,630	\$89,730	16.5%
GRAND TOTAL	\$21,322,659	\$20,334,968	\$17,650,409	(\$3,672,250)	-17.2%



Staffing Plan - Update

	General Fund			Restricted Funds			All Funds		
	2010	2011	2012	2010	2011	2012	2010	2011	2012
City Council	27.00	27.00	27.00	0.00	0.00	0.00	27.00	27.00	27.00
Office of the Mayor	8.00	8.00	8.00	0.00	0.00	0.00	8.00	8.00	8.00
Clerk of Council	7.00	7.00	7.00	0.00	0.00	0.00	7.00	7.00	7.00
City Manager	37.00	32.00	39.96	10.00	12.00	18.04	47.00	44.00	58.00
Citizens Complaint and Internal Audit	11.10	10.10	9.73	0.00	0.00	0.27	11.10	10.10	10.00
Community Development	52.50	48.50	42.85	19.00	23.00	15.65	71.50	71.50	58.50
Enterprise Services	0.00	0.00	0.00	53.50	44.50	36.85	53.50	44.50	36.85
Enterprise Technology Solutions	28.00	31.00	29.00	73.00	70.00	71.00	101.00	101.00	100.00
Finance	76.75	75.75	73.15	46.00	33.00	34.90	122.75	108.75	108.05
Fire	868.00	842.00	845.00	0.00	1.00	1.00	868.00	843.00	846.00
Health	272.90	209.90	222.72	185.20	211.70	197.43	458.10	421.60	420.15
Human Resources	22.10	20.10	22.10	3.00	3.00	3.00	25.10	23.10	25.10
Law	63.20	60.20	61.20	8.00	10.00	8.00	71.20	70.20	69.20
Parks	95.30	106.33	118.83	62.40	61.40	66.40	157.70	167.73	185.23
Planning and Buildings	65.00	62.00	63.00	6.00	6.00	6.00	71.00	68.00	69.00
Police	1,428.00	1,365.00	1,341.00	0.00	1.00	0.00	1,428.00	1,366.00	1,341.00
Public Services	191.50	146.00	134.38	299.00	299.50	299.12	490.50	445.50	433.50
Recreation	267.41	206.29	262.19	105.90	102.07	148.84	373.31	308.36	411.03
Retirement	0.00	0.00	0.00	0.00	9.00	10.00	0.00	9.00	10.00
Sewers	0.00	0.00	0.00	750.00	753.00	764.08	750.00	753.00	764.08
Transportation & Engineering	73.00	71.00	24.31	103.00	103.00	149.05	176.00	174.00	173.36
Water Works	0.00	0.00	0.00	617.32	611.36	610.16	617.32	611.36	610.16
Total	3,593.76	3,328.17	3,331.42	2,341.32	2,354.53	2,439.79	5,935.08	5,682.70	5,771.21
Police Sworn	1,133.00	1,070.00	1,042.00	0.00	1.00	0.00	1,133.00	1,071.00	1,042.00
Fire Sworn	841.00	816.00	817.00	0.00	1.00	0.00	841.00	817.00	817.00
Non-Sworn	1,619.76	1,442.17	1,472.42	2,341.32	2,352.53	2,439.79	3,961.08	3,794.70	3,912.21



2012 Continuation Budget/2012 Recommended Update Budget Comparison

	2012 Continuation Budget	2012 Recommended Budget	% Change 2012 Rec to 2012 Cont
Police	\$ 143,045,770	\$ 132,888,620	-7.1%
Fire	\$ 91,741,870	\$ 94,358,450	2.9%
Public Safety Sub-Total	\$ 234,787,640	\$ 227,247,070	-3.2%
Health	\$ 20,938,100	\$ 19,635,500	-6.2%
Public Services	\$ 21,015,210	\$ 19,910,740	-5.3%
Recreation	\$ 17,225,620	\$ 16,236,590	-5.7%
Finance	\$ 7,095,620	\$ 7,345,540	3.5%
Community Development	\$ 5,378,700	\$ 5,527,510	2.8%
Planning & Buildings	\$ 5,714,570	\$ 5,752,600	0.7%
Parks	\$ 6,717,760	\$ 8,151,190	21.3%
Law	\$ 6,408,390	\$ 5,666,750	-11.6%
Enterprise Technology Solutions	\$ 5,748,580	\$ 4,459,350	-22.4%
Transportation & Engineering	\$ 3,614,660	\$ 3,563,020	-1.4%
Human Resources	\$ 1,984,800	\$ 1,922,450	-3.1%
City Council	\$ 2,101,340	\$ 1,995,550	-5.0%
City Manager's Office	\$ 6,392,210	\$ 6,988,960	9.3%
Clerk of Council	\$ 716,460	\$ 743,120	3.7%
Citizen Complaint & Internal Audit	\$ 1,049,950	\$ 953,470	-9.2%
Office of the Mayor	\$ 673,140	\$ 597,700	-11.2%
Non-Public Safety Sub-Total	\$ 112,775,110	\$ 109,450,040	-2.9%
Total Departmental Budgets	\$ 347,562,750	\$ 336,697,110	-3.1%
Employee Benefits	\$ 9,221,740	\$ 10,466,540	13.5%
Non-Departmental	\$ 11,455,000	\$ 15,490,100	35.2%
Total General Fund Budget	\$ 368,239,490	\$ 362,653,750	-1.5%



2012 General Fund Gap Plan

2012 Estimated Revenues	333,747,400	
2012 Continuation Budget	369,239,500	
Estimated Expenditure Savings	(1,841,200)	
Gap	(33,650,900)	
	Budget	FTE
2011 Expenditure Savings/Carryover	(4,488,320)	-
Miscellaneous Personnel/Position Reduction	(3,893,800)	(34.20)
Employee Benefit Reimbursements	(2,514,440)	-
Grant Funding	(1,975,190)	-
Fund Transfer	(1,761,730)	(4.01)
Miscellaneous Personnel and/or Non-Personnel Reduction	(2,154,040)	-
Solid Waste Route Optimization	(964,570)	(12.00)
Fuel Savings	(439,230)	-
Vacant Position Savings	(274,580)	-
Program Restoration	1,295,010	24.59
Separation Costs	1,550,000	-
Program Increases/Contingencies	4,644,840	7.00
Adjustment for Employee Benefits, Misc Expenses	901,980	21.87
Total Expenditure Reductions	(10,074,070)	3.25
	Revenues	
2011 Revenue Growth/Carryover	9,295,640	
2012 Additional Income Tax	5,900,000	
2012 Local Government Fund Revision	838,400	
Recycling Revenue Adjustment	351,000	
Employee Benefit Reimbursements	(2,473,000)	
Miscellaneous Adjustments	(307,280)	
Total Revenue Growth	13,604,760	
	Transfers	
Convergys Contract Amendment	10,000,000	
Total Transfers	10,000,000	
Revised Expenditure Savings Calculation*	(27,930)	
Total Reductions, Revenues and Transfers	33,650,900	

* This annual calculation assumes expenditure savings based on 0.5% of total expenditures; therefore a lower expenditure budget leads to lower expenditure savings.



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Recommended 2012 Operating Budget Update

Table I: Recommended 2012 Operating Budget Update

(\$ in Millions)	2011	2012	Change	2012	Change
	Approved Budget	Approved Budget	From 2011	Recommended Update	From 2011
General Fund	\$355.9	\$339.1	-4.7%	\$362.7	1.9%
Restricted Funds ¹	\$546.1	\$561.5	2.8%	\$579.9	6.2%
Total Operating Budget	\$902.0	\$900.5	-0.2%	\$942.5	4.5%

¹ Community Development Block Grant funding, which is reported within the Consolidated Plan budget, is not included in the amounts cited above.

As shown in Table I, the recommended General Fund Operating Budget Update is \$362.7 million for 2012. The 2012 General Fund Operating Budget Update represents a \$6.8 million, or 1.9% increase from the 2011 Approved Budget. The 2012 Restricted Funds Operating Budget Update represents a \$33.8 million, or 6.2% increase over the 2011 Approved Budget. This is primarily due to increases in the Bond Retirement Fund, the Greater Cincinnati Water Works Fund, and the Metropolitan Sewer District Fund. These increases are offset by expenditure reductions for the Parking Facilities Fund, Convention Center Fund, General Aviation Fund, Stormwater Management Utility Fund, Income-Tax Infrastructure Fund, Sawyer Point Fund, and Health Services Fund. While the All Funds Operating Budget is balanced for 2012, the Stormwater Management Fund 107 requires reductions to ensure that expenditures remain within resources. All funds are balanced to resources in 2012. More details on the Restricted Funds changes are in the 2012 Restricted Funds Resources and Expenditures section of the Operating Budget Update Document.

Table II: General Fund 2012 Continuation Budget / 2012 Recommended Update Comparison

(\$ in Millions)	2012 Continuation Budget	2012 Recommended Update	Increase / (Decrease)	% Change 2012 Cont. to 2012 Rec
Public Safety Total	\$234.8	\$227.2	(\$7.5)	-3.2%
Non-Public Safety Total	\$112.8	\$109.5	(\$3.3)	-2.9%
Total Departmental Budgets	\$347.6	\$336.7	(\$10.9)	-3.1%
Employee Benefits Total	\$9.2	\$10.5	\$1.2	13.5%
Non-Departmental Total	\$11.5	\$15.5	\$4.0	35.2%
Total General Fund Operating Budget	\$368.2	\$362.7	(\$5.6)	-1.5%

As shown in Table II, the forecasted 2012 General Fund continuation budget (a budget to provide the same level of services in 2012 as in 2011 and includes anticipated inflationary increases and assumptions for wage increases), totaled \$368.2 million. Of this amount, public safety departments comprised a total of \$234.8 mil-



lion, and non-public safety departments comprised a total of \$112.8 million. In contrast, the 2012 Recommended General Fund Budget Update totals \$362.7 million and includes \$227.2 million for public safety departments and \$109.5 million for non-public safety departments. The public safety departments and non-public safety departments reflect budget decreases of \$7.5 million, or 3.2%, and \$3.3 million, or 2.9%, respectively.

Table II shows that expenditure reductions of \$5.6 million are recommended in 2012 when compared to the 2012 Continuation Budget. This decrease is primarily due to:

-\$3.9 million: Miscellaneous Personnel/Position Reductions

This includes the elimination of 34.0 vacant FTE in miscellaneous positions. Examples of the positions eliminated are two Assistant Police Chief positions within the Police Department, 26 vacant Police Officer positions, the elimination of an Administrative Specialist position within the Office of Environmental Quality, and the elimination of a Service Area Coordinator position within the Department of Recreation. In addition, there are savings related to right-sizing sworn personnel budgets based on attrition and the reduction of overtime for non-sworn positions.

-\$2.5 million: Reimbursement for Fringe Benefits

Due to a new accounting procedure, the fringe benefits expenses are now reduced by reimbursements from other funds; however, this is offset by a reduction in General Fund revenue for these same fringe benefits reimbursements.

-\$2.2 million: Miscellaneous Personnel and/or Non-Personnel Reductions

The reduction of miscellaneous personnel and non-personnel items within numerous departments will result in savings of \$2.2 million in 2012. Examples of some of the non-personnel items reduced include, but are not limited to, take home cars, cell phones and telephone lines, and office supplies. An amount of \$0.2 million will be saved in 2012 due to a reduction in the tonnage price for road salt. In addition, changes within the Health Department's operations will result in savings of \$0.6 million.

-\$2.0 million: Use of Grant Funding

The reimbursement of Police Officer salaries from the COPS Hiring Grant obtained during 2011 will save \$2.0 million in 2012.

-\$1.7 million: Transfer of Expenditures to Other Eligible Funds

The transfer of expenditures to other eligible funding sources will save \$1.7 million in 2012. Examples of such transfers include the reimbursement of an additional \$0.4 million for emergency communications staff and expenses from the 911 Cell Phone Fees Fund, the one-time shift of \$0.3 million in expenditures to the Recreation Special Activities Fund to support recreation center operations, the one-time shift of expenditures related to the Armleder Memorial Aquatics Facilities to the Armleder Projects Fund.

-\$1.0 million: Implementation of Solid Waste Study

Implementation of the recommendations of the Solid Waste Route Optimization Study will result in savings of \$1.0 million and the elimination of 12.0 vacant FTE in 2012.

-\$0.4 million: Fuel Savings

Due to fuel hedging, fuel is budgeted at \$3.90 a gallon which reflects a decrease from the previously estimated \$4.27 a gallon and will save \$0.4 million in the General Fund for 2012.

-\$0.3 million: Vacant Position Savings

Holding miscellaneous positions vacant for all or part of 2012 will result in savings of \$0.3 million in 2012.



-\$0.0 million: Transfers to Non-Departmental Accounts

There is \$1.3 million in expenses previously budgeted in departmental accounts which are now budgeted in non-departmental accounts. Overall, this is budget neutral. This includes \$1.1 million in Enterprise Licenses and Software and the City's State and Federal Lobbyist contracts.

+\$1.3 million: Program Restorations

Program restorations that will restore reductions made in prior years will result in a need of \$1.3 million for 2012. These restorations are recommended either to ensure critical functions can be carried out in a timely fashion or to prevent financial and operational audit findings. Examples of the program restorations include the restoration of an Elevator Inspector position within the Department of Planning & Buildings, without which the City has been losing inspection revenue and has fallen behind on the established elevator inspection cycle; the restoration of part-time Municipal Worker positions within the Department of Recreation, without which the department has experienced difficulties in maintaining safe and clean recreation facilities; the restoration of two Accountant positions within the Department of Finance to ensure adequate financial checks and balances; and the restoration of two Human Resources Analysts in order to help reduce the turnaround time required to fill positions within the City organization.

+\$1.6 million: Separation Costs

Previous layoffs have resulted in higher unemployment compensation. In addition, the City has been experiencing higher numbers of non-sworn retirements which has led to higher levels of lump sum payouts.

+\$4.6 million: Program Increases/Contingencies

Recommended program increases will result in an additional need of \$4.6 million in 2012. The recommended increases will ensure adequate and effective City operations. Examples of these increases include a \$2.4 million increase for the Reserve for Contingencies, which will ensure available funding should utility costs increase to a higher than anticipated level, for sworn overtime related to presidential visits and other special events, and to minimize brownouts within the Department of Fire; \$0.6 million for downtown beautification and services for World Choir Games; \$0.5 million for the operations of the Smale Riverfront Park and Washington Park, both of which come online in 2012; and \$0.2 million for additional banking fees and delinquent account collection fees.

The specific changes previously noted, in addition to a net increase of \$0.9 million in other personnel and non-personnel areas of the operating budget, including employee benefits, account for the \$5.6 million decrease from the 2012 continuation budget. On [page 80](#) of the Operating Budget Update, there is a comparison of each department's continuation budget to the recommended budget.

Budget Assumptions

The following summary includes the major assumptions used in developing the Recommended 2012 Budget Update.

1. In 2012, all employees are budgeted for a 0% increase. As labor contracts expire in 2012, the Administration will continue to negotiate with that position.
2. Step increases are funded pursuant to union contracts which range from less than 2% to over 4% for most union positions that are not at the top of the respective salary ranges. A 3% merit increase for non-represented employees is also budgeted in 2012. Of all full-time City employees, over 90% are represented and less than 10% are non-represented.



Budget Assumptions

- Overtime and compensatory time are still eliminated except for emergencies for non-represented staff. Table III lists the budgeted overtime expenses for all full-time employees by department type in the General Fund, Non-General Fund (including Enterprise Funds), and in All Funds.

Table III – Budgeted Overtime

Department Type	General Fund	Non-General Funds	All Funds
Public Safety	\$ 8,113,520	\$ -	\$ 8,113,520
Non-Public Safety	803,480	4,386,810	5,190,290
Grand Total	\$ 8,917,000	\$ 4,386,810	\$ 13,303,810

- The Mayor and Members of City Council have not voted for a raise; therefore, the recommended budget includes a 0% increase for the Mayor and City Council.
- The City’s pension system is funded at an 18% employer contribution rate. This is an increase from the 17% pension employer contribution rate in 2011. This is consistent with the Administration’s three year plan to implement motion #201100251 approved by City Council, which provides for a 24% employer contribution rate. It also compliant with City Council approved Ordinance #0417-2008, which indicated the City’s intent to provide employer funding to the Cincinnati Retirement System at a rate of not less than 17%. The budget also provides for the employer’s share of participants in Ohio Public Employees Retirement System at 14%, Ohio Police Pension at 19.5%, and the Ohio Fire Pension at 24%.
- All City employees are on the “80/20 Plan” for healthcare. Under the 80/20 Plan, the employee’s share of the total cost of healthcare is approximately 25% depending on the healthcare usage of the employee. Due to rising healthcare costs, the employer healthcare portion is anticipated to increase by 18.0% in 2012 and the employee’s premium share to increase by approximately 15.0%.
- There are no significant changes to the ratio of supervisors to employees in the Recommended 2012 Budget Update. Table IV lists all the current supervisors within non-represented and CODE employee groups, regardless of funding source. Across all funds, the supervisor to employee ratio is 1 supervisor to 6.41 employees. Please note that this ratio does not include supervising contractors, the inclusion of which would increase the ratio. Lastly, most supervisors are working supervisors with their own work product. (e.g., a Principal Engineer who supervises other engineers as well as manages his/her own projects like the Waldvogel Viaduct).



Table IV – Supervisor to Employee Ratio

Department	CODE & Non-Rep Total	Supervise?		# of Employees Supervised	# of Employees per Supervisor
		No	Yes		
Citizen Complaint/Internal Audit	9	6	3	9	3.00
City Manager's Office	35	23	12	52	4.33
Community Development	41	30	11	111	10.09
Enterprise Technology Solutions	80	59	21	89	4.24
Finance	64	40	24	167	6.96
Fire	15	10	5	23	4.60
Health	142	88	54	429	7.94
Human Resources	16	12	4	16	4.00
Law	58	51	7	65	9.29
Parking Facilities	4	1	3	30	10.00
Parks	37	9	28	243	8.68
Planning & Buildings	32	21	11	61	5.55
Police	42	19	23	127	5.52
Public Services	61	19	42	441	10.50
Recreation	57	7	50	685	13.70
Retirement	7	4	3	9	3.00
Sewers	262	184	78	326	4.18
Transportation & Engineering	89	39	50	153	3.06
Water Works	196	64	132	560	4.24
Grand Total	1247	686	561	3596	6.41

8. Training expenditures have been reduced in the General Fund in the 2012 Recommended Budget Update. General Fund non-local travel expenditures are increased by a total of \$12,711 in the 2012 Recommended Budget Update. The increase is necessary to meet training requirements associated with anticipated employee turnover resulting from the Ohio Police and Fire Pension Fund's (OP&F) Deferred Retirement Option Program (DROP). Since 2002, General Fund non-local travel and training budgets have decreased by 70.4% and 85.3%, respectively. Table V summarizes the budget changes for training and non-local travel in the General Fund and in All Funds. Much of the training and travel recommended is for certification and professional needs or to allow for economic development opportunities. The City Manager's Office will carefully review travel requests that use General Fund resources.

Recommended 2012 Operating Budget Update

Budget Assumptions



Table V – Training and Non-Local Travel Comparison

	2011 Approved		2012 Recommended		% Change
			Update	\$ Change	
Training - General Fund	\$	108,650	\$	103,810	\$ (4,840) -4.5%
Training - Non-General Funds		1,100,550		953,888	(146,662) -13.3%
Training - All Funds	\$	1,209,200	\$	1,057,698	\$ (151,502) -12.5%
Non-Local Travel - General Fund	\$	71,500	\$	84,211	\$ 12,711 17.8%
Non-Local Travel - Non-General Funds		603,720		574,051	(29,669) -4.9%
Non-Local Travel - All Funds	\$	675,220	\$	658,262	\$ (16,958) -2.5%

9. Car allowances and take home car privileges are funded in the budget; however, these have been reduced where possible within the 2012 Recommended Budget Update. In addition, an Administrative review resulted in a number of vehicles being turned in during 2009 and 2010.
10. Fuel costs are budgeted at \$3.90 per gallon. The Administration has begun using fuel hedging as a tool to help with level budgeting for fuel purchases in 2012; however, fuel hedging is not a method to save long term since ultimately the City will pay for variances in the fuel price.
11. Snow removal and winter operations will still be focused toward the goal of treating all City streets within 24 hours of a snow event. The 2012 granular salt contract cost is \$61.56 per ton, which is a 7.5% decrease from the 2011 amount of \$66.52 per ton. In addition, the City is continuing its investment in beet juice, which adheres to road surfaces longer and can reduce the need for repeated treatment trips over the same roadway.
12. The 2012 Recommended Budget Update includes funds for the following heritage events:

Event	Event Cost Share
Black Family Reunion	10%
Opening Day Parade	10%
St. Patrick's Day Parade	10%
Juneteenth	10%

City Council approved and filed Doc#200701075 on February 28, 2008 establishing a list of four heritage events that would be entitled to receive a subsidy of 90% of the cost of City Services. Those events receiving City funding are required to utilize City personnel for event services. Sanitation and trash pickup services are required to be provided by outside firms. Events not on the list will have to pay 100% of all City service costs. Special Events Assistance Program Guidelines were established to provide a competitive mechanism to award assistance to other special events utilizing the special event funding established by City Council as part of the 2008 Approved Budget Update; however, there is no funding in 2012 for the competitive process due to the limited nature of General Fund resources.

13. The budgeted Human Services funding, which includes Center for Closing the Health Gap funding, is increased from \$1.985 million in 2011 to \$1.992 million in 2012, which represents 0.6% of the 2012 estimated General Fund revenue of \$338.1 million. Funding allocations for 2012 have not been determined pending Council approval of the Human Services Advisory Committee's recommendations.
14. No arts funding is budgeted for 2012 due to the limited nature of General Fund resources.



Taxes & Fee Changes

The 2012 millage rate for General Fund operating purposes is the same millage as the 2011 rate of 4.60 mills. The Hamilton County Auditor has determined this rate will yield \$23,992,902 in property tax revenue to the City. The property tax revenue projection is based on the Auditor's estimated assessed valuation for 2011 property values, which includes an average property value reduction of 7.4%. The State reimbursements for local tax loss due to reductions in property taxes resulting from assessment rate changes by the State for tangible personal property as well as electric and gas utilities, have been eliminated. This amount is slightly lower than the \$24,202,185 approved by the City Council in the 2012 Tentative Tax Budget. The difference is due to the reassessment producing slightly lower property values than anticipated. The debt service millage used to pay principal and interest to holders of City bonds is currently set at 5.47 mills in 2011. The 2012 millage for debt service is set at 5.90 mills. The total tax millage rate for 2012, including the millage for operating purposes and debt service, is 10.50 mills. This represents an increase of 0.43 mills over the current total millage of 10.07 mills. No other tax changes are included in the 2012 Recommended Budget Update.

The Department of Recreation's 2012 Budget Update includes two fee adjustments that are projected to generate an additional \$135,000 in Recreation Special Activities Fund revenue in 2012. The first adjustment increases daily pool user fees from \$1 per day to \$2 per day, establishes a \$20 annual pool membership fee for youth and seniors, and establishes a \$35 annual pool membership fee for adults. These fee changes are projected to generate \$125,000 in additional revenue. The second adjustment establishes a Saturday "day of game" permit at select baseball fields, that will fund field dragging and lining on Saturday mornings for permit holding teams. The cost of the permit will be \$20 per three hour session, which is projected to generate \$10,000 in 2012 revenue.

The Greater Cincinnati Water Works' (GCWW) 2012 Budget Update includes an 8.5% rate increase for 2012. This increase will allow the GCWW to continue its water main replacement and asset maintenance projects as well as maintain compliance with bond covenant agreements and bond rating criteria. A downgrade of bond rating for the GCWW will ultimately increase the cost of bond financing, which will result in less project funding being available. The last water rate increase was approved by the City Council on March 3, 2010 and went into effect on April 2, 2010. With the proposed rate increase, the additional cost to the average City consumer will be about 5.5 cents per day, (based on an average usage of 200 gallons per day) which equates to an additional cost of \$1.67 per month or \$5.02 per quarter. This increase is expected to result in additional revenue of approximately \$5,800,000 assuming the rate increase becomes effective in mid-January of 2012.

The Metropolitan Sewer District (MSD) 2012 Budget Update projects an 8% increase in its wastewater rate in 2012, based on the Comprehensive Wastewater Rate Study. This will result in approximately \$14,000,000 in additional revenues in 2012. The Board of County Commissioners is authorized to approve MSD rate increases.

The Stormwater Management Utility (SMU) budget includes a revenue increase of \$1,522,200 in 2012 based on the Stormwater Rate Study. This additional revenue is needed to adequately provide for the continued system operation, unfunded federal mandates, debt service requirements, and significant capital improvements (including the Mill Creek Barrier Dam). Currently, Class A properties are assessed a stormwater service fee of \$2.70 per month. For these properties, a rate adjustment in 2012 to \$3.16 per month will reflect an increase of \$0.46. Please note, Class A properties are defined as one and two family residential properties under 10,000 square feet in land area (approximately 0.23 acres).



Staffing Plan

Staffing Plan

The City will increase the overall number of funded positions in 2012 by 88.5 Full-Time Equivalents (FTE). As shown in Table VI, the total number of FTE will increase from the 5,682.7 budgeted in 2011 to 5,771.2 in 2012. This total increase equates to an addition of 3.2 FTE in the General Fund and an addition of 85.3 FTE in the Restricted Funds. The increase in FTE is mostly due to improvements in the methodology used to calculate part-time FTE and the partial allocation of FTE positions to more than one fund to more accurately reflect the division of work for each employee.

Table VI – 2012 City Staffing Plan

	2011 Budget	2012 Recommended Update	Change From 2009 Budget
<i>(in Full Time Equivalents, FTE)</i>			
General Fund	3,328.2	3,331.4	3.2
Restricted Funds	<u>2,354.5</u>	<u>2,439.8</u>	<u>85.3</u>
Total City Staffing	5,682.7	5,771.2	88.5

Table VII provides a comparison of the filled and vacant FTE eliminated from programs in the 2012 Recommended Budget in the General Fund and Restricted Funds. No filled positions are identified for elimination in the 2012 Recommended General Fund Budget. However, 46.2 vacant General Fund positions are eliminated. In the Restricted Funds 2.0 filled positions and 16.8 vacant positions are eliminated. It should be noted these position eliminations will be offset with increases in other programs as well as adjustments to the FTE described above. Therefore, while 65.0 FTE have been identified for elimination, total FTE increases by 88.5 in 2012.

Table VII – 2012 Position Reductions

	Filled Reductions from 2011 Budget	Vacant Reductions from 2011 Budget	Total Reductions from 2011 Budget
<i>(in Full Time Equivalents, FTE)</i>			
General Fund	0.0	(46.2)	(46.2)
Restricted Funds	<u>(2.0)</u>	<u>(16.8)</u>	<u>(18.8)</u>
Total City Staffing	(2.0)	(63.0)	(65.0)

Table VIII provides a comparison public safety and non-public safety FTE in the 2012 Recommended Budget. Public Safety positions decrease by 29.0 FTE through elimination of vacant positions. In contrast, non-public safety positions increase by 117.5 FTE. This increase can be attributed to restoration of positions in certain departments, an increase of FTE for Riverfront Park, along with the change in FTE calculation methodology.



Table VIII – 2011 to 2012 All Funds Public Safety FTE / Non-Public Safety FTE

	2011 Budget	2012 Recommended Update	Change From 2009 Budget
<i>(in Full Time Equivalents, FTE)</i>			
Public Safety FTE	1,888.0	1,859.0	(29.0)
Non-Public Safety FTE	<u>3,794.7</u>	<u>3,912.2</u>	<u>117.5</u>
Total All Fund FTE	5,682.7	5,771.2	88.5

As shown in Table IX sworn positions within the Police Department decrease by 29.0 FTE in 2012 for a total of 1,042.0. Sworn FTE within the Fire Department remains at 817.0 FTE. Therefore, total sworn public safety FTE declines by 29.0.

Table IX – 2012 Sworn Authorized Strength Staffing Summary

	2011 Budget	2012 Recommended Update	Change From 2009 Budget
<i>(in Full Time Equivalents, FTE)</i>			
Police Sworn	1,071.0	1,042.0	(29.0)
Fire Sworn	<u>817.0</u>	<u>817.0</u>	<u>-</u>
Total Sworn	1,888.0	1,859.0	(29.0)

Table X shows the changes in position counts relative to the 2000 Approved Budget. Public Safety positions increase by 72.0 FTE or 4.0%. Non-public safety positions decrease by 908.7 or 38.2%.

Table X – General Fund FTE Change 2000-2012

	2000 Budget	2012 Recommended Update	Change From 2000 Budget
<i>(in Full Time Equivalents, FTE)</i>			
Public Safety FTE (Sworn)	1,787.0	1,859.0	72.0
Non-Public Safety FTE	<u>2,381.1</u>	<u>1,472.4</u>	<u>(908.7)</u>
Total General Fund FTE	4,168.1	3,331.4	(836.7)

The Departmental Budgets section of this document provides a detailed description of each 2012 FTE change by department.



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2012 All Funds Recommended Operating Budget Update By Fund

The City of Cincinnati Operating Budget is developed by fund. By law, each fund is balanced to resources in 2012. Significant changes in fund revenues, resources, expenditures, or balances in each fund are described in this section of the Operating Budget document. This section includes the following tables and narratives:

All Funds Operating Budget

The table titled "Operating Budgets by Fund - Update" on the next page lists the recommended 2012 expenditure budget by fund. It also provides the 2010 approved budget and the 2011 approved budget by fund.

2012 General Fund Resources and Expenditures

This section beginning on [page 49](#) includes the General Fund Multi-Year Forecast and a detailed description of the General Fund Revenue estimates for 2012.

2012 Restricted Funds Resources and Expenditures

This section beginning on [page 53](#) starts with an overview of the Principal Restricted Funds and Other Restricted Funds. Several tables follow this overview including the Restricted Funds Operating Budget, and the Other Restricted Funds Operating Budget by Fund.

Financial Summaries

Starting on [page 57](#), this section provides a description of each Principal Restricted Fund, a list of major services, and a revenue and expenditure summary of changes in revenue and expenditures for each principle restricted fund.

Recommended 2012 Operating Budget Update

Operating Budget by Fund - Update



Operating Budget by Fund - Update

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
General Fund	359,392,300	355,878,100	362,653,750	6,775,650
Principal Restricted Funds				
Water Works	114,028,380	116,433,670	122,420,370	5,986,700
Parking System Facilities	8,096,440	7,983,750	7,083,700	(900,050)
Convention Center	7,254,810	7,542,790	7,449,980	(92,810)
General Aviation	1,865,270	1,912,280	1,851,070	(61,210)
Municipal Golf	6,376,740	6,424,090	6,922,720	498,630
Stormwater Management	8,909,920	9,529,670	9,542,360	12,690
Bond Retirement	69,338,380	79,895,190	95,002,210	15,107,020
Street Const Maint & Repair	10,362,810	10,551,750	11,080,290	528,540
Income Tax-Infrastructure	15,850,060	15,579,910	15,364,610	(215,300)
Parking Meter	1,318,050	1,301,510	1,302,560	1,050
Community Dev Block Grant	3,394,700	3,794,860	3,150,200	(644,660)
Municipal Motor Vehicle Lic Tx	2,691,960	2,675,100	2,758,170	83,070
Sawyer Point	928,060	768,300	782,120	13,820
Recreation Special Activities	3,218,890	3,482,010	3,961,890	479,880
Health Services	4,622,400	6,081,160	5,769,770	(311,390)
Cable Communications	3,119,120	3,314,880	3,260,110	(54,770)
Metropolitan Sewer District	196,753,620	198,011,150	206,998,550	8,987,400
Income Tax Transit	41,096,010	42,724,920	45,568,080	2,843,160
Principal Restricted Total	499,225,620	518,006,990	550,268,760	32,261,770
Other Restricted Funds	28,263,650	31,899,910	32,744,680	844,770
Grand Total	886,881,570	905,785,000	945,667,190	39,882,190



2012 General Fund Resources and Expenditures

The 2012 Budget Update for the General Fund is recommended in the context of a multi-year financial forecast of resources and expenditures. Table XI shows the forecast that reflects the General Fund budget as approved by the City Council in December 2010. Please note that the 2012 Approved Budget assumed an across the board cut of 7.2% in order to balance to projected resources.

Table XI – December 2010 Original General Fund Forecast 2009-2014

(\$ in Thousands)	2009 Actual	2010 Estimate	2011 Forecast	2012 Forecast	2013 Forecast	2014 Forecast
Resources						
Operating Revenues	\$341,750	\$338,353	\$338,433	\$338,344	\$366,919	\$377,932
Transfers-in	\$11,178	\$20,112	\$7,176	\$0	\$0	\$0
Total Resources	<u>\$352,928</u>	<u>\$358,465</u>	<u>\$345,608</u>	<u>\$338,344</u>	<u>\$366,919</u>	<u>\$377,932</u>
Expenditures						
Operating Expenditures	\$356,338	\$359,392	\$384,656	\$392,833	\$398,707	\$413,640
Transfers-out	\$364	\$2,578	\$0	\$0	\$19,184	\$20,431
Expenditure Changes 2011/2012			(\$28,778)	(\$35,710)	(\$34,848)	(\$38,314)
Expenditure Changes 2011/2012/2013				(\$18,073)	(\$18,384)	(\$18,709)
Total Expenditures	<u>\$356,702</u>	<u>\$361,971</u>	<u>\$355,878</u>	<u>\$339,050</u>	<u>\$364,659</u>	<u>\$377,048</u>
Expenditure Savings	\$0	(\$2,850)	(\$1,778)	(\$1,695)	(\$1,823)	(\$1,885)
Yearly Balance	<u>(\$3,774)</u>	<u>(\$655)</u>	<u>(\$8,491)</u>	<u>\$989</u>	<u>\$4,084</u>	<u>\$2,769</u>
Prior Year Cancelled Encumbrances	\$2,920	\$3,569	\$0	\$0	\$0	\$0
Previous Year Carryover Balance	\$8,432	\$7,578	\$10,491	\$2,000	\$2,989	\$7,073
Non-GAAP Carryover Balance	\$7,578	\$10,491	\$2,000	\$2,989	\$7,073	\$9,842

Table XII shows the revised General Fund Forecast for the 2012 Budget Update. The revisions are based on: 1) updated expenditures for 2011 based on appropriations as of November 2011; 2) new revenue estimates for the forecast period beginning in 2011 and 2012; 3) transfers in of \$10 million and transfers out of \$1 million for 2012; and 3) removal of the across the board cut in 2012, coupled with expenditure changes for the forecast period beginning in 2012.

Recommended 2012 Operating Budget Update
2012 General Fund Resources and Expenditures



Table XII – November 2011 Revised General Fund Forecast 2009-2014

<i>(\$ in Thousands)</i>	2009	2010	2011	2012	2013	2014
	Actual	Actual	Forecast		Forecast	
Resources						
Operating Revenues	\$341,750	\$340,558	\$348,133	\$338,058	\$368,633	\$379,646
Transfers-in	\$11,178	\$20,112	\$7,262	\$10,000	\$0	\$0
Total Resources	<u>\$352,928</u>	<u>\$360,670</u>	<u>\$355,395</u>	<u>\$348,058</u>	<u>\$368,633</u>	<u>\$379,646</u>
Expenditures/Uses						
Operating Expenditures	\$356,338	\$353,270	\$384,656	\$392,833	\$398,707	\$413,640
Transfers-out	\$364	\$2,578	\$4,790	\$1,000	\$21,184	\$22,431
Expenditure Changes 2011/2012			(\$28,778)	(\$30,179)	(\$28,921)	(\$31,560)
Expenditure Changes 2013/2014					(\$20,496)	(\$22,966)
Total Expenditures/Uses	<u>\$356,702</u>	<u>\$355,848</u>	<u>\$360,668</u>	<u>\$363,654</u>	<u>\$370,475</u>	<u>\$381,546</u>
Expenditure Savings	\$0	\$0	(\$5,417)	(\$1,813)	(\$1,842)	(\$1,900)
Yearly Balance	<u>(\$3,774)</u>	<u>\$4,822</u>	<u>\$144</u>	<u>(\$13,782)</u>	<u>\$0</u>	<u>\$0</u>
Prior Year Cancelled Encumbrances	\$2,920	\$3,599	\$850	\$0	\$0	\$0
Previous Year Carryover Balance	\$8,432	\$7,578	\$15,999	\$16,993	\$3,211	\$3,211
Non-GAAP Carryover Balance	\$7,578	\$15,999	\$16,993	\$3,211	\$3,211	\$3,211

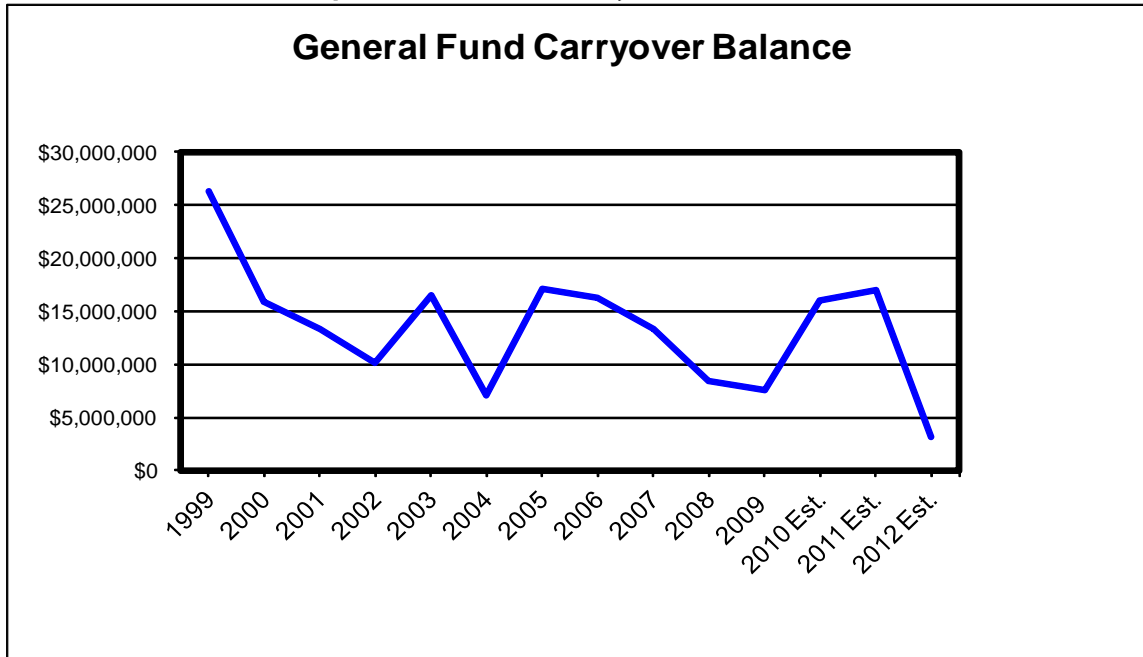
Structural Imbalance

The December 2010 multi-year forecast in Table XI shows the need to make expenditure reductions in 2012 and beyond to achieve a balanced budget. With annual deficits increasing during the forecast period, the General Fund is structurally out of balance with revenues growing at a slower pace than expenditures. This structural imbalance resulted in a projected need to reduce expenditures by \$18.7 million for 2014.

The City has relied on carryover and one time reductions to compensate for the structural imbalance in the General Fund for several years. These measures will again be sufficient in 2012 to balance the budget. As shown in Graph I, General Fund carryover balances have fluctuated since 2002 with a decreasing trend beginning in 2005. However, balances have trended upward and are able to contribute to addressing the potential annual operating deficit for 2012.



Graph I – General Fund Carryover Balance Trends



The November 2011 multi-year forecast in Table XII on the preceding page shows a balanced budget during the forecast period 2013-2014 based on expenditure reductions. Based on the original forecast, revenues are projected to grow by an average of 2.8% for the period 2011-2014. It should be noted that these revenues will need to be adjusted based on the results of a new Economic Forecast which will be ready in the spring of 2012. The average expenditure growth rate for the same period is forecasted at 1.8% based on implementing expenditure reductions of \$20.5 million in 2013 and \$22.9 million in 2014. The Recommended 2012 General Fund Operating Budget Update shows that balance is achieved in 2012 only though the transfer in of \$10.0 million and the use of \$13.8 million of the General Fund's carryover balance. The \$10.0 million transfer in is related to the contract amendment with Convergys. This results in a projected carryover balance of \$3.2 million by the end of 2014.

2012 Budget Update Forecast Changes (See Tables XI and XII)

For 2011, the total estimated General Fund revenues and expenditures have been updated to reflect an estimate based on actual revenues through September. The updated revenue estimate is \$348.1 million. In addition, expenditure savings of \$5.4 million and prior year cancelled encumbrances are included for \$0.85 million. The result is a carryover balance of approximately \$17.0 million.

The 2012 revenue estimate of \$338.1 million is a downward revision of \$0.3 million from the December 2010 estimate. This decrease is due to anticipated lower State Shared revenues and Property tax revenues which are offset by an increase in Income Tax revenues. The recommended 2012 General Fund expenditure level reflects an increase of \$6.5 million from the original forecast of \$357.1 million (before the 7.2% across-the-board cut). This is a result of the increased health care costs, fuel costs, pension costs, restored programs, and other miscellaneous items which are offset by expenditure reductions as reflected in the Recommended 2012 Budget Update.

Cautions for the Multi-Year Forecast

Based the Recommended 2012 Budget Update, the General Fund budget is balanced in the biennium and results in an approximate \$3.2 million carryover in 2012 for 2013. The 2012 carryover amount provides total

Recommended 2012 Operating Budget Update

2012 General Fund Resources and Expenditures



reserves of about 7.6% of the annual General Fund revenue, which is less than the generally accepted fund balance target standard of 10% of revenue. Any personnel services increases (e.g., labor contracts) that exceed current assumptions or other major expenditure increases will cause the General Fund to be out of balance and will require additional expenditure reductions or revenue increases in the General Fund.

General Fund Revenue

The General Fund revenue estimate for 2012 in Table XIII is \$338.1 million, which is a 2.9% decrease from the 2011 updated estimate of \$348.1 million. The four major General Fund revenue components are City Income Tax, Property Tax, State Shared Revenues (Estate Tax and Local Government Fund), and Investments, all of which together comprise approximately 88.5% of General Fund revenue for 2012. The 2011 revenue estimate has been updated based on actual revenue collections through September 30, 2011.

Table XIII - 2012 GENERAL FUND REVENUE ESTIMATES (in \$000's)

Category	2010 Actual	2011 Budget	2011 Update	% Change	2012 Estimate	% Change
City Income Tax	\$223,800	\$220,211	\$230,606	3.0%	\$239,600	3.9%
Property Tax	\$29,266	\$28,988	\$26,488	-9.5%	\$23,993	-9.4%
State Shared Revenues	\$38,543	\$38,949	\$42,349	9.9%	\$31,932	-24.6%
Investments	\$7,659	\$5,700	\$5,700	-25.6%	\$3,625	-36.4%
Other Revenues	<u>\$42,482</u>	<u>\$44,584</u>	<u>\$42,990</u>	1.2%	<u>\$38,908</u>	-9.5%
Total Resources	\$341,750	\$338,433	\$348,133	2.9%	\$338,058	-2.9%

City Income Tax. City Income Tax revenue is budgeted to increase by \$9.0 million, or 3.9%, in 2012 over the estimate for 2011. It is estimated that 2011 City Income Tax revenue will be approximately \$15.8 million, or 7.1%, more than the 2010 actual revenue. This increase is primarily due to improvement in the local economy. While the economy is expected to continue to improve, the City will not see benefits immediately as job recovery is expected to lag overall economic recovery.

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 to earnings of non-residents earned in the City. It also applies to net income of business organizations for business conducted in the City. The income tax is the largest single source of General Fund revenue accounting for approximately 70.9% of those revenues in 2012.

Property Tax. Property taxes are levied on real property, which consists of residential, commercial, and industrial property. The City's property tax millage for 2012 is 4.60 mills for the General Fund operating budget and 5.90 mills for debt service. The City Charter authorizes a property tax levy of up to 6.1 mills for the General Fund operating budget. In recent years, City Council has approved the rollback of property taxes for the operating budget. The State of Ohio phased out the taxation of personal property tax, and to compensate subdivisions (such as the City) for lost revenues, the State made distributions that were



expected to fully compensate taxing subdivisions for such tax revenue loss through 2010. Gradual reductions in reimbursement amounts were to be included from 2011 through 2017. The State of Ohio's 2012 Budget eliminated the tangible personal property tax reimbursement and public utility personal property tax reimbursement for operating expenses that were paid to the General Fund. This translates to a reduction of approximately \$1.7 million in 2011 and approximately \$2.2 million in 2012. The property tax is the third largest single source at approximately 7.1% of the 2012 General Fund revenue.

State Shared Revenues. State Shared Revenues are the second largest single source of General Fund revenue accounting for approximately 9.5% of General Fund revenues for 2012. There are two major sources of these revenues: the Local Government Fund and the Estate Tax. The forecasted revenue for 2012 for the Estate Tax is \$14.4 million. This revenue source by its nature can be volatile and accounts for approximately 4.3% of the General Fund revenue. The State of Ohio's 2012 Budget includes a provision to repeal Estate Tax effective January 1, 2013.

The second source of state shared revenue is 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. The State of Ohio's 2012 Budget included budget reductions to the Local Government Fund. This translates to a reduction of approximately \$200,000 in 2011 and approximately \$8.3 million in 2012. The Local Government Fund revenue accounts for approximately 5.2% of the General Fund revenue in 2012.

Investments. Investment earnings, which account for 1.1% of the General Fund revenue for 2012, are expected to decrease by approximately \$2.1 million in 2012, or approximately 36.4% from the 2011 estimate. This decrease is due to the current low interest rate environment that is expected to remain low through at least mid-2013. The 2012 estimate is based on the expectation that the City's investment portfolio will achieve a 1.00% return. The City uses a "laddered" approach to invest interim funds.

Other Revenues. This category includes charges for services, admissions taxes, licenses and permits, parking and traffic fines, and miscellaneous revenues. These various revenues comprise 11.5% of the General Fund revenues in 2012 and are projected to decrease 9.5% from the estimate for 2011. An approximately \$2.9 million reduction in charges for services for fringe benefits reimbursements will be offset by reductions in expenses for fringe benefits. This change is the result of employee benefits being appropriated directly to departmental budgets rather than being expensed from non-departmental accounts. As a result, personnel reimbursements paid by departments will directly cover employee benefits costs instead of receipting the costs as revenue to the reimbursed fund.

2012 Restricted Funds Resources and Expenditures

The 2012 Recommended Principal Restricted Funds Operating Budget totals \$547.1 million, which is an increase of 6.4% from the 2011 Principal Restricted Funds budget of \$514.2 million. (See Restricted Funds Operating Budget on [page 55](#)).

The 2012 Recommended Principal Restricted Funds expenditure amount increased \$32.9 million from the 2011 Approved Budget. This is primarily due to increases in the Bond Retirement Fund, the Greater Cincinnati Water Works Fund, and the Metropolitan Sewer District Fund. These increases are offset by expenditure reductions for the Parking Facilities Fund, Convention Center Fund, General Aviation Fund, Stormwater Management Utility Fund, Income-Tax Infrastructure Fund, Sawyer Point Fund, and Health Services Fund.

Recommended 2012 Operating Budget Update

2012 Restricted Funds Resources and Expenditures



For the Bond Retirement Fund, expenditures will vary annually depending on the amount of principal and interest to be paid and refunds. The \$5.9 million increase in the Water Works Fund is primarily attributable to increases in operating and debt service expenses. The increase of \$9.0 million in the Metropolitan Sewer District Fund is attributable to a \$6.9 million increase in debt service and a \$2.0 million increase in employee benefit expenses.

A rate increase for the Water Works Fund of 8.5% in 2012 enables the Water Works to maintain its water main replacement and asset management program, as well as required debt service coverage and days-cash-on-hand ratios. A rate increase in the Metropolitan Sewer District Fund of 8% in 2012 supports the significant capital improvement requirements of the Global Consent Decree approved by the County and the City. The Consent Decree requires the Metropolitan Sewer District to minimize the discharge of sewage and untreated wastewater into the environment and to eliminate water-in-basement occurrences caused by public sewers. The increases in the Metropolitan Sewer District fund are a result of the requirements of the Global Consent Decree. The Stormwater Management Utility (SMU) budget includes a revenue increase of \$1,522,200 in 2012 based on the Stormwater Rate Study. This additional revenue is needed to adequately provide for the continued system operation, unfunded federal mandates, debt service requirements, and significant capital improvements (including the Mill Creek Barrier Dam).

Principal Restricted Fund Revenue Estimates and Expenditures for 2012

A fund balance that is 10% or more of annual revenues is considered a generally accepted public financial standard. While all of the Principal Restricted Funds are balanced in 2012, seven of the Principal Restricted Funds have estimated fund balances of less than 10% of annual revenues, but are within City of Cincinnati policy to maintain a fund balance of between five and 10% of revenues. These include: Convention Center Fund, Municipal Golf Fund, Street Construction Maintenance and Repair Fund, Municipal Motor Vehicle License Tax Fund, Health Services Fund, Cable Communications Fund, and the Income Tax Transit Fund. These funds will be monitored closely during 2012.

Other Restricted Fund Expenditures for 2012

"Other Restricted Funds" are typically grants or single purpose funds, unlike Principal Restricted Funds that generally receive funding from fee-based programs or tax revenue. A detailed list of the Other Restricted Funds and their associated budgets is in the "Other Restricted Funds Operating Budget" table on [page 56](#).

The 2012 Other Restricted Funds Recommended Budget of \$32.7 million is \$844,770, or 2.6% greater than the 2011 Approved Budget. The increase is primarily due to increases in the Public Health Research Fund (\$898,430), the Cincinnati Abatement Project Fund (\$343,020), the Woman and Infants Food Grant Project Fund (\$103,490), and the Federal Health Program Income Fund (272,950).

The increases are offset by miscellaneous decreases in other restricted funds, including the Krohn Conservatory Fund (\$144,040), Criminal Activity Forfeiture State Fund (\$297,400), STD/HIV Prevention Fund (\$351,920), the Immunization Action Plan Fund (\$102,420), and the CLEAR Fund (\$864,670).



Recommended 2012 Operating Budget Update Restricted Funds Operating Budget

Restricted Funds Operating Budget

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Principal Restricted Funds				
Water Works	114,028,380	116,433,670	122,420,370	5,986,700
Parking System Facilities	8,096,440	7,983,750	7,083,700	(900,050)
Convention Center	7,254,810	7,542,790	7,449,980	(92,810)
General Aviation	1,865,270	1,912,280	1,851,070	(61,210)
Municipal Golf	6,376,740	6,424,090	6,922,720	498,630
Stormwater Management	8,909,920	9,529,670	9,542,360	12,690
Bond Retirement	69,338,380	79,895,190	95,002,210	15,107,020
Street Const Maint & Repair	10,362,810	10,551,750	11,080,290	528,540
Income Tax-Infrastructure	15,850,060	15,579,910	15,364,610	(215,300)
Parking Meter	1,318,050	1,301,510	1,302,560	1,050
Municipal Motor Vehicle Lic Tx	2,691,960	2,675,100	2,758,170	83,070
Sawyer Point	928,060	768,300	782,120	13,820
Recreation Special Activities	3,218,890	3,482,010	3,961,890	479,880
Health Services	4,622,400	6,081,160	5,769,770	(311,390)
Cable Communications	3,119,120	3,314,880	3,260,110	(54,770)
Metropolitan Sewer District	196,753,620	198,011,150	206,998,550	8,987,400
Income Tax Transit	41,096,010	42,724,920	45,568,080	2,843,160
Principal Restricted Total	495,830,920	514,212,130	547,118,560	32,906,430
Other Restricted Funds	28,263,650	31,899,910	32,744,680	844,770
Grand Total	524,094,570	546,112,040	579,863,240	33,751,200

Recommended 2012 Operating Budget Update

Other Restricted Fund Summary - Update



Other Restricted Fund Summary - Update

Fund - Fund Name	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
317 - Urban Dev Property Operations	254,500	299,100	304,490	5,390
319 - Contributions For Recreation	0	201,740	190,840	(10,900)
324 - Recreation Fed Grant Project	0	480,890	381,750	(99,140)
326 - Park Donations/Spec Activities	407,910	440,400	438,940	(1,460)
327 - W.M. Ampt Free Concerts	15,000	15,000	15,000	0
328 - Groesbeck Endowments	15,000	15,000	15,000	0
330 - Park Lodge/ Pavilion Deposits	231,400	235,070	217,110	(17,960)
332 - Krohn Conservatory	513,730	588,910	444,870	(144,040)
333 - Krohn Conservatory Trustee	20,000	20,000	40,000	20,000
349 - Urban Renewal Debt Retirement	188,720	633,760	670,680	36,920
350 - Public Health Research	1,400,430	1,116,150	2,014,580	898,430
353 - Home Health Services	2,405,680	3,293,160	3,288,730	(4,430)
354 - Household Sewage Treatment System Fees	45,290	43,400	34,030	(9,370)
360 - Blue Ash Property Operation	77,310	77,060	78,440	1,380
363 - Solid Waste Disposal Control	142,670	162,550	94,330	(68,220)
364 - 911 Cell Phone Fees	1,348,840	1,367,000	2,151,370	784,370
367 - Criminal Actv Forfeiture Fed	614,760	406,530	386,690	(19,840)
369 - Criminal Actv Forfeiture State	433,150	385,800	88,400	(297,400)
370 - Drug Offender Fines Forfeiture	221,790	18,800	1,780	(17,020)
372 - DUI Enforcement	1,290	12,760	14,520	1,760
378 - Sexually Transmitted Diseases	877,080	695,140	721,590	26,450
379 - Std/HIV Prevention Training	360,560	359,010	7,090	(351,920)
380 - Lead Poisoning Control	102,630	91,500	1,140	(90,360)
381 - Cincinnati Abatement Project	1,114,220	1,166,790	1,509,810	343,020
391 - Women & Infants Food Grnt Prog	2,943,740	3,369,260	3,472,750	103,490
394 - State Health Program Income	42,500	78,500	76,850	(1,650)
412 - Food Service License Fees	1,058,230	982,500	1,072,360	89,860
413 - Swimming Pool License Fees	79,830	89,680	83,510	(6,170)
415 - Immunization Action Plan	386,000	387,650	285,180	(102,470)
418 - Federal Health Program Income	1,688,900	1,761,380	2,034,330	272,950
420 - Public Employee Assistance Pro	472,190	490,390	475,860	(14,530)
425 - Heart Health In Ham County	81,470	131,860	167,600	35,740
438 - Neighborhood Stabilization	0	0	3,810	3,810
444 - Armleder Projects	0	140,340	211,950	71,610
446 - Health Network	468,720	405,770	384,190	(21,580)
448 - Health Care For The Homeless	200,810	211,710	237,770	26,060
449 - Cinti Area Geographic Info Sys	3,537,570	4,083,430	4,254,150	170,720
454 - Metropolitan Medical Response - Grant Funds	0	0	72,050	72,050
457 - CLEAR	3,996,660	5,141,640	4,276,970	(864,670)
502 - American Recovery & Reinvestment	0	0	72,530	72,530
631 - Buildings Code Sales	15,000	20,330	6,000	(14,330)
749 - Retirement	0	0	30,530	30,530
791 - Sidewalk Assessments	0	0	56,070	56,070
792 - Forestry Assessments	1,948,080	1,990,110	1,816,130	(173,980)
793 - Blem Assessment	551,990	489,840	542,910	53,070
Other Restricted Fund Total	28,263,650	31,899,910	32,744,680	844,770



Financial Summaries

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.

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	2,575,900	1,952,000	2,163,000	1,300,000	(863,000)
Revenue from Other Agencies	234,860	0	0	200,000	200,000
Charges for Services	124,223,320	122,680,000	129,533,000	130,671,000	1,138,000
Miscellaneous	318,350	444,000	450,000	450,000	0
Revenue Subtotal	127,352,430	125,076,000	132,146,000	132,621,000	475,000
Prior Year Cancellations	1,440,150	3,828,900	0	0	0
Transfers In	0	20,000,000	0	0	0
Subtotal	1,440,150	23,828,900	0	0	0
Total Revenues/Resources	128,792,580	148,904,900	132,146,000	132,621,000	475,000
Expenditures/Uses					
Personnel Services	28,795,340	29,991,110	29,928,210	30,445,600	517,390
Employee Benefits	11,403,470	13,409,730	13,728,080	14,245,640	517,560
Other Expenses	34,996,490	34,171,520	34,655,690	35,649,190	993,500
Properties	628,780	837,400	852,470	939,900	87,430
Debt Service	36,821,080	38,023,900	40,746,900	41,140,040	393,140
Expenditures Subtotal	112,645,160	116,433,660	119,911,350	122,420,370	2,509,020
Transfers Out	12,645,400	32,253,180	15,670,100	10,949,500	(4,720,600)
Total Expenditures/Uses	125,290,560	148,686,840	135,581,450	133,369,870	(2,211,580)
Net Increase (Decrease) in Fund Balance	3,502,020	218,060	(3,435,450)	(748,870)	2,686,580
Fund Balance - January 1	49,625,450	53,127,470	46,273,950	53,345,530	218,060
Fund Balance - December 31	53,127,470	53,345,530	42,838,500	52,596,660	(748,870)
Ending Fund Balance as a % of Revenue	0.42	0.43	0.32	0.40	(0.03)

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Financial Summaries



Parking System Facilities

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

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	370,680	300,000	305,000	171,100	(133,900)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	8,666,010	9,679,300	9,679,300	8,071,600	(1,607,700)
Miscellaneous	1,860	0	0	0	0
Revenue Subtotal	9,038,550	9,979,300	9,984,300	8,242,700	(1,741,600)
Prior Year Cancellations	261,440	217,200	0	0	0
Transfers In	322,110	0	0	0	0
Subtotal	583,550	217,200	0	0	0
Total Revenues/Resources	9,622,100	10,196,500	9,984,300	8,242,700	(1,741,600)
Expenditures/Uses					
Personnel Services	1,964,430	1,821,980	1,752,890	1,556,070	(196,820)
Employee Benefits	715,280	823,100	841,180	845,640	4,460
Other Expenses	4,114,790	4,940,820	5,011,690	4,307,260	(704,430)
Properties	20,790	0	0	0	0
Debt Service	4,821,340	376,660	374,720	374,720	0
Expenditures Subtotal	11,636,630	7,962,560	7,980,480	7,083,690	(896,790)
Transfers Out	1,632,340	3,293,500	1,299,300	1,249,000	(50,300)
Total Expenditures/Uses	13,268,970	11,256,060	9,279,780	8,332,690	(947,090)
Net Increase (Decrease) in Fund Balance	(3,646,870)	(1,059,560)	704,520	(89,990)	(794,510)
Fund Balance - January 1	12,517,260	8,870,390	8,483,240	7,810,830	(1,059,560)
Fund Balance - December 31	8,870,390	7,810,830	9,187,760	7,720,840	(89,990)
Ending Fund Balance as a % of Revenue	0.98	0.78	0.92	0.94	0.15



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.

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
Taxes	1,204,120	1,200,000	1,200,000	1,200,000	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	192,330	162,400	107,600	143,850	36,250
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	5,785,980	5,701,250	5,761,700	5,566,170	(195,540)
Miscellaneous	596,540	369,150	356,100	356,100	0
Revenue Subtotal	7,778,970	7,432,800	7,425,400	7,266,120	(159,290)
Prior Year Cancellations	3,170	11,230	0	0	0
Transfers In	0	20,010	0	0	0
Subtotal	3,170	31,240	0	0	0
Total Revenues/Resources	7,782,140	7,464,040	7,425,400	7,266,120	(159,290)
Expenditures/Uses					
Personnel Services	0	0	0	49,000	49,000
Employee Benefits	0	0	0	20,150	20,150
Other Expenses	6,886,420	7,469,380	7,252,110	7,308,780	56,670
Properties	0	0	0	0	0
Debt Service	9,550	73,410	72,050	72,050	0
Expenditures Subtotal	6,895,970	7,542,790	7,324,160	7,449,980	125,820
Transfers Out	875,930	411,800	230,000	230,800	800
Total Expenditures/Uses	7,771,900	7,954,590	7,554,160	7,680,780	126,620
Net Increase (Decrease) in Fund Balance	10,240	(490,550)	(128,760)	(414,660)	(285,910)
Fund Balance - January 1	1,437,870	1,448,110	563,340	957,560	(490,550)
Fund Balance - December 31	1,448,110	957,560	434,580	542,900	(414,660)
Ending Fund Balance as a % of Revenue	0.19	0.13	0.06	0.07	(0.05)

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Financial Summaries



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.

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	106,460	50,500	50,500	25,500	(25,000)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	2,067,290	1,999,500	2,024,500	2,024,500	0
Miscellaneous	0	0	0	0	0
Revenue Subtotal	2,173,750	2,050,000	2,075,000	2,050,000	(25,000)
Prior Year Cancellations	3,900	4,960	0	0	0
Transfers In	26,460	871,420	0	0	0
Subtotal	30,360	876,380	0	0	0
Total Revenues/Resources	2,204,110	2,926,380	2,075,000	2,050,000	(25,000)
Expenditures/Uses					
Personnel Services	812,440	785,320	782,550	708,100	(74,450)
Employee Benefits	259,110	294,530	300,580	293,260	(7,320)
Other Expenses	663,190	651,130	662,320	667,480	5,160
Properties	9,280	105,590	107,490	106,870	(620)
Debt Service	59,190	75,710	75,360	75,360	0
Expenditures Subtotal	1,803,210	1,912,280	1,928,300	1,851,070	(77,230)
Transfers Out	538,360	555,500	577,800	577,700	(100)
Total Expenditures/Uses	2,341,570	2,467,780	2,506,100	2,428,770	(77,330)
Net Increase (Decrease) in Fund Balance	(137,460)	458,600	(431,100)	(378,770)	52,330
Fund Balance - January 1	1,411,360	1,273,900	776,180	1,732,500	458,600
Fund Balance - December 31	1,273,900	1,732,500	345,080	1,353,730	(378,770)
Ending Fund Balance as a % of Revenue	0.59	0.85	0.17	0.66	(0.18)



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.

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	83,710	20,000	20,000	35,000	15,000
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	6,079,910	6,380,000	6,380,000	6,365,000	(15,000)
Miscellaneous	8,550	0	0	0	0
Revenue Subtotal	6,172,170	6,400,000	6,400,000	6,400,000	0
Prior Year Cancellations	236,740	321,140	0	0	0
Transfers In	0	0	0	0	0
Subtotal	236,740	321,140	0	0	0
Total Revenues/Resources	6,408,910	6,721,140	6,400,000	6,400,000	0
Expenditures/Uses					
Personnel Services	185,030	226,650	226,650	229,120	2,470
Employee Benefits	41,730	48,290	50,100	79,560	29,460
Other Expenses	5,681,330	6,817,210	5,872,140	6,242,300	370,160
Properties	0	0	0	0	0
Debt Service	390,580	381,160	371,740	371,740	0
Expenditures Subtotal	6,298,670	7,473,310	6,520,630	6,922,720	402,090
Transfers Out	500,000	0	0	0	0
Total Expenditures/Uses	6,798,670	7,473,310	6,520,630	6,922,720	402,090
Net Increase (Decrease) in Fund Balance	(389,760)	(752,170)	(120,630)	(522,720)	(402,090)
Fund Balance - January 1	2,234,150	1,844,390	1,864,490	1,092,220	(752,170)
Fund Balance - December 31	1,844,390	1,092,220	1,743,860	569,500	(522,720)
Ending Fund Balance as a % of Revenue	0.30	0.17	0.27	0.09	(0.08)

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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.

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	321,930	104,000	104,000	104,000	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	8,582,280	8,661,000	8,661,000	9,883,200	1,222,200
Miscellaneous	0	0	0	0	0
Revenue Subtotal	8,904,210	8,765,000	8,765,000	9,987,200	1,222,200
Prior Year Cancellations	643,670	345,580	0	0	0
Transfers In	117,410	1,714,910	0	0	0
Subtotal	761,080	2,060,490	0	0	0
Total Revenues/Resources	9,665,290	10,825,490	8,765,000	9,987,200	1,222,200
Expenditures/Uses					
Personnel Services	1,752,670	1,917,410	1,914,210	1,926,340	12,130
Employee Benefits	318,060	392,480	409,920	495,540	85,620
Other Expenses	5,946,310	6,307,150	6,417,860	6,249,980	(167,880)
Properties	27,570	52,000	52,940	47,000	(5,940)
Debt Service	35,830	860,630	823,000	823,500	500
Expenditures Subtotal	8,080,440	9,529,670	9,617,930	9,542,360	(75,570)
Transfers Out	1,119,380	2,395,000	1,062,000	1,034,200	(27,800)
Total Expenditures/Uses	9,199,820	11,924,670	10,679,930	10,576,560	(103,370)
Net Increase (Decrease) in Fund Balance	465,470	(1,099,180)	(1,914,930)	(589,360)	1,325,570
Fund Balance - January 1	3,219,540	3,685,010	978,640	2,585,830	(1,099,180)
Fund Balance - December 31	3,685,010	2,585,830	(936,290)	1,996,470	(589,360)
Ending Fund Balance as a % of Revenue	0.41	0.30	(0.11)	0.20	(0.10)



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).

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
Taxes	27,789,560	27,206,320	27,206,320	28,955,800	1,749,480
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	21,131,100	20,838,690	20,838,690	20,695,660	(143,030)
Revenue from Other Agencies	7,996,430	5,290,750	5,290,750	7,958,960	2,668,210
Charges for Services	0	0	0	0	0
Miscellaneous	25,060,270	20,000,000	20,000,000	40,000,000	20,000,000
Revenue Subtotal	81,977,360	73,335,760	73,335,760	97,610,420	24,274,660
Prior Year Cancellations	13,690	1,820	0	0	0
Transfers In	18,438,070	0	0	0	0
Subtotal	18,451,760	1,820	0	0	0
Total Revenues/Resources	100,429,120	73,337,580	73,335,760	97,610,420	24,274,660
Expenditures/Uses					
Personnel Services	171,650	199,020	199,720	212,530	12,810
Employee Benefits	0	0	0	98,560	98,560
Other Expenses	1,135,150	1,696,170	1,726,700	1,690,610	(36,090)
Properties	0	0	0	0	0
Debt Service	78,778,000	78,000,000	78,000,000	93,000,500	15,000,500
Expenditures Subtotal	80,084,800	79,895,190	79,926,420	95,002,200	15,075,780
Transfers Out	21,125,240	0	0	0	0
Total Expenditures/Uses	101,210,040	79,895,190	79,926,420	95,002,200	15,075,780
Net Increase (Decrease) in Fund Balance	(780,920)	(6,557,610)	(6,590,660)	2,608,220	9,198,880
Fund Balance - January 1	14,229,370	13,448,450	6,904,870	6,890,840	(6,557,610)
Fund Balance - December 31	13,448,450	6,890,840	314,210	9,499,060	2,608,220
Ending Fund Balance as a % of Revenue	0.16	0.09	0.00	0.10	0.00

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Street Const Maint & 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.

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
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	9,677,630	9,736,000	9,736,000	9,436,000	(300,000)
Charges for Services	369,210	375,000	375,000	0	(375,000)
Miscellaneous	15,870	0	0	0	0
Revenue Subtotal	10,062,710	10,111,000	10,111,000	9,436,000	(675,000)
Prior Year Cancellations	278,160	255,590	0	0	0
Transfers In	0	0	0	0	0
Subtotal	278,160	255,590	0	0	0
Total Revenues/Resources	10,340,870	10,366,590	10,111,000	9,436,000	(675,000)
Expenditures/Uses					
Personnel Services	5,244,780	5,278,640	5,055,690	5,223,510	167,820
Employee Benefits	2,491,000	2,980,500	2,952,880	3,350,430	397,550
Other Expenses	2,251,030	2,354,140	2,594,380	2,489,360	(105,020)
Properties	12,800	16,690	16,990	16,990	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	9,999,610	10,629,970	10,619,940	11,080,290	460,350
Transfers Out	0	0	0	0	0
Total Expenditures/Uses	9,999,610	10,629,970	10,619,940	11,080,290	460,350
Net Increase (Decrease) in Fund Balance	341,260	(263,380)	(508,940)	(1,644,290)	(1,135,350)
Fund Balance - January 1	2,319,150	2,660,410	1,226,320	2,397,030	(263,380)
Fund Balance - December 31	2,660,410	2,397,030	717,380	752,740	(1,644,290)
Ending Fund Balance as a % of Revenue	0.26	0.24	0.07	0.08	(0.16)



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

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
Taxes	14,354,640	14,211,000	14,300,000	15,442,000	1,142,000
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	938,160	565,000	565,000	0	(565,000)
Miscellaneous	114,910	0	0	0	0
Revenue Subtotal	15,407,710	14,776,000	14,865,000	15,442,000	577,000
Prior Year Cancellations	257,360	157,680	0	0	0
Transfers In	0	0	0	0	0
Subtotal	257,360	157,680	0	0	0
Total Revenues/Resources	15,665,070	14,933,680	14,865,000	15,442,000	577,000
Expenditures/Uses					
Personnel Services	7,374,330	7,275,160	7,167,750	7,092,700	(75,050)
Employee Benefits	3,866,580	4,492,940	4,595,270	4,101,900	(493,370)
Other Expenses	4,067,690	3,800,940	3,699,270	4,158,920	459,650
Properties	0	10,900	11,100	11,100	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	15,308,600	15,579,940	15,473,390	15,364,620	(108,770)
Transfers Out	0	0	0	0	0
Total Expenditures/Uses	15,308,600	15,579,940	15,473,390	15,364,620	(108,770)
Net Increase (Decrease) in Fund Balance	356,470	(646,260)	(608,390)	77,380	685,770
Fund Balance - January 1	3,193,470	3,549,940	1,088,230	2,903,680	(646,260)
Fund Balance - December 31	3,549,940	2,903,680	479,840	2,981,060	77,380
Ending Fund Balance as a % of Revenue	0.23	0.20	0.03	0.19	(0.00)

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Financial Summaries



Parking Meter

This fund accounts for net receipts from the City's parking meters throughout the City, but primarily downtown. Expenditures include the City's Special Improvement District Assessment payment, and improvements and maintenance in select rights of way.

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
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	1,113,420	1,089,000	1,089,000	962,100	(126,900)
Miscellaneous	0	0	0	0	0
Revenue Subtotal	1,113,420	1,089,000	1,089,000	962,100	(126,900)
Prior Year Cancellations	0	0	0	0	0
Transfers In	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Revenues/Resources	1,113,420	1,089,000	1,089,000	962,100	(126,900)
Expenditures/Uses					
Personnel Services	399,200	468,110	469,710	468,570	(1,140)
Employee Benefits	64,520	76,950	84,680	71,840	(12,840)
Other Expenses	635,820	756,440	808,330	762,150	(46,180)
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	1,099,540	1,301,500	1,362,720	1,302,560	(60,160)
Transfers Out	0	0	0	0	0
Total Expenditures/Uses	1,099,540	1,301,500	1,362,720	1,302,560	(60,160)
Net Increase (Decrease) in Fund Balance	13,880	(212,500)	(273,720)	(340,460)	(66,740)
Fund Balance - January 1	1,046,500	1,060,380	713,480	847,880	(212,500)
Fund Balance - December 31	1,060,380	847,880	439,760	507,420	(340,460)
Ending Fund Balance as a % of Revenue	0.95	0.78	0.40	0.53	(0.25)



Municipal Motor Vehicle Lic Tx

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.

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
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	2,522,260	2,535,000	2,535,000	2,535,000	0
Charges for Services	76,520	15,000	15,000	0	(15,000)
Miscellaneous	13,480	0	0	0	0
Revenue Subtotal	2,612,260	2,550,000	2,550,000	2,535,000	(15,000)
Prior Year Cancellations	40,190	12,010	0	0	0
Transfers In	0	0	0	0	0
Subtotal	40,190	12,010	0	0	0
Total Revenues/Resources	2,652,450	2,562,010	2,550,000	2,535,000	(15,000)
Expenditures/Uses					
Personnel Services	1,264,200	1,209,460	1,203,260	1,203,260	0
Employee Benefits	556,000	641,450	659,670	706,080	46,410
Other Expenses	799,560	824,200	837,220	848,830	11,610
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	2,619,760	2,675,110	2,700,150	2,758,170	58,020
Transfers Out	0	0	0	0	0
Total Expenditures/Uses	2,619,760	2,675,110	2,700,150	2,758,170	58,020
Net Increase (Decrease) in Fund Balance	32,690	(113,100)	(150,150)	(223,170)	(73,020)
Fund Balance - January 1	517,730	550,420	240,200	437,320	(113,100)
Fund Balance - December 31	550,420	437,320	90,050	214,150	(223,170)
Ending Fund Balance as a % of Revenue	0.21	0.17	0.04	0.08	(0.09)

Recommended 2012 Operating Budget Update

Financial Summaries



Sawyer Point

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

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	54,420	37,000	37,000	37,000	0
Revenue from Other Agencies	10,000	0	0	0	0
Charges for Services	715,840	688,000	688,000	688,000	0
Miscellaneous	0	0	0	0	0
Revenue Subtotal	780,260	725,000	725,000	725,000	0
Prior Year Cancellations	9,100	14,550	0	0	0
Transfers In	0	0	0	0	0
Subtotal	9,100	14,550	0	0	0
Total Revenues/Resources	789,360	739,550	725,000	725,000	0
Expenditures/Uses					
Personnel Services	138,920	164,750	164,750	167,550	2,800
Employee Benefits	28,460	35,340	35,150	49,420	14,270
Other Expenses	417,550	568,210	567,590	565,150	(2,440)
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	584,930	768,300	767,490	782,120	14,630
Transfers Out	0	300,000	0	0	0
Total Expenditures/Uses	584,930	1,068,300	767,490	782,120	14,630
Net Increase (Decrease) in Fund Balance	204,430	(328,750)	(42,490)	(57,120)	(14,630)
Fund Balance - January 1	670,530	874,960	155,950	546,210	(328,750)
Fund Balance - December 31	874,960	546,210	113,460	489,090	(57,120)
Ending Fund Balance as a % of Revenue	1.12	0.75	0.16	0.67	(0.08)



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.

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	121,970	95,000	95,000	95,000	0
Revenue from Other Agencies	110	2,500	2,500	2,500	0
Charges for Services	3,198,390	3,102,500	3,102,500	3,237,500	135,000
Miscellaneous	2,400	0	0	0	0
Revenue Subtotal	3,322,870	3,200,000	3,200,000	3,335,000	135,000
Prior Year Cancellations	30,650	13,890	0	0	0
Transfers In	0	0	0	0	0
Subtotal	30,650	13,890	0	0	0
Total Revenues/Resources	3,353,520	3,213,890	3,200,000	3,335,000	135,000
Expenditures/Uses					
Personnel Services	1,718,280	2,109,240	1,952,850	2,591,680	638,830
Employee Benefits	135,610	206,840	224,730	174,410	(50,320)
Other Expenses	935,640	1,154,580	1,185,880	1,184,250	(1,630)
Properties	6,990	11,350	11,550	11,550	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	2,796,520	3,482,010	3,375,010	3,961,890	586,880
Transfers Out	0	0	0	0	0
Total Expenditures/Uses	2,796,520	3,482,010	3,375,010	3,961,890	586,880
Net Increase (Decrease) in Fund Balance	557,000	(268,120)	(175,010)	(626,890)	(451,880)
Fund Balance - January 1	1,291,490	1,848,490	890,390	1,580,370	(268,120)
Fund Balance - December 31	1,848,490	1,580,370	715,380	953,480	(626,890)
Ending Fund Balance as a % of Revenue	0.56	0.49	0.22	0.29	(0.21)

Recommended 2012 Operating Budget Update

Financial Summaries



Health Services

This fund receives revenue from Medicare, Medicaid, and third parties for services by the City's health clinics to qualifying patients. This fund supports a policy of wellness and preventative health maintenance to serve the health needs of citizens.

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
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	5,615,120	5,300,000	5,300,000	5,300,000	0
Miscellaneous	0	0	0	0	0
Revenue Subtotal	5,615,120	5,300,000	5,300,000	5,300,000	0
Prior Year Cancellations	54,390	17,210	0	0	0
Transfers In	0	0	0	0	0
Subtotal	54,390	17,210	0	0	0
Total Revenues/Resources	5,669,510	5,317,210	5,300,000	5,300,000	0
Expenditures/Uses					
Personnel Services	1,633,750	2,612,360	1,733,840	2,414,690	680,850
Employee Benefits	540,940	694,820	725,820	1,067,890	342,070
Other Expenses	2,863,500	2,773,960	2,821,990	2,287,190	(534,800)
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	5,038,190	6,081,140	5,281,650	5,769,770	488,120
Transfers Out	0	0	0	0	0
Total Expenditures/Uses	5,038,190	6,081,140	5,281,650	5,769,770	488,120
Net Increase (Decrease) in Fund Balance	631,320	(763,930)	18,350	(469,770)	(488,120)
Fund Balance - January 1	981,590	1,612,910	733,430	848,980	(763,930)
Fund Balance - December 31	1,612,910	848,980	751,780	379,210	(469,770)
Ending Fund Balance as a % of Revenue	0.29	0.16	0.14	0.07	(0.09)



Cable Communications

This fund receives the franchise fee applied to gross revenues from Cincinnati cable subscribers. The fund supports communication technology services, Citicable, communications, public and educational access as well as general government services.

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	2,685,720	2,495,000	2,495,000	2,700,000	205,000
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	18,780	0	0	0	0
Charges for Services	640	5,000	5,000	0	(5,000)
Miscellaneous	0	0	0	0	0
Revenue Subtotal	2,705,140	2,500,000	2,500,000	2,700,000	200,000
Prior Year Cancellations	36,900	14,270	0	0	0
Transfers In	0	0	0	0	0
Subtotal	36,900	14,270	0	0	0
Total Revenues/Resources	2,742,040	2,514,270	2,500,000	2,700,000	200,000
Expenditures/Uses					
Personnel Services	1,282,980	1,674,680	1,405,500	1,404,620	(880)
Employee Benefits	540,400	771,580	690,120	864,530	174,410
Other Expenses	1,188,980	868,610	914,620	990,960	76,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	3,012,360	3,314,870	3,010,240	3,260,110	249,870
Transfers Out	250,000	0	0	0	0
Total Expenditures/Uses	3,262,360	3,314,870	3,010,240	3,260,110	249,870
Net Increase (Decrease) in Fund Balance	(520,320)	(800,600)	(510,240)	(560,110)	(49,870)
Fund Balance - January 1	2,085,020	1,564,700	431,620	764,100	(800,600)
Fund Balance - December 31	1,564,700	764,100	(78,620)	203,990	(560,110)
Ending Fund Balance as a % of Revenue	0.58	0.31	(0.03)	0.08	(0.23)

Recommended 2012 Operating Budget Update

Financial Summaries



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.

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	25,350	0	0	0	0
Courts & Use of Money & Property	3,112,710	2,150,000	2,150,000	2,150,000	0
Revenue from Other Agencies	192,690	0	0	0	0
Charges for Services	221,272,780	228,840,000	241,940,000	246,140,000	4,200,000
Miscellaneous	864,170	500,000	500,000	500,000	0
Revenue Subtotal	225,467,700	231,490,000	244,590,000	248,790,000	4,200,000
Prior Year Cancellations	6,317,070	0	0	0	0
Transfers In	0	0	0	0	0
Subtotal	6,317,070	0	0	0	0
Total Revenues/Resources	231,784,770	231,490,000	244,590,000	248,790,000	4,200,000
Expenditures/Uses					
Personnel Services	32,298,260	37,236,190	37,236,190	38,191,080	954,890
Employee Benefits	0	16,318,730	16,743,780	18,347,600	1,603,820
Other Expenses	73,548,000	56,480,940	57,452,590	56,285,620	(1,166,970)
Properties	4,702,500	4,923,290	5,011,910	4,174,250	(837,660)
Debt Service	72,728,750	83,052,000	93,662,000	90,000,000	(3,662,000)
Expenditures Subtotal	183,277,510	198,011,150	210,106,470	206,998,550	(3,107,920)
Transfers Out	36,201,000	33,478,860	34,483,530	41,791,450	7,307,920
Total Expenditures/Uses	219,478,510	231,490,010	244,590,000	248,790,000	4,200,000
Net Increase (Decrease) in Fund Balance	12,306,260	(10)	0	0	0
Fund Balance - January 1	0	12,306,260	(10)	12,306,250	(10)
Fund Balance - December 31	12,306,260	12,306,250	(10)	12,306,250	0
Ending Fund Balance as a % of Revenue	0.05	0.05	(0.00)	0.05	(0.00)



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.

	2010 Actual	2011 Estimate	2012 Budget	2012 Recommended	Change 2011 Budget to 2012
Revenue/Resources					
Taxes	43,063,920	42,638,000	42,815,000	46,327,000	3,512,000
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	198,180	165,000	165,000	75,000	(90,000)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Revenue Subtotal	43,262,100	42,803,000	42,980,000	46,402,000	3,422,000
Prior Year Cancellations	982,150	0	0	0	0
Transfers In	2,900	0	0	0	0
Subtotal	985,050	0	0	0	0
Total Revenues/Resources	44,247,150	42,803,000	42,980,000	46,402,000	3,422,000
Expenditures/Uses					
Personnel Services	24,910	78,150	78,150	59,660	(18,490)
Employee Benefits	0	0	0	8,890	8,890
Other Expenses	40,884,410	44,211,770	42,655,430	45,499,530	2,844,100
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	40,909,320	44,289,920	42,733,580	45,568,080	2,834,500
Transfers Out	100,000	100,000	100,000	100,000	0
Total Expenditures/Uses	41,009,320	44,389,920	42,833,580	45,668,080	2,834,500
Net Increase (Decrease) in Fund Balance	3,237,830	(1,586,920)	146,420	733,920	587,500
Fund Balance - January 1	1,303,130	4,540,960	3,041,310	2,954,040	(1,586,920)
Fund Balance - December 31	4,540,960	2,954,040	3,187,730	3,687,960	733,920
Ending Fund Balance as a % of Revenue	0.10	0.07	0.07	0.08	0.01



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Departmental Budgets

The "All Funds Operating Budget Summary - Update" on [page 76](#) lists, by department, the Recommended 2012 All Funds Operating Budget Update compared to the 2011 All Funds Approved Operating Budget. This table does not include internal service funds because the revenue is received from interdepartmental billing for services. For example, the City Hall printing services fund is not included because the in-house printing costs are already included in the non-personnel budgets of other departments. It would be a "double count" of costs to include internal service funds within the "All Funds Operating Budget Summary - Update."

The "Non-Departmental Budget Summary - Update" on [page 77](#) lists, by non-departmental account the recommended 2012 All Funds Operating Budget Update compared to the 2011 All Funds Operating Budget.

The "General Fund Budget Summary - Update" on [page 78](#) lists, by department, the Recommended 2012 General Fund Operating Budget Update compared to the 2011 Approved General Fund Operating Budget.

The "Recommended Staffing Plan - Update" on [page 79](#) lists, by department, the number of full-time equivalent (FTE) positions funded in 2010, 2011, and 2012 in the General Fund, Other Funds, and All Funds. Presented at the bottom of the "Staffing Plan - Update" is a breakdown of the total number of budgeted FTE for the Police Sworn, Fire Sworn, and Non-Sworn.

The "2012 Continuation Budget/2012 Recommended Budget Comparison - Update" on [page 80](#) lists, by department, a comparison between the Recommended Budget and the Continuation Budget. The Continuation Budget assumes continuation of the services from the 2011 Budget, as escalated by inflation with any adjustments, such as the movement of an organization from one department to another. The difference between the Recommended Budget from the Continuation Budget shows the effect of budget increases and decreases for each department, employee benefits, as well as non-departmental accounts.

The "Departmental Information" beginning on [page 81](#) includes each department's mission statement, organizational chart, department budget summary, list of programs, and a program summary for each program.

Each program summary includes a Description of the Program, Program Goal, Funding Summary, Adjustments to Costs to Maintain Current Program Services, Significant Program Changes, and Program Performance Measures.

The Adjustments to Costs to Maintain Current Program Services section contains a summary of the 2012 budget adjustments that were necessary to maintain the current level of service provided by the program.

The Significant Program Changes section summarizes the significant budget reductions or increases that are included in the 2012 Recommended Budget Update. This section details the budget change, FTE change, impacted fund(s), and provides a budget adjustment description for each significant program change.

Recommended 2012 Operating Budget Update

All Funds Operating Budget Summary - Update



All Funds Operating Budget Summary - Update

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
City Council	2,025,560	2,127,400	1,995,550	(131,850)
Office of the Mayor	639,960	679,960	597,700	(82,260)
Clerk of Council	691,100	716,870	743,120	26,250
City Manager	8,566,410	7,885,370	9,114,710	1,229,340
Citizens Complaint and Internal Audit	1,071,020	1,081,850	976,420	(105,430)
Community Development	7,493,090	7,124,800	6,525,120	(599,680)
Enterprise Services	14,562,240	14,737,270	13,673,620	(1,063,650)
Enterprise Technology Solutions	16,464,000	17,097,960	15,388,200	(1,709,760)
Finance	76,700,810	88,510,520	103,799,280	15,288,760
Fire	92,832,430	98,781,210	94,430,500	(4,350,710)
Health	41,813,670	40,119,440	40,784,290	664,850
Human Resources	2,278,090	2,243,390	2,151,030	(92,360)
Law	5,756,850	6,382,240	5,887,090	(495,150)
Parks	11,682,330	12,945,190	14,694,450	1,749,260
Planning and Buildings	6,348,670	6,533,850	6,256,310	(277,540)
Police	142,146,640	148,901,350	135,873,340	(13,028,010)
Public Services	41,869,480	39,750,700	40,030,480	279,780
Recreation	28,629,730	26,509,970	28,103,020	1,593,050
Retirement	0	0	0	0
Sewers	200,674,100	202,463,360	209,975,040	7,511,680
Transportation & Engineering	12,091,730	12,027,090	11,712,320	(314,770)
Water Works	111,486,560	114,002,110	118,798,320	4,796,210
SORTA	40,391,660	40,280,280	44,865,650	4,585,370
Departmental Budget Total	866,216,130	890,902,180	906,375,560	15,473,380
Non-Departmental Benefits	0	0	15,081,550	15,081,550
General Fund Overhead	7,972,350	7,729,790	7,813,040	83,250
Non-Departmental Accounts	11,843,090	6,303,030	13,247,000	6,943,970
Reserve for Contingencies	850,000	850,000	3,150,000	2,300,000
Non-Departmental Budget Total	20,665,440	14,882,820	39,291,590	24,408,770
Grand Total	886,881,570	905,785,000	945,667,150	39,882,150



Recommended 2012 Operating Budget Update
Non-Departmental Budget Summary - Update

Non-Departmental Budget Summary - Update

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Non-Departmental Benefits				
Prior Year Pension Obligations	0	0	6,581,350	6,581,350
Public Employee Assistance Program	0	0	468,530	468,530
Workers Compensation	0	0	5,476,470	5,476,470
Police and Firefighters Insurance	0	0	300,000	300,000
Unemployment Compensation	0	0	750,000	750,000
Lump Sum Payments	0	0	1,500,000	1,500,000
City Council Staff Benefits	0	0	5,200	5,200
Non-Departmental Benefits Total	0	0	15,081,550	15,081,550
General Fund Overhead	7,972,350	7,729,790	7,813,040	83,250
Non-Departmental Accounts				
Audit and Examiner's Fees	305,600	305,720	305,720	0
Hamco Treasurer & Auditor Fees	610,000	610,000	610,000	0
County Clerk Fees	350,000	365,000	365,000	0
Election Expense	325,000	110,000	325,000	215,000
Judgments Against the City	1,400,000	900,000	900,000	0
Enterprise Software and Licenses	0	0	1,173,250	1,173,250
Memberships & Lobbyists	50,000	50,000	213,400	163,400
HUD Section 108 Debt Service	530,490	565,310	632,630	67,320
Mayor's Office Obligations	10,000	10,000	160,000	150,000
Manager's Office Obligations	100,000	50,000	50,000	0
Downtown Spec Improve District	112,000	112,000	112,000	0
Cincinnati Public Schools	5,000,000	0	5,000,000	5,000,000
Cincinnati Music Hall	100,000	100,000	100,000	0
Port Authority of Greater Cincinnati	350,000	525,000	700,000	175,000
Property Investment Reim. Agreements	2,600,000	2,600,000	2,600,000	0
Non-Departmental Accounts Total	11,843,090	6,303,030	13,247,000	6,943,970
Reserve for Contingencies	850,000	850,000	3,150,000	2,300,000
Total	20,665,440	14,882,820	39,291,590	24,408,770

Recommended 2012 Operating Budget Update

General Fund Budget Summary - Update



General Fund Budget Summary - Update

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
City Council	2,025,560	2,127,400	1,995,550	(131,850)
Office of the Mayor	639,960	679,960	597,700	(82,260)
Clerk of Council	691,100	716,870	743,120	26,250
City Manager	6,832,120	6,170,420	6,988,960	818,540
Citizens Complaint and Internal Audit	1,042,120	1,050,280	953,470	(96,810)
Community Development	6,403,410	5,365,910	5,527,510	161,600
Enterprise Technology Solutions	6,397,010	5,602,280	4,459,350	(1,142,930)
Finance	6,341,240	7,132,240	7,345,540	213,300
Fire	92,832,430	98,662,160	94,358,450	(4,303,710)
Health	23,574,570	19,450,210	19,635,500	185,290
Human Resources	2,015,440	1,984,130	1,922,450	(61,680)
Law	5,235,760	5,909,840	5,666,750	(243,090)
Parks	5,397,500	5,830,390	8,151,190	2,320,800
Planning and Buildings	5,718,040	5,827,840	5,752,600	(75,240)
Police	139,110,860	146,175,220	132,888,620	(13,286,600)
Public Services	22,291,010	20,015,980	19,910,740	(105,240)
Recreation	17,808,530	15,468,130	16,236,590	768,460
Transportation & Engineering	3,440,640	1,688,840	3,563,020	1,874,180
Departmental Budgets Total	347,797,300	349,858,100	336,697,110	(13,160,990)
Non-Departmental Benefits	0	0	10,771,740	10,771,740
Non-Departmental Accounts	11,095,000	5,520,000	12,334,900	6,814,900
Reserve for Contingencies	500,000	500,000	2,850,000	2,350,000
Non-Departmental Budgets Total	11,595,000	6,020,000	25,956,640	19,936,640
Total	359,392,300	355,878,100	362,653,750	6,775,650



Recommended 2012 Operating Budget Update
Staffing Plan - Update

Staffing Plan - Update

	General Fund			Restricted Funds			All Funds		
	2010	2011	2012	2010	2011	2012	2010	2011	2012
City Council	27.00	27.00	27.00	0.00	0.00	0.00	27.00	27.00	27.00
Office of the Mayor	8.00	8.00	8.00	0.00	0.00	0.00	8.00	8.00	8.00
Clerk of Council	7.00	7.00	7.00	0.00	0.00	0.00	7.00	7.00	7.00
City Manager	37.00	32.00	39.96	10.00	12.00	18.04	47.00	44.00	58.00
Citizens Complaint and Internal Audit	11.10	10.10	9.73	0.00	0.00	0.27	11.10	10.10	10.00
Community Development	52.50	48.50	42.85	19.00	23.00	15.65	71.50	71.50	58.50
Enterprise Services	0.00	0.00	0.00	53.50	44.50	36.85	53.50	44.50	36.85
Enterprise Technology Solutions	28.00	31.00	29.00	73.00	70.00	71.00	101.00	101.00	100.00
Finance	76.75	75.75	73.15	46.00	33.00	34.90	122.75	108.75	108.05
Fire	868.00	842.00	845.00	0.00	1.00	1.00	868.00	843.00	846.00
Health	272.90	209.90	222.72	185.20	211.70	197.43	458.10	421.60	420.15
Human Resources	22.10	20.10	22.10	3.00	3.00	3.00	25.10	23.10	25.10
Law	63.20	60.20	61.20	8.00	10.00	8.00	71.20	70.20	69.20
Parks	95.30	106.33	118.83	62.40	61.40	66.40	157.70	167.73	185.23
Planning and Buildings	65.00	62.00	63.00	6.00	6.00	6.00	71.00	68.00	69.00
Police	1,428.00	1,365.00	1,341.00	0.00	1.00	0.00	1,428.00	1,366.00	1,341.00
Public Services	191.50	146.00	134.38	299.00	299.50	299.12	490.50	445.50	433.50
Recreation	267.41	206.29	262.19	105.90	102.07	148.84	373.31	308.36	411.03
Retirement	0.00	0.00	0.00	0.00	9.00	10.00	0.00	9.00	10.00
Sewers	0.00	0.00	0.00	750.00	753.00	764.08	750.00	753.00	764.08
Transportation & Engineering	73.00	71.00	24.31	103.00	103.00	149.05	176.00	174.00	173.36
Water Works	0.00	0.00	0.00	617.32	611.36	610.16	617.32	611.36	610.16
Total	3,593.76	3,328.17	3,331.42	2,341.32	2,354.53	2,439.79	5,935.08	5,682.70	5,771.21
Police Sworn	1,133.00	1,070.00	1,042.00	0.00	1.00	0.00	1,133.00	1,071.00	1,042.00
Fire Sworn	841.00	816.00	817.00	0.00	1.00	0.00	841.00	817.00	817.00
Non-Sworn	1,619.76	1,442.17	1,472.42	2,341.32	2,352.53	2,439.79	3,961.08	3,794.70	3,912.21

Recommended 2012 Operating Budget Update

2012 Continuation Budget/2012 Recommended Update Budget Comparison



2012 Continuation Budget/2012 Recommended Update Budget Comparison

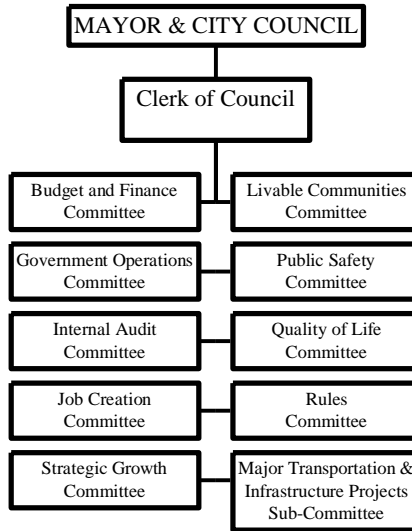
	2012 Continuation Budget	2012 Recommended Budget	% Change 2012 Rec to 2012 Cont
Police	\$ 143,045,770	\$ 132,888,620	-7.1%
Fire	\$ 91,741,870	\$ 94,358,450	2.9%
Public Safety Sub-Total	\$ 234,787,640	\$ 227,247,070	-3.2%
Health	\$ 20,938,100	\$ 19,635,500	-6.2%
Public Services	\$ 21,015,210	\$ 19,910,740	-5.3%
Recreation	\$ 17,225,620	\$ 16,236,590	-5.7%
Finance	\$ 7,095,620	\$ 7,345,540	3.5%
Community Development	\$ 5,378,700	\$ 5,527,510	2.8%
Planning & Buildings	\$ 5,714,570	\$ 5,752,600	0.7%
Parks	\$ 6,717,760	\$ 8,151,190	21.3%
Law	\$ 6,408,390	\$ 5,666,750	-11.6%
Enterprise Technology Solutions	\$ 5,748,580	\$ 4,459,350	-22.4%
Transportation & Engineering	\$ 3,614,660	\$ 3,563,020	-1.4%
Human Resources	\$ 1,984,800	\$ 1,922,450	-3.1%
City Council	\$ 2,101,340	\$ 1,995,550	-5.0%
City Manager's Office	\$ 6,392,210	\$ 6,988,960	9.3%
Clerk of Council	\$ 716,460	\$ 743,120	3.7%
Citizen Complaint & Internal Audit	\$ 1,049,950	\$ 953,470	-9.2%
Office of the Mayor	\$ 673,140	\$ 597,700	-11.2%
Non-Public Safety Sub-Total	\$ 112,775,110	\$ 109,450,040	-2.9%
Total Departmental Budgets	\$ 347,562,750	\$ 336,697,110	-3.1%
Employee Benefits	\$ 9,221,740	\$ 10,466,540	13.5%
Non-Departmental	\$ 11,455,000	\$ 15,490,100	35.2%
Total General Fund Budget	\$ 368,239,490	\$ 362,653,750	-1.5%



Department Program Budgets

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

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,407,120	1,414,410	1,414,410	0
Employee Benefits	562,550	655,840	523,000	(132,840)
Other Expenses	55,890	57,150	58,140	990
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,025,560	2,127,400	1,995,550	(131,850)
Internal Service Funds	0	0	0	0
Total	2,025,560	2,127,400	1,995,550	(131,850)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: To effectively conduct all legislative functions of the City of Cincinnati.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,407,120	1,414,410	1,414,410	0
Employee Benefits	562,550	655,840	523,000	(132,840)
Other Expenses	55,890	57,150	58,140	990
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,025,560	2,127,400	1,995,550	(131,850)
Internal Service Funds	0	0	0	0
Total	2,025,560	2,127,400	1,995,550	(131,850)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00

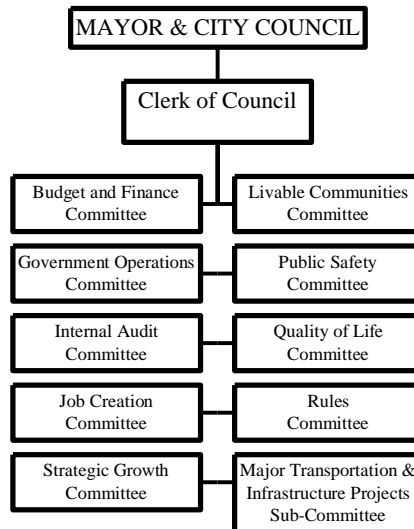
Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(131,850)	0.00	All Funds	The City Council program reflects an all funds decrease of \$131,850, which is related to an adjustment in the way employee benefits are presented in the budget document.



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

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	427,510	439,720	440,220	500
Employee Benefits	170,110	202,970	119,540	(83,430)
Other Expenses	42,340	37,270	37,940	670
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	639,960	679,960	597,700	(82,260)
Internal Service Funds	0	0	0	0
Total	639,960	679,960	597,700	(82,260)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: 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.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	427,510	439,720	440,220	500
Employee Benefits	170,110	202,970	119,540	(83,430)
Other Expenses	42,340	37,270	37,940	670
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	639,960	679,960	597,700	(82,260)
Internal Service Funds	0	0	0	0
Total	639,960	679,960	597,700	(82,260)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00

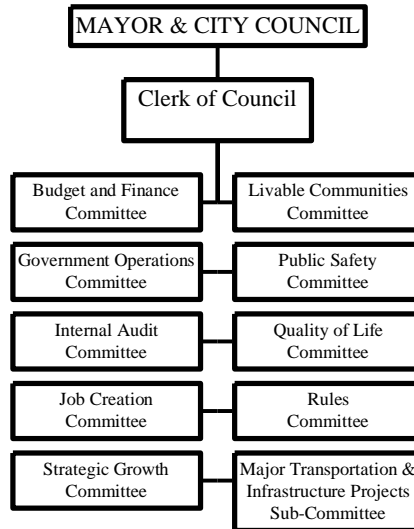
Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(82,260)	0.00	All Funds	The Mayor program reflects an all funds decrease of \$82,260, which is related to an adjustment in the way employee benefits are presented in the budget document.



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

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	313,600	313,600	314,760	1,160
Employee Benefits	124,570	144,480	164,900	20,420
Other Expenses	252,930	258,790	263,450	4,660
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	691,100	716,870	743,110	26,240
Internal Service Funds	0	0	0	0
Total	691,100	716,870	743,110	26,240
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	10,420	10,420	120	(10,300)
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: Providing support to the City Council and all Council Committees. Keeping the public informed about public hearings in which they would have a special interest. Maintaining and preserving public documents.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	313,600	313,600	314,760	1,160
Employee Benefits	124,570	144,480	164,900	20,420
Other Expenses	252,930	258,790	263,450	4,660
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	691,100	716,870	743,110	26,240
Internal Service Funds	0	0	0	0
Total	691,100	716,870	743,110	26,240
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	10,420	10,420	120	(10,300)
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00

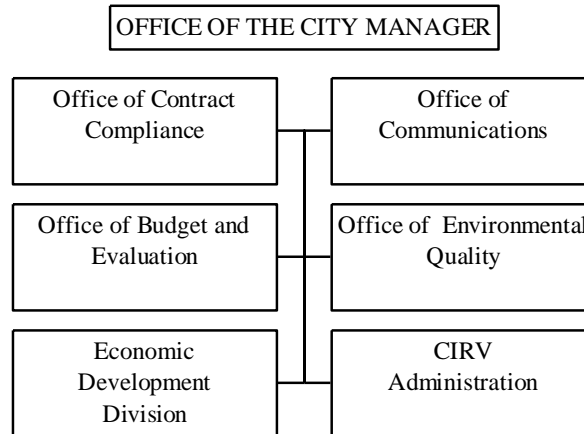
Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
26,250	0.00	All Funds	The Clerk of Council program reflects an all funds increase of \$26,250, which is primarily related to an adjustment in the way employee benefits are presented in the budget document.



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

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	2,884,780	2,884,910	3,273,280	388,370
Employee Benefits	1,176,100	1,341,110	1,135,700	(205,410)
Other Expenses	4,505,530	3,659,350	4,705,730	1,046,380
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	8,566,410	7,885,370	9,114,710	1,229,340
Internal Service Funds	215,740	246,800	190,390	(56,410)
Total	8,782,150	8,132,170	9,305,100	1,172,930
Capital Projects	2,293,400	3,807,600	4,845,000	1,037,400
Consolidated Plan Projects	0	0	2,070,000	0
Program Revenue	2,500,000	2,500,000	3,051,000	551,000
Total Full-time Equivalent Positions	47.00	44.00	58.00	14.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

1. Office of the City Manager
2. Economic Development Division
3. Office of Communications
4. Office of Budget and Evaluation
5. Office of Environmental Quality
6. Office of Contract Compliance
7. CIRV Administration

Program Summaries

Program 1: Office of the City Manager

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

Goal: To provide efficient, cost-effective, and effective leadership, and management of the City departments.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	719,370	715,850	728,130	12,280
Employee Benefits	282,060	323,270	211,800	(111,470)
Other Expenses	253,650	241,630	94,200	(147,430)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,255,080	1,280,750	1,034,130	(246,620)
Internal Service Funds	0	0	0	0
Total	1,255,080	1,280,750	1,034,130	(246,620)
Capital Projects	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
(83,220)	0.00	All Funds	The City Manager's Office reflects an all funds decrease of \$83,220, which is primarily related to an adjustment in the way employee benefits are presented in the budget document. This decrease is partially offset by miscellaneous non-personnel increases.

Significant Program Changes

Budget	FTE	Fund	Description
(163,400)	0.00	General Fund	This represents the transfer of the State and Federal Lobbyist contracts to a non-departmental account.



Program 2: Economic Development Division

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

Goal: Encourage and grow new business and economic development opportunities that will positively impact Cincinnati.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	317,970	317,130	552,910	235,780
Employee Benefits	125,150	144,760	238,850	94,090
Other Expenses	380,440	412,510	933,410	520,900
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	823,560	874,400	1,725,170	850,770
Internal Service Funds	0	0	0	0
Total	823,560	874,400	1,725,170	850,770
Capital Projects	1,453,400	3,665,100	4,368,700	703,600
Consolidated Plan Projects	0	0	2,070,000	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	19.00	12.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
512,640	11.00	All Funds	The Economic Development program reflects an all funds increase of \$512,640 and 11.00 FTE. This increase is primarily attributable to the transfer of \$501,980 and 11.00 FTE from the Department of Community Development to Economic Development. The transfer reflects the merger of the Business Development program with the Economic Development program.

Significant Program Changes

Budget	FTE	Fund	Description
(57,420)	0.00	General Fund	This adjustment provides for salary reimbursements for oversight and activities of Parking Facilities conducted by the Economic Development Division staff.
(111,610)	0.00	Cable Communications	This increase provides additional support for the African American Chamber of Commerce, as well as, moves funding from Cable Communications Fund to the General Fund.
150,000	0.00	General Fund	
10,000	0.00	Community Dev Block Grant	This increase represents the resources necessary for a combined Economic Development/ Business Development function.
89,500	1.00	General Fund	
25,000	0.00	General Fund	This represents a restoration of funding for the Film Commission to a total level of \$75,000.
58,150	0.00	Community Dev Block Grant	This represents a transfer of non-personnel from the Community Development Department for the Business Development program.
134,510	0.00	General Fund	
(135,000)	0.00	Cable Communications	This represents an increase of funding for the Cincinnati USA Chamber of Commerce to a total level of \$175,000 and also transfers the expense to the General Fund from the Cable Communications Fund.
175,000	0.00	General Fund	

Recommended 2012 Operating Budget Update



Department Program Budgets

Performance Measures

Performance Objective

Develop retail and commercial opportunities in the central business district.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of 25 retailers and/or developers who Economic Development met with at the International Council of Shopping Centers Trade Show and Deal Making conference.	Percentage	100.00	100.00	100.00

Performance Objective

Maintain existing employment base and create new employment opportunities in the City of Cincinnati.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of 25 major (50+ employees) employers Economic Development conducted Business Retention Visits with in the past year.	Percentage	153.00	100.00	100.00

Performance Objective

Increase employment opportunities in the City of Cincinnati.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of 50 citizens/clients who Economic Development provided technical service assistance/ issue resolution services to in the last year.	Percentage	202.00	100.00	100.00

Performance Objective

Promote economic growth in the City of Cincinnati.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Leverage private capital at an average ratio of 3:1 for each dollar of City funding received on projects each year.	Percentage	0.00	0.00	3.01



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.

Goal: Implement proactive, effective public communications regarding City initiatives and operations, including media relations, Citicable broadcasts, dissemination of information via the internet, and preparing communications for specific audiences.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	385,260	407,070	411,770	4,700
Employee Benefits	167,670	187,680	162,770	(24,910)
Other Expenses	224,080	155,020	456,380	301,360
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	777,010	749,770	1,030,920	281,150
Internal Service Funds	0	0	0	0
Total	777,010	749,770	1,030,920	281,150
Capital Projects	250,000	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,500,000	2,500,000	2,700,000	200,000
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(18,850)	0.00	All Funds	The Office of Communications reflects an all funds decrease of \$18,850, which is due to an adjustment in the way employee benefits are presented in the budget document. The decrease is partially offset by general non-personnel inflation.

Significant Program Changes

Budget	FTE	Fund	Description
300,000	0.00	Cable Communications	This represents an increase in funding for public access services to continue, due to state video franchising legislation.

Performance Measures

Performance Objective

Resolve complaints received against Time Warner Cable. Review and make recommendations about basic cable rates.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of complaints received against Time Warner Cable that are resolved.	Percentage	100.00	95.00	95.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Performance Objective

Improve departmental participation in the electronic communications resource center for City departments and agencies.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage increase in agency participation.	Percentage	15.00	10.00	10.00



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.

Goal: Develop the operating, capital, and consolidated plan budgets for the City of Cincinnati. Provide management support to initiatives that enhance service delivery, improve responsiveness and communications, and reduce the cost of service delivery.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	826,490	914,110	964,080	49,970
Employee Benefits	332,530	443,540	325,290	(118,250)
Other Expenses	189,440	127,000	168,220	41,220
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,348,460	1,484,650	1,457,590	(27,060)
Internal Service Funds	0	0	0	0
Total	1,348,460	1,484,650	1,457,590	(27,060)
Capital Projects	400,000	30,000	0	(30,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	14.00	13.00	13.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(45,610)	0.00	All Funds	The Budget Office program reflects an all funds decrease of \$45,610, which is due to an adjustment in the way employee benefits are presented in the budget document. This decrease is partially offset by adjustments that removed \$23,070 in capital fund reimbursements and added \$50,000 to fund the City's biennial economic forecast.

Significant Program Changes

Budget	FTE	Fund	Description
(31,040)	0.00	General Fund	This adjustment results from increased reimbursements from Income Tax Infrastructure Fund for eligible staff work.
31,040	0.00	Income Tax-Infrastructure	
5,400	0.00	Community Dev Block Grant	This increase represents the additional costs to maintain the new enterprise budget system.
8,000	0.00	General Fund	
2,000	0.00	Income Tax Transit	
4,600	0.00	Income Tax-Infrastructure	
(77,050)	(1.00)	Community Dev Block Grant	This represents a transfer of a Management Analyst position from the CDBG Fund to the General Fund. It also involves a reduction in related non-personnel items in the Consolidated Plan section.
75,610	1.00	General Fund	

Recommended 2012 Operating Budget Update

Department Program Budgets



Performance Measures

Performance Objective

Attainment of the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) every two years.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage decrease in the number of 'Does Not Satisfy' ratings received from GFOA.	Percentage	N/A	2.50	N/A
Percentage increase in the number of 'Outstanding' ratings received from GFOA.	Percentage	N/A	2.50	N/A



Program 5: Office of Environmental Quality

Description: The Office of Environmental Quality is responsible for brownfield remediation, property evaluation, site-specific investigation, cleanup and redevelopment of City property, Title X enforcement, energy management, and evaluation of cut and fill permits.

Goal: Effectively and efficiently carry out the environmental duties charged to the Office of Environmental Quality, including the development and administration of the Energy Management Team as well as performing environmental outreach and communication.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	271,510	251,140	267,990	16,850
Employee Benefits	108,140	114,390	64,600	(49,790)
Other Expenses	2,575,500	2,425,290	2,671,980	246,690
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,955,150	2,790,820	3,004,570	213,750
Internal Service Funds	215,740	246,800	190,390	(56,410)
Total	3,170,890	3,037,620	3,194,960	157,340
Capital Projects	190,000	112,500	476,300	363,800
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	351,000	351,000
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
84,980	1.00	All Funds	The Office of Environmental Quality reflects an all funds increase of \$84,980, which is primarily related to an increase of \$73,370 for a previously grant funded Administrative Specialist position and \$40,000 of increased recycling costs. The increases are partially offset by a decrease in employee benefits due to an adjustment in the way employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
203,160	0.00	General Fund	This represents an accounting adjustment to reflect the total cost of the recycling contract to this program. The overall budget also reflects \$2,180,000 in projected revenues and avoided costs related to recycling elsewhere.
(11,160)	(0.15)	American Recovery & Reinvestment	This represents the elimination of an Administrative Specialist position, which provides services related to budget, paying invoices, payroll, and other administrative tasks.
(63,230)	(0.85)	General Fund	

Performance Measures

Performance Objective

Enhance city-wide energy management and climate protection practices by developing the City's Energy Management Plan.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Reduce energy use from non-renewable sources by City departments by 1% per year.	Percentage	1.30	1.00	1.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Performance Objective

Provide city-wide environmental outreach and communication.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage increase in the number of individuals receiving OEQ communication each year.	Percentage	565.00	100.00	100.00

Performance Objective

Enhance city-wide energy management and climate protection practices.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage increase in the number of buildings in the City that are LEED certified.	Percentage	124.00	20.00	20.00
Percentage of the Climate Protection Action Plan's recommendations implemented in accordance with the schedule contained therein.	Percentage	59.00	80.00	60.00

Performance Objective

Promote recycling throughout the City.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage increase in the amount of recyclable material collected as a result of the internal recycling program.	Percentage	0.00	2.00	2.00

Performance Objective

Promote a green fleet throughout the City.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Achieve a 1% reduction in City government fuel usage each year by operating vehicles in a fuel efficient manner.	Yes/No		Yes	Yes

Performance Objective

Promote environmental regulatory compliance throughout the City.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of City Facilities where an environmental compliance audit was completed in the past calendar year.	Percentage	36.00	40.00	50.00



Program 6: Office of 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.

Goal: Ensure proper compliance to City contracts.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	306,510	211,390	338,390	127,000
Employee Benefits	137,490	95,840	132,390	36,550
Other Expenses	101,560	108,220	130,230	22,010
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	545,560	415,450	601,010	185,560
Internal Service Funds	0	0	0	0
Total	545,560	415,450	601,010	185,560
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	6.00	4.00	6.00	2.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
185,560	2.00	All Funds	The Office of Contract Compliance reflects an all funds increase of \$185,560 due to Income Tax Infrastructure Fund and Community Development Block Grant Fund resources and 2.0 FTE being returned from the Law Department's budget where they had been inadvertently budgeted in 2011. An increase of \$18,000 has been added to reflect Small Business Enterprise (SBE) System consulting costs.

Significant Program Changes

Budget	FTE	Fund	Description
(14,450)	0.00	Community Dev Block Grant	This represents the transfer of the SBE system consulting expenses into the General Fund due to limited CDBG Resources.
14,450	0.00	General Fund	

Performance Measures

Performance Objective

Administer, enforce, and monitor the Small Business Enterprise (SBE) Program; the Equal Employment Opportunity (EEO) Program; the Prevailing Wage laws; the Living Wage Program; and the Meet and Confer provisions to promote equal business opportunities.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of four Outreach Activities to SBE vendors completed.	Percentage	100.00	100.00	100.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Performance Objective

Oversee proper enforcement of Equal Employment Opportunity requirements for all City contracts over \$5,000.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of all bid documents, proposals, and contracts that contain appropriate language.	Percentage	95.00	95.00	95.00

Performance Objective

Identify and determine appropriate Prevailing Wage classification(s) and rates for all City construction projects.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of vendor payroll reports submitted to Contract Compliance for examination that were reviewed.	Percentage	90.00	90.00	90.00



Program 7: 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.

Goal: To provide effective and efficient management of the Cincinnati Initiative to Reduce Violence (CIRV) program in its efforts to reduce the frequency of gang/group-related street violence.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	57,670	68,220	10,000	(58,220)
Employee Benefits	23,060	31,630	0	(31,630)
Other Expenses	780,860	189,680	251,310	61,630
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	861,590	289,530	261,310	(28,220)
Internal Service Funds	0	0	0	0
Total	861,590	289,530	261,310	(28,220)
Capital Projects	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
(28,220)	0.00	All Funds	The Cincinnati Initiative to Reduce Violence reflects an all funds decrease of \$28,220, which is primarily related to a decrease in personnel resources. This decrease is partially offset by an increase in miscellaneous contractual agreements.



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Citizen Complaint and Internal Audit

The mission of the Department of Citizen Complaint and Internal Audit is to investigate allegations of misconduct by police officers including, but not limited to, shots fired, death in custody, and use of force with the ultimate goal of addressing citizens' concerns and improving citizen perceptions of quality police service in the City of Cincinnati. The Department also examines and evaluates the effectiveness and efficiency of management controls in all City departments, independent boards, and commissions. The department shall act independently consistent with its duties and responsibilities.



Departmental Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	727,460	702,580	668,270	(34,310)
Employee Benefits	289,130	323,890	253,240	(70,650)
Other Expenses	54,430	55,380	54,910	(470)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,071,020	1,081,850	976,420	(105,430)
Internal Service Funds	0	0	0	0
Total	1,071,020	1,081,850	976,420	(105,430)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	11.10	10.10	10.00	(0.10)

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

1. Investigations, Research, and Evaluation
2. Administration
3. Community Relations
4. Internal Audit

Program Summaries

Program 1: Investigations, Research, and Evaluation

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

Goal: To be on call 24-7 to investigate serious interventions by police officers, including shots fired, deaths in custody and major uses of force.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	192,220	202,510	168,130	(34,380)
Employee Benefits	76,450	93,440	48,780	(44,660)
Other Expenses	13,250	19,570	16,570	(3,000)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	281,920	315,520	233,480	(82,040)
Internal Service Funds	0	0	0	0
Total	281,920	315,520	233,480	(82,040)
Capital Projects	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
(38,850)	0.00	All Funds	The Investigations, Research, and Evaluation program reflects an all funds decrease of \$38,850. This decrease is primarily related to a change in how employee benefits are presented in the budget document. This decrease is offset by non-personnel inflation.

Significant Program Changes

Budget	FTE	Fund	Description
(43,190)	0.00	General Fund	This reduction is due to two full-time investigator positions who will become part-time (75 percent) for 2012 only.



Performance Measures

Performance Objective

To complete complainant, officer, and witness interviews, information gathering, and analytical reports on all investigations within 60 days of serious intervention.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of investigations completed within 60 days.	Percentage	100.00	100.00	100.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 2: Administration

Description: To provide administrative support to the investigative staff.

Goal: To maintain agency records and files, and to ensure intake, assignment and investigation procedures are in compliance with the Collaborative Agreement.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	198,000	209,660	209,470	(190)
Employee Benefits	78,760	96,270	77,210	(19,060)
Other Expenses	22,930	19,870	25,880	6,010
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	299,690	325,800	312,560	(13,240)
Internal Service Funds	0	0	0	0
Total	299,690	325,800	312,560	(13,240)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	3.10	3.10	3.00	(0.10)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(13,240)	(0.10)	All Funds	The Administration program reflects an all funds decrease of \$13,240. This decrease is primarily related to a change in how employee benefits are presented in the budget document. This decrease is offset by non-personnel inflation. The reduction of 0.10 FTE is related to removal of CIRV Board members, who are not paid.

Performance Measures

Performance Objective

To provide administrative support to the federal court mandated investigative staff.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of investigations assigned within 48 business hours of initial complaint.	Percentage	100.00	100.00	100.00



Program 3: Community Relations

Description: To enhance the public's awareness of both the role and complaint process of the CCA. To initiate community dialogue and disseminate information that will educate citizens on ways to avoid negative conflict and interactions with the police.

Goal: To inform neighborhood councils, local community organizations, and citizens about the services CCA offers and its role within the City organization.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,650	1,620	1,780	160
Employee Benefits	660	750	730	(20)
Other Expenses	3,650	1,310	1,340	30
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	5,960	3,680	3,850	170
Internal Service Funds	0	0	0	0
Total	5,960	3,680	3,850	170
Capital Projects	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
170	0.00	All Funds	The Community Relations program reflects an all funds increase of \$170, which is primarily attributable to non-personnel inflation.

Performance Measures

Performance Objective

To increase the amount of Public Relations information that is distributed; which clearly explains how CCA operates and how to access its services.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of increased Public Relations efforts.	Percentage	15.00	15.00	15.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 4: 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.

Goal: To identify and recommend management opportunities to reduce cost, improve performance, and increase productivity of personnel and assets.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	335,590	288,790	288,890	100
Employee Benefits	133,260	133,430	126,510	(6,920)
Other Expenses	14,600	14,630	11,120	(3,510)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	483,450	436,850	426,520	(10,330)
Internal Service Funds	0	0	0	0
Total	483,450	436,850	426,520	(10,330)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	5.00	4.00	4.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(10,330)	0.00	All Funds	The Performance and Operational Audit program reflects an all funds decrease of \$10,330, which is primarily attributable to a change in how benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
(5,590)	0.00	Community Dev Block Grant	This adjustment reflects the declining resources of the Community Development Block Grant (CDBG).
5,590	0.00	General Fund	

Performance Measures

Performance Objective

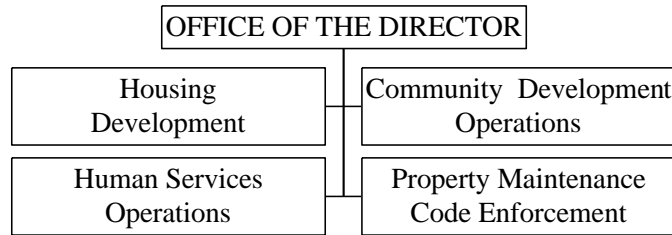
To perform operational audits and make well thought out recommendations that add value to the City organization.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of audit recommendations substantially agreed to by departments.	Percentage	90.00	90.00	90.00



Community Development

The mission of the Department of Community Development is to partner in developing vibrant, safe, and healthy neighborhoods. This will be done through utilizing cutting edge programs and services in a proactive, focused, and customer-friendly manner; ensuring the quality and integrity of the City's building stock; maintaining the quality of the commercial construction; and enforcing the laws and codes established to further these goals.



Departmental Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	2,242,280	2,333,260	2,027,290	(305,970)
Employee Benefits	908,960	1,152,090	1,118,170	(33,920)
Other Expenses	4,341,850	3,639,450	3,379,660	(259,790)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	7,493,090	7,124,800	6,525,120	(599,680)
Internal Service Funds	0	0	0	0
Total	7,493,090	7,124,800	6,525,120	(599,680)
Capital Projects	6,035,300	4,853,200	2,758,600	(2,094,600)
Consolidated Plan Projects	15,057,359	15,847,579	11,011,163	(4,836,416)
Program Revenue	766,500	809,500	816,500	7,000
Total Full-time Equivalent Positions	71.50	71.50	58.50	(13.00)

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

1. Operations - Human Services
2. Housing Development
3. Community Development Operations
4. Business Development
5. Property Maintenance Code Enforcement

Program Summaries

Program 1: Operations - Human Services

Description: This program facilitates the City's Human Services Policy grant process and monitors partner agencies.

Goal: Collaborate with community stakeholders to improve services provided by non-profits that receive City resources.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	179,120	104,750	104,750	0
Employee Benefits	75,590	48,110	62,630	14,520
Other Expenses	2,707,550	1,984,520	1,991,840	7,320
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,962,260	2,137,380	2,159,220	21,840
Internal Service Funds	0	0	0	0
Total	2,962,260	2,137,380	2,159,220	21,840
Capital Projects	0	0	0	0
Consolidated Plan Projects	1,000,000	1,030,000	855,000	(175,000)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	3.00	2.00	2.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
21,840	0.00	All Funds	The Human Services program shows an all funds increase of \$21,840, which is primarily due to increases in miscellaneous non-personnel and an adjustment in the way employee benefits are presented in the budget document.

Performance Measures

Performance Objective

Maximize the effectiveness of agencies supported by Human Services funding through enhanced monitoring via the United Way contract.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of Human Services agencies that meet or exceed performance goals outlined in the contract.	Percentage	90.00	90.00	90.00



Program 2: Housing Development

Description: This program encompasses all the housing programs within the Department of Community Development including homeownership opportunities, rental, owner-occupied rehabilitation, and support programs.

Goal: Increase sustainable homeownership and the quality of the owner occupied and rental housing stock throughout the City.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	248,220	287,040	297,910	10,870
Employee Benefits	102,030	153,700	117,170	(36,530)
Other Expenses	483,110	491,650	667,890	176,240
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	833,360	932,390	1,082,970	150,580
Internal Service Funds	0	0	0	0
Total	833,360	932,390	1,082,970	150,580
Capital Projects	2,574,600	2,575,200	2,461,100	(114,100)
Consolidated Plan Projects	10,063,840	10,032,580	8,536,160	(1,496,420)
Program Revenue	766,500	764,500	756,500	(8,000)
Total Full-time Equivalent Positions	14.00	15.00	15.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(16,810)	0.00	All Funds	The Housing program shows an all funds decrease of \$16,810, which is primarily due to an adjustment in the way employee benefits are presented in the budget document, which is offset by increases in personnel and various miscellaneous increases in non-personnel.

Significant Program Changes

Budget	FTE	Fund	Description
(47,610)	0.00	Community Dev Block Grant	This reduction removes funding from the Continuum of Care contract due to declining resources of the Community Development Block Grant (CDBG).
215,000	0.00	General Fund	This represents an increase from \$2,500 to \$5,000 for each neighborhood/Neighborhood Business District.

Performance Measures

Performance Objective

Strengthen the quality of the existing housing stock throughout the City.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of 1,500 owner occupied housing units rehabilitated through City programs.	Percentage	99.60	100.00	100.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Performance Objective

Serve 4,550 households through programs targeted for the homeless and special needs population.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of 4,550 households served through Emergency Shelter Grant and Housing Persons With AIDS programs.	Percentage	97.00	100.00	100.00



Program 3: Community Development Operations

Description: This program includes the administrative leadership within the Department of Community Development as well as the fiscal staff.

Goal: Provide leadership and administrative oversight, including budget, fiscal, and human resources support, for the Department of Community Development.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	624,690	687,610	580,050	(107,560)
Employee Benefits	262,680	374,450	132,830	(241,620)
Other Expenses	804,820	831,120	579,380	(251,740)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,692,190	1,893,180	1,292,260	(600,920)
Internal Service Funds	0	0	0	0
Total	1,692,190	1,893,180	1,292,260	(600,920)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	45,000	60,000	15,000
Total Full-time Equivalent Positions	11.00	11.00	9.00	(2.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(198,380)	(1.00)	All Funds	The Operations/Administration program reflects an all funds decrease of \$198,380, which is primarily due an decrease in reimbursements for personnel costs, a decrease of an Administrative Technician position, an increase in miscellaneous non-personnel costs and an adjustment in the way employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
(102,570)	0.00	Community Dev Block Grant	This reduction decreases miscellaneous non-personnel cost items due to declining resources of the Community Development Block Grant (CDBG).
(78,080)	(1.00)	Community Dev Block Grant	This reduction eliminates a Vacant Senior Community Development Analyst due to declining resources of the Community Development Block Grant (CDBG).
(29,230)	0.00	Community Dev Block Grant	This reduction increases position vacancy allowance for an Administrative Technician position due to declining resources of the Community Development Block Grant (CDBG).
(58,150)	0.00	Community Dev Block Grant	This represents a transfer of non-personnel related to the Business Development program.
(134,510)	0.00	General Fund	

Recommended 2012 Operating Budget Update

Department Program Budgets



Performance Measures

Performance Objective

Increase strategic external partnerships through: 1) increased leveraging of existing funds; and 2) expanded opportunities through the sharing of local, regional, and national planning information and best practices.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Ratio of leveraged funds to City funds each year.	Percentage	7.27	4.01	4.01

Performance Objective

Provide excellent service to internal and external customers.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percent of contracts processed within five days of receipt of properly completed information from Community Development Analysts	Percentage	70.00	90.00	90.00



Program 4: Business Development

Description: The 2012 Budget Update transfers the Business Development program to the Economic Development program in the Office of the City Manager.

Goal: See the Economic Development program budget for additional information.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	152,080	205,490	0	(205,490)
Employee Benefits	59,380	99,860	0	(99,860)
Other Expenses	212,000	195,120	0	(195,120)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	423,460	500,470	0	(500,470)
Internal Service Funds	0	0	0	0
Total	423,460	500,470	0	(500,470)
Capital Projects	3,281,900	2,053,000	0	(2,053,000)
Consolidated Plan Projects	2,200,000	2,860,000	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	10.00	11.00	0.00	(11.00)

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 5: Property Maintenance Code Enforcement

Description: This program includes all of the inspections staff that perform property maintenance and code enforcement actions for the City.

Goal: Inspect existing residential and commercial buildings to ensure that the buildings are safe, sanitary, and conform to the Property Maintenance and Zoning Codes.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,038,170	1,048,370	1,044,580	(3,790)
Employee Benefits	409,280	475,970	805,550	329,580
Other Expenses	134,370	137,040	140,550	3,510
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,581,820	1,661,380	1,990,680	329,300
Internal Service Funds	0	0	0	0
Total	1,581,820	1,661,380	1,990,680	329,300
Capital Projects	178,800	225,000	297,500	72,500
Consolidated Plan Projects	1,793,520	2,085,000	1,770,000	(315,000)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	33.50	32.50	32.50	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
329,290	0.00	All Funds	The Property Maintenance/Code Enforcement program increases by \$329,290, which is primarily due to an adjustment in the way employee benefits are presented in the budget document.

Performance Measures

Performance Objective

Re-inspection of the properties, meetings with the owner and other contact to encourage voluntary compliance with the code.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of code violations brought into voluntary compliance prior to initiation of administrative or judicial action.	Percentage	33.00	40.00	40.00

Performance Objective

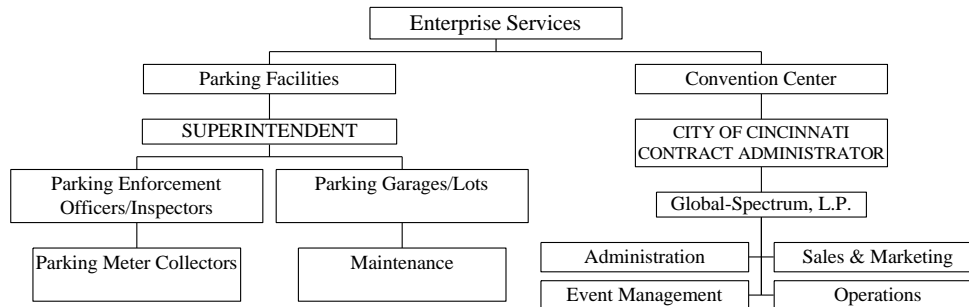
To barricade open vacant buildings within 15 days of the completion of the required owners notification.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of buildings barricaded within 15 calendar days.	Percentage	98.00	95.00	95.00



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

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	2,155,860	1,732,900	1,494,860	(238,040)
Employee Benefits	758,500	781,740	716,280	(65,460)
Other Expenses	11,470,150	11,772,560	11,015,710	(756,850)
Properties	75,000	0	0	0
Debt Service	102,730	450,070	446,770	(3,300)
Operating Total	14,562,240	14,737,270	13,673,620	(1,063,650)
Internal Service Funds	0	0	0	0
Total	14,562,240	14,737,270	13,673,620	(1,063,650)
Capital Projects	1,316,000	998,300	1,473,000	474,700
Consolidated Plan Projects	0	0	0	0
Program Revenue	16,394,200	18,501,100	16,470,915	(2,030,185)
Total Full-time Equivalent Positions	53.50	44.50	36.85	(7.65)

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: To manage all contracts related to the use of the convention center and to responsibly handle all financial and administrative functions including scheduling events and developing new customers at the center.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	0	0	49,000	49,000
Employee Benefits	0	0	20,150	20,150
Other Expenses	6,899,060	7,169,380	7,008,780	(160,600)
Properties	0	0	0	0
Debt Service	55,750	73,410	72,050	(1,360)
Operating Total	6,954,810	7,242,790	7,149,980	(92,810)
Internal Service Funds	0	0	0	0
Total	6,954,810	7,242,790	7,149,980	(92,810)
Capital Projects	866,000	411,800	230,000	(181,800)
Consolidated Plan Projects	0	0	0	0
Program Revenue	7,250,000	7,432,800	7,266,120	(166,690)
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(112,960)	0.00	All Funds	The Duke Energy Convention Center program reflects an all funds decrease of \$112,960, which is primarily related to Convention Center Fund adjustments that removed \$399,580 in resources used to operate and market the Duke Energy Convention Center. This decrease is offset by miscellaneous non-personnel adjustments and non-personnel inflation.

Significant Program Changes

Budget	FTE	Fund	Description
20,150	0.00	Convention Center	This increase provides resources for employee benefit reimbursements to the City Manager's Office.



Performance Measures

Performance Objective

Obtain a customer satisfaction rating of 4.5 from a possible 5.0 on post event customer surveys.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Customer satisfaction rating of 4.5 or more of customers surveyed.	Whole Number	4.40	4.50	4.50

Performance Objective

Maintain program self-sufficiency by maintaining a fund balance that is 5% of revenue.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Convention Center Fund balance.	Percentage	14.60	5.00	5.00

Performance Objective

Reduce the amount of energy used by the Convention Center by 4% each year by implementing the department's Energy Management Plan.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage reduction in the amount of energy used by the Convention Center within one year.	Percentage	(8.24)	4.00	4.00

Performance Objective

Increase community or intra-City partnerships that increase department efficiency and effectiveness in solving recurring problems each year.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage utilization of Small Business Enterprise firms based on contract values.	Percentage	44.30	30.00	30.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 2: On-Street Parking

Description: This program consists of enforcement, collection, maintenance, and management of over 5,700 single space meters located in the downtown area and neighborhood business districts, as well as twelve multi-space pay-and-display units.

Goal: To ensure increased mobility for the motoring public and encourage vehicle turnover that supports retail enterprise in the central and neighborhood business districts.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	936,720	956,010	844,510	(111,500)
Employee Benefits	351,620	442,710	447,370	4,660
Other Expenses	244,120	208,180	491,910	283,730
Properties	75,000	0	0	0
Debt Service	0	0	0	0
Operating Total	1,607,460	1,606,900	1,783,790	176,890
Internal Service Funds	0	0	0	0
Total	1,607,460	1,606,900	1,783,790	176,890
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,327,900	3,350,200	3,159,200	(191,000)
Total Full-time Equivalent Positions	24.00	25.00	22.00	(3.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
85,470	0.00	All Funds	The On-Street Parking program reflects an all funds increase of \$85,470. This increase is primarily attributable to Parking Facilities Fund general non-personnel inflation and a \$69,530 increase in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
91,400	(3.00)	Parking System Facilities	This represents the increased costs to operate 1,400 new parking meters in the Downtown Business District that have the ability to accept credit cards and coins as payment. The operational costs are partially offset by the elimination of two vacant Parking Meter Inspectors and one vacant Parking Meter Collector.

Performance Measures

Performance Objective

Increase the number of functioning parking meters by conducting quality control inspections and reducing repair cycles.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of repairs completed within 48 hours.	Percentage	100.00	100.00	100.00



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.

Goal: To create aesthetic, safe, and efficiently operated parking facilities and increase utilization to support economic development in the downtown community.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	897,330	478,630	325,030	(153,600)
Employee Benefits	288,500	201,980	163,240	(38,740)
Other Expenses	4,222,450	4,308,610	3,435,700	(872,910)
Properties	0	0	0	0
Debt Service	46,980	376,660	374,720	(1,940)
Operating Total	5,455,260	5,365,880	4,298,690	(1,067,190)
Internal Service Funds	0	0	0	0
Total	5,455,260	5,365,880	4,298,690	(1,067,190)
Capital Projects	450,000	586,500	1,243,000	656,500
Consolidated Plan Projects	0	0	0	0
Program Revenue	6,816,300	7,718,100	6,045,600	(1,672,500)
Total Full-time Equivalent Positions	25.50	15.50	10.85	(4.65)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(428,380)	(3.65)	All Funds	The Off-Street Parking program reflects an all funds decrease of \$428,380, which is primarily attributable to a Parking Facilities Fund decrease of \$430,520 and 3.65 FTE related to miscellaneous personnel adjustments and non-personnel adjustments, such as reductions in security services and electric lighting. This decrease is offset by general non-personnel inflation.

Significant Program Changes

Budget	FTE	Fund	Description
(90,800)	(1.00)	Parking System Facilities	This represents the elimination of one vacant Supervisor of Maintenance position.
(548,000)	0.00	Parking System Facilities	This represents the elimination of the non-personnel resources associated with the Gateway Garage, which was sold to the Kroger Company in 2011.

Performance Measures

Performance Objective

To increase the availability of visitor parking in Downtown Cincinnati by monitoring the number of daily cars parked compared to the number of available spaces (turnover ratio).

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Turnover ratio.	Percentage	1.21	1.28	1.24

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 4: Parking Business Services

Description: This program manages internal and external customer transactions for the Parking Facilities Division.

Goal: To provide timely and excellent customer service through proper stewardship of funds and assets managed by the Parking Facilities Division.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	321,810	298,260	276,330	(21,930)
Employee Benefits	118,380	137,050	85,520	(51,530)
Other Expenses	104,520	86,390	79,320	(7,070)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	544,710	521,700	441,170	(80,530)
Internal Service Funds	0	0	0	0
Total	544,710	521,700	441,170	(80,530)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(80,530)	0.00	All Funds	The Parking Business Services program reflects an all funds decrease of \$80,530. This decrease is primarily attributable to a Parking Facilities Fund decrease in miscellaneous personnel and non-personnel items and a \$52,070 decrease in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document. This decrease is offset by general non-personnel inflation.

Performance Measures

Performance Objective

Provide timely and quality customer service in response to citizen requests.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of special event parking applications processed within 24 hours of receipt.	Percentage	100.00	100.00	100.00

Performance Objective

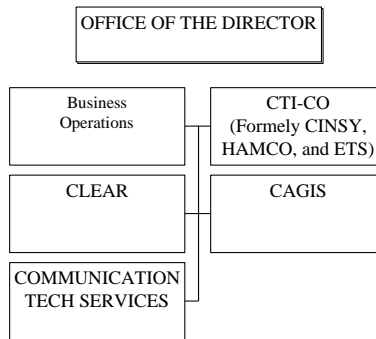
Reduce the length of citizen complaint response time as reported in the customer service response system.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage response to customer service requests within 24 hours.	Percentage	100.00	100.00	100.00



Enterprise Technology Solutions

The mission of the Enterprise Technology Solutions (ETS) Department is to support the City of Cincinnati and Hamilton County through excellence in design, development, and application of technology solutions that increase the efficiency and effectiveness of the various local governments, public safety, and law enforcement agencies in the region by improving service delivery and enterprise coordination.



Departmental Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	5,628,800	5,485,510	5,304,370	(181,140)
Employee Benefits	2,144,830	2,379,590	2,471,730	92,140
Other Expenses	8,107,570	8,805,640	7,535,310	(1,270,330)
Properties	582,800	427,220	76,800	(350,420)
Debt Service	0	0	0	0
Operating Total	16,464,000	17,097,960	15,388,210	(1,709,750)
Internal Service Funds	2,785,450	2,808,420	1,431,150	(1,377,270)
Total	19,249,450	19,906,380	16,819,360	(3,087,020)
Capital Projects	1,306,600	764,600	736,500	(28,100)
Consolidated Plan Projects	0	0	0	0
Program Revenue	700,000	1,078,380	150,000	(928,380)
Total Full-time Equivalent Positions	101.00	101.00	100.00	(1.00)

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

1. ETS Administration
2. CLEAR Operations
3. CAGIS Consortium Operations
4. CIT-CO Operations
5. CTS 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.

Goal: To assist the department with increasing productivity and lowering operational costs in the services provided to ETS's clients.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	467,080	437,540	367,740	(69,800)
Employee Benefits	184,700	198,710	286,160	87,450
Other Expenses	494,710	347,710	186,560	(161,150)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,146,490	983,960	840,460	(143,500)
Internal Service Funds	281,580	526,170	0	(526,170)
Total	1,428,070	1,510,130	840,460	(669,670)
Capital Projects	0	125,000	87,500	(37,500)
Consolidated Plan Projects	0	0	0	0
Program Revenue	700,000	1,078,380	150,000	(928,380)
Total Full-time Equivalent Positions	11.00	11.00	10.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(18,160)	0.00	All Funds	The ETS Administration program reflects a decrease of \$18,160, which is primarily related to increased reimbursements from overhead charges for CLEAR, CAGIS, and Hamilton County. This decrease is partially offset by non-personnel inflation and other miscellaneous adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
(3,660)	(1.00)	General Fund	This adjustment eliminates a Clerk Typist 2 position which is expected to become vacant due to a promotion. This adjustment also reduces the reimbursement funding, since the work previously assigned to this position will be completed by staff in other funds.
(13,870)	0.00	General Fund	This adjustment eliminates the funding for Chargeback staff to work on disaster recovery events such as virus and worm elimination, computer system patch deployment, etc.
(107,800)	0.00	General Fund	This represents a transfer of License/support costs for Citywide enterprise systems into a non-departmental account.



Performance Measures

Performance Objective

Implement a new cost billing system that can accommodate changing City and County needs and priorities.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of clients satisfied with the new cost billing system.	Percentage	100.00	95.00	95.00

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: Provide a system that assists all Hamilton County law enforcement personnel in the safe and successful performance of their duties.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,223,250	1,309,220	1,216,880	(92,340)
Employee Benefits	427,180	538,610	434,580	(104,030)
Other Expenses	2,031,230	2,878,380	2,493,130	(385,250)
Properties	315,000	315,000	0	(315,000)
Debt Service	0	0	0	0
Operating Total	3,996,660	5,041,210	4,144,590	(896,620)
Internal Service Funds	329,690	355,450	435,590	80,140
Total	4,326,350	5,396,660	4,580,180	(816,480)
Capital Projects	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
(896,620)	0.00	All Funds	The CLEAR Operations program reflects a decrease of \$896,620, which is primarily related to wireless network replacement costs in 2011 totaling \$885,440 that are not needed in 2012. This decrease is partially offset by miscellaneous personnel and non-personnel adjustments and non-personnel inflation.

Performance Measures

Performance Objective

Maintain and ensure compliance with state and national security rules, policies, and procedures relevant to law enforcement systems, data, and networks by conducting 40 audits per year.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of audits with positive compliance findings.	Percentage	100.00	95.00	95.00



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.

Goal: Keep the existing system upgraded to meet the needs of the organization, while providing minimal disruption to existing business operations.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,352,320	1,401,880	1,420,110	18,230
Employee Benefits	473,690	577,080	491,150	(85,930)
Other Expenses	2,288,830	2,634,020	2,763,850	129,830
Properties	36,000	74,000	76,800	2,800
Debt Service	0	0	0	0
Operating Total	4,150,840	4,686,980	4,751,910	64,930
Internal Service Funds	0	0	0	0
Total	4,150,840	4,686,980	4,751,910	64,930
Capital Projects	89,700	147,900	76,200	(71,700)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	18.00	18.00	17.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
53,230	0.00	All Funds	The CAGIS Consortium Operations program reflects an all funds increase of \$53,230, which is primarily attributable to general non-personnel inflation.

Significant Program Changes

Budget	FTE	Fund	Description
11,700	(1.00)	Cinti Area Geographic Info Sys	This adjustment transfers a currently vacant Administrative Technician position within CAGIS to CTS.

Performance Measures

Performance Objective

Continue to upgrade the CAGIS system to meet the needs of the organization, while providing minimal disruption to existing business operations.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Implement at least 10 workflow improvements each year.	Whole Number	10.00	9.00	10.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 4: CIT-CO Operations

Description: CITCO provides information technology solutions including City enterprise business systems such as Financial, Human Resources, Electronic Government and Enterprise Email, in addition to IT support services to City and Hamilton County customers.

Goal: The overall goal of this program is to keep expenditures as low as possible while providing necessary, no-direct billable services required for CIT-CO to operate.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,464,960	1,628,710	1,709,220	80,510
Employee Benefits	587,960	742,330	605,490	(136,840)
Other Expenses	1,349,260	1,138,230	311,570	(826,660)
Properties	20,200	0	0	0
Debt Service	0	0	0	0
Operating Total	3,422,380	3,509,270	2,626,280	(882,990)
Internal Service Funds	2,174,180	1,410,110	906,760	(503,350)
Total	5,596,560	4,919,380	3,533,040	(1,386,340)
Capital Projects	759,400	271,700	256,800	(14,900)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	29.00	30.00	27.00	(3.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
283,260	(1.00)	All Funds	The CIT-CO Operations program reflects an all funds increase of \$283,260, which is primarily related to an increase of \$100,000 for maintenance services for the new budget system. Increased funding for chargeback services is also included as well as non-personnel inflation, which are partially offset by miscellaneous personnel and non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
(20,440)	0.00	General Fund	This adjustment eliminates the funding reserved for the re-charging of the Data Centers fire suppression system in the event of a fire triggering the system. The department would need to identify \$20,440 in funding to bring the system back on-line.
(10,000)	0.00	General Fund	This adjustment reduces funding allocated for replacement computer equipment and for the testing of new technologies to meet customer requests.
(106,040)	(1.00)	Cable Communications	This adjustment transfers a Computer Systems Analyst position from the Cable Communications Fund to the General Fund .
106,040	1.00	General Fund	
87,920	1.00	Cinti Area Geographic Info Sys	This adjustment transfers the funding of a Computer Systems Analyst, which supports the Customer Service Request (CSR) system, from the General Fund to the CAGIS Fund.
(121,010)	(1.00)	General Fund	
(35,270)	0.00	General Fund	This decrease represents electricity savings from the budgeted level for the data center.
(123,200)	0.00	General Fund	This funding was reserved to enable free support of enterprise functions such as Email, CFS, and EGov by Chargeback staff. Other funding will need to be identified as needs occur.



Significant Program Changes

Budget	FTE	Fund	Description
(61,750)	0.00	Cable Communications	This represents a transfer of License/support costs for Citywide enterprise systems into a non-departmental account.
(761,500)	0.00	General Fund	
(121,010)	(1.00)	General Fund	This represents the transfer of a Computer Systems Analyst position from CITCO to the Radio section in the CTS Program.
(88,790)	(1.00)	Regional Computer Center	This represents the transfer of a Computer Systems Analyst position to the Radio Program in CTS from CITCO.

Performance Measures

Performance Objective

Reorganize staffing and duties within the CINSY, ETS, and HAMCO sections into a higher efficiency model, which will result in increased service levels and lower costs.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Amount of savings due to increase in CINSY, ETS, and HAMCO model efficiencies.	Dollar Amount	107,000.00	25,000.00	25,000.00

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: Ensure reliable delivery for email messages to and from internal and external users. Provide one point of contact for customers to report problems or ask questions.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,121,190	708,160	590,410	(117,750)
Employee Benefits	471,300	322,860	654,340	331,480
Other Expenses	1,943,540	1,807,300	1,780,200	(27,100)
Properties	211,600	38,220	0	(38,220)
Debt Service	0	0	0	0
Operating Total	3,747,630	2,876,540	3,024,950	148,410
Internal Service Funds	0	516,690	88,790	(427,900)
Total	3,747,630	3,393,230	3,113,740	(279,490)
Capital Projects	457,500	220,000	316,000	96,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	22.00	21.00	25.00	4.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
225,840	0.00	All Funds	The CTS Operations program reflects an all funds increase of \$225,840, which is primarily attributable to an increase in employee benefit expenses, which is due to an adjustment in the way employee benefits are presented in the budget document. This increase is partially offset by miscellaneous personnel and non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
2,430	1.00	Cable Communications	This adjustment absorbs a filled Senior Administrative Specialist position from another department.
(107,200)	0.00	General Fund	This adjustment represents savings in the budget allocated for Websense.
121,010	1.00	Cable Communications	This adjustment transfers a Computer Systems Analyst position from the General Fund to the Cable Communications Fund.
(121,010)	(1.00)	General Fund	
(160)	1.00	Cable Communications	This adjustment transfers a currently vacant Administrative Technician position within CAGIS to CTS.
(10,000)	0.00	General Fund	This reduction reduces funding for weather alert siren maintenance.
(8,500)	0.00	General Fund	This represents a transfer of License/support costs for Citywide enterprise systems into a non-departmental account.
121,010	1.00	General Fund	This represents the transfer of a Computer Systems Analyst position from CITCO to the Radio section in CTS.
88,790	1.00	Regional Computer Center	This represents the transfer of a Computer Systems Analyst position from CITCO to the Radio section in CTS.



Significant Program Changes

Budget	FTE	Fund	Description
(75,000)	0.00	General Fund	Through capital investments, ETS has reduced the number of commercial T1 lines as more sites are connected to the network via City fiber lines instead of less capable T1 lines. This adjustment reduces the amount budgeted for data line maintenance.

Performance Measures

Performance Objective

Conduct a detailed review of telecommunication expenses Citywide in order to eliminate unneeded services.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Amount of realized savings per month due to elimination of services that are no longer needed.	Dollar Amount	1,040.00	1,000.00	1,000.00

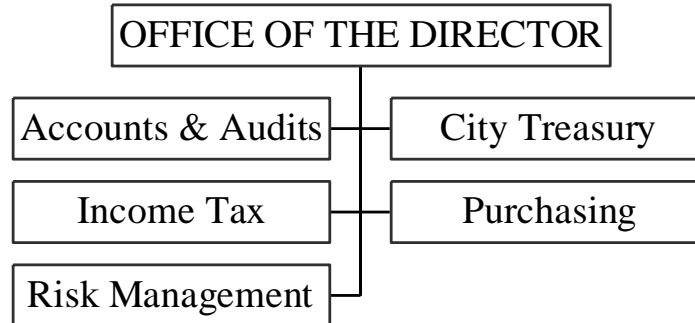


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Finance

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

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	4,733,610	4,984,930	5,170,510	185,580
Employee Benefits	1,830,720	2,251,740	2,201,050	(50,690)
Other Expenses	2,636,480	3,273,850	3,427,220	153,370
Properties	0	0	0	0
Debt Service	67,500,000	78,000,000	93,000,500	15,000,500
Operating Total	76,700,810	88,510,520	103,799,280	15,288,760
Internal Service Funds	5,027,460	4,458,890	4,542,020	83,130
Total	81,728,270	92,969,410	108,341,300	15,371,890
Capital Projects	152,700	78,000	283,000	205,000
Consolidated Plan Projects	8,000	8,000	6,800	(1,200)
Program Revenue	26,221,270	28,602,790	27,135,718	(1,467,072)
Total Full-time Equivalent Positions	122.75	108.75	108.05	(0.70)

Recommended 2012 Operating Budget Update

Department Program Budgets



Department Programs

- | | |
|---|--------------------------------|
| 1. Administration | 8. Parking Revenue Collections |
| 2. Financial Reporting and Monitoring | 9. CDBG Loan Program |
| 3. Payroll Preparation | 10. Risk Management |
| 4. Debt Management | 11. Income Tax |
| 5. Cash Management/Banking | 12. Procurement |
| 6. Delinquent Accounts | 13. Printing and Stores |
| 7. Licensing, Adm. Tax & Transient
Occupancy Tax | 14. Employee Retirement System |
| | 15. Internal Audit |

Program Summaries

Program 1: Administration

Description: Consists of the Finance Director, Assistant Finance Director, and an Administrative Specialist.

Goal: To contribute to the financial strength of the City by being a strong steward of public financial services and to provide quality financial services to customers.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	238,930	272,510	319,620	47,110
Employee Benefits	93,180	124,550	91,600	(32,950)
Other Expenses	21,030	21,150	19,440	(1,710)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	353,140	418,210	430,660	12,450
Internal Service Funds	0	0	10,890	10,890
Total	353,140	418,210	441,550	23,340
Capital Projects	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
12,440	(0.00)	All Funds	The Administration program reflects an all funds increase of \$12,440. This increase is primarily related to reimbursement funding from other funding sources that were not previously budgeted. This increase is offset by a decrease resulting from a change in how employee benefits are presented in the budget document.



Performance Measures

Performance Objective

To maintain general obligation bond ratings of Aa1/AA+ or better each year. Aa1 and AA+ are Moody's and Standard & Poor's rating symbols, respectively, for high quality.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
General Obligation Bond ratings of Aa1/AA+ or better.	Yes/No	Yes	Yes	Yes

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: To strengthen City government by providing financial information to stakeholders and to be responsible financial stewards through the monitoring of certain revenues and expenditures and through the reporting of the City's financial information.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,015,220	1,083,740	1,157,510	73,770
Employee Benefits	422,490	537,270	487,560	(49,710)
Other Expenses	79,830	506,940	501,490	(5,450)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,517,540	2,127,950	2,146,560	18,610
Internal Service Funds	0	0	8,650	8,650
Total	1,517,540	2,127,950	2,155,210	27,260
Capital Projects	75,000	0	236,400	236,400
Consolidated Plan Projects	0	0	0	0
Program Revenue	750	750	750	0
Total Full-time Equivalent Positions	18.00	18.00	19.29	1.29

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(97,020)	(0.70)	All Funds	The Financial Reporting and Monitoring program reflects an all funds decrease of \$97,020. This decrease is related to a reduction in salaries due to employee turnover as well as a change in how employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
0	0.00	American Recovery & Reinvestment	This adjustment reflects changes to personnel allocations to better align work conducted with the appropriate projects and funds.
(42,650)	(0.38)	Community Dev Block Grant	
2,040	0.28	General Fund	
3,000	0.03	Property Management	
5,640	0.00	Risk Management	
7,110	0.06	Urban Renewal Debt Retirement	
78,200	1.00	General Fund	This increase restores an Accountant position to the Accounts and Audits division, which was previously cut in a prior budget year.
70,930	1.00	General Fund	This represents an addition of an Accountant position to provide services related to budget, paying invoices, payroll, etc., to the City's smaller departments.



Performance Measures

Performance Objective

To annually receive an Unqualified (Clean) Audit Opinion for the Comprehensive Annual Financial Review.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Unqualified (Clean) Audit Opinion for the Comprehensive Annual Financial Review (CAFR).	Yes/No	Yes	Yes	Yes

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: To provide professional accounting support to agencies to allow for timely processing of payroll.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	150,350	134,800	136,930	2,130
Employee Benefits	58,620	62,040	51,030	(11,010)
Other Expenses	6,420	6,560	6,630	70
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	215,390	203,400	194,590	(8,810)
Internal Service Funds	0	0	0	0
Total	215,390	203,400	194,590	(8,810)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(8,810)	0.00	All Funds	The Payroll Preparation program reflects an all funds decrease of \$8,810. This decrease is primarily related to a change in how employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
(2,610)	(0.04)	General Fund	This adjustment better aligns personnel allocations by work product to the corresponding funds.
2,610	0.04	Neighborhood Stabilization	

Performance Measures

Performance Objective

To issue all payroll checks on the established pay dates.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of payroll checks issued on established pay dates.	Percentage	100.00	100.00	100.00



Program 4: Debt Management

Description: Manages general obligation debt repayment.

Goal: To maintain all records related to bonds and notes issued by the City of Cincinnati.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	185,420	199,020	158,490	(40,530)
Employee Benefits	0	0	79,200	79,200
Other Expenses	1,652,960	1,696,170	1,690,610	(5,560)
Properties	0	0	0	0
Debt Service	67,500,000	78,000,000	93,000,500	15,000,500
Operating Total	69,338,380	79,895,190	94,928,800	15,033,610
Internal Service Funds	0	0	0	0
Total	69,338,380	79,895,190	94,928,800	15,033,610
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	20,438,000	20,636,000	19,946,970	(689,030)
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
15,033,610	0.00	All Funds	The Debt Management program reflects an all funds increase of \$15,033,610. This increase is primarily related to an increase in debt service. The remaining change is due to the way employee benefits are presented in the budget document.

Performance Measures

Performance Objective

To ensure that all debt service payments for City notes and bonds are paid on the date that the payment is due.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of debt service payments remitted on time.	Percentage	100.00	100.00	100.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 5: Cash Management/Banking

Description: Provides assistance to all City agencies to facilitate prompt deposit of all money due to or belonging to the City of Cincinnati.

Goal: To enhance City revenues by earning investment returns in excess of the U.S. Treasury benchmark and improve operating efficiencies by increased use of electronic payments.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	164,190	219,500	360,450	140,950
Employee Benefits	64,200	100,390	184,550	84,160
Other Expenses	68,760	100,980	195,340	94,360
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	297,150	420,870	740,340	319,470
Internal Service Funds	0	0	0	0
Total	297,150	420,870	740,340	319,470
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	4.00	5.00	6.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
114,670	0.00	All Funds	The Cash Management/Banking program reflects an all funds increase of \$114,670. This increase reflects increased reimbursements from other agencies and funds not previously included in the program budget, as well as a change in how employee benefits are presented in the budget documents.

Significant Program Changes

Budget	FTE	Fund	Description
36,910	0.00	General Fund	This increase accounts for the elimination of the one-time reimbursement from the Retirement System.
95,000	0.00	General Fund	This increase provides for the City's banking service fees.
72,890	1.00	General Fund	This increase restores an Accountant position to the Treasury division, which was previously cut in a prior budget year.

Performance Measures

Performance Objective

To earn a return equivalent to or exceeding the moving average return on two-year U.S. Treasury Notes (benchmark).

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Rate of return on invested City funds verses benchmark (BM) rate of return on U.S. Treasury Notes.	Yes/No	Yes	Yes	Yes



Performance Objective

To increase the number of vendor payments made electronically.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of all payments made electronically.	Percentage	26.00	30.00	35.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 6: Delinquent Accounts

Description: Pursues delinquent collections after City agencies have been unsuccessful in collecting for provided services.

Goal: To improve collections by more promptly referring delinquent accounts to the Law Department or outside collection agencies.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	51,300	51,380	60,810	9,430
Employee Benefits	19,900	23,590	17,930	(5,660)
Other Expenses	23,640	25,210	105,610	80,400
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	94,840	100,180	184,350	84,170
Internal Service Funds	0	0	0	0
Total	94,840	100,180	184,350	84,170
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	1.00	1.00	1.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
4,170	0.00	All Funds	The Delinquent Accounts program reflects an all funds increase of \$4,170. This increase reflects reimbursement funding from other funding sources that were not previously budgeted. This increase is offset by a decrease resulting from a change in how employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
80,000	0.00	General Fund	This increase provides for anticipated collection agency fees.

Performance Measures

Performance Objective

To obtain City agency approval to refer past due collections prior to 120 days past due.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Ratio of past due accounts referred between 120 and 130 days to the total number of past due accounts.	Percentage	90.00	75.00	75.00



Recommended 2012 Operating Budget Update

Department Program Budgets

Program 7: Licensing, Adm. Tax & Transient Occupancy Tax

Description: Provides for the accurate and timely collection of approximately 56 licenses issued by the City.

Goal: To improve renewal rates for business licensing.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	33,560	42,350	76,810	34,460
Employee Benefits	13,210	19,410	32,560	13,150
Other Expenses	9,310	9,510	9,770	260
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	56,080	71,270	119,140	47,870
Internal Service Funds	0	0	0	0
Total	56,080	71,270	119,140	47,870
Capital Projects	0	0	46,600	46,600
Consolidated Plan Projects	0	0	0	0
Program Revenue	4,942,520	4,394,550	4,088,000	(306,550)
Total Full-time Equivalent Positions	1.00	1.00	1.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
47,870	(0.00)	All Funds	The Licensing, Admission Tax and Transient Occupancy Tax program reflects an all funds increase of \$47,870. This increase is the result of an employee with a higher salary being put into the one position in this program along with incoming reimbursements from other agencies and funds not previously included in the program budget. The program also reflects an increase resulting from a change in how employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
(5,130)	0.00	Community Dev Block Grant	This adjustment reflects the declining resources of the Community Development Block Grant (CDBG).
5,130	0.00	General Fund	
25,970	0.24	Community Dev Block Grant	This transfer allows for the funding for the CDBG Loan program to move to the Licensing program.
(25,970)	(0.24)	General Fund	

Performance Measures

Performance Objective

To forward 98% of all renewal applications 30 days prior to license expiration.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of license applications mailed 30 days prior to license expiration.	Percentage	98.00	98.00	98.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 8: Parking Revenue Collections

Description: Collects and receipts parking revenues.

Goal: To ensure parking revenues are collected and receipted securely and accurately and delivered by armored car contractor in a timely manner.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	86,610	89,080	90,840	1,760
Employee Benefits	32,490	41,360	47,790	6,430
Other Expenses	74,830	74,720	50,740	(23,980)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	193,930	205,160	189,370	(15,790)
Internal Service Funds	0	0	0	0
Total	193,930	205,160	189,370	(15,790)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(15,790)	0.00	All Funds	The Parking Revenue Collections program reflects an all funds decrease of \$15,790. This decrease is primarily due to a \$24,000 reduction to contract services. The program also reflects the net impact of miscellaneous personnel and non-personnel adjustments, updated employee benefits, and non-personnel inflation.

Performance Measures

Performance Objective

To ensure parking meter revenues are accurately counted and delivered by armored car contractor to bank within one business day from the date of collection.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of days deposits are delivered within one day relative to total number of business days.	Percentage	97.00	97.00	97.00



Program 9: CDBG Loan Program

Description: Monitors loan repayments and escrow payments of the City's Community Development Block Grant.

Goal: To accurately and timely monitor loan and escrow payments of the Community Development Block Grant.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	77,400	18,160	0	(18,160)
Employee Benefits	35,780	10,790	0	(10,790)
Other Expenses	900	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	114,080	28,950	0	(28,950)
Internal Service Funds	0	0	0	0
Total	114,080	28,950	0	(28,950)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	1.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(10,790)	0.00	All Funds	The Community Development Block Grant Loan program reflects an all funds decrease of \$10,790. This decrease is due to a change in how employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
(18,160)	0.00	Community Dev Block Grant	This reduction allows for the elimination of the Community Development Block Grant (CDBG) Loan program. The sole purpose of this program is to reimburse another program that performs work related to the CDBG Loan program.

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 10: 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.

Goal: To maintain current levels of insurance protection, to continue the employee safety program, to provide medical management services to all injured City employees, to seek ways to improve employee health, and to manage workers compensation costs.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	126,610	129,400	131,730	2,330
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	126,610	129,400	131,730	2,330
Internal Service Funds	1,677,130	1,721,440	1,910,190	188,750
Total	1,803,740	1,850,840	2,041,920	191,080
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	740,000	700,000	700,000	0
Total Full-time Equivalent Positions	15.00	14.00	14.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,330	0.00	All Funds	The Risk Management program reflects an all funds increase of \$2,330, which is due to non-personnel inflation.

Performance Measures

Performance Objective

To effectively manage the City's Commercial Insurance Program by renewing insurance policies at the same or lower premiums.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of renewals where premium amount remained the same or was reduced.	Percentage	90.00	50.00	75.00

Performance Objective

To effectively manage the City's Workers Compensation Program.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Workers compensation rate per \$100 of payroll.	Dollar Amount	1.84	2.00	2.00



Performance Objective

To implement and maintain an incentive based employee health and wellness program.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of employees participating in health and wellness program (an intra-City partnership).	Percentage	71.00	60.00	65.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 11: 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.

Goal: To ensure taxpayer compliance through education and service excellence.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	2,143,740	2,278,600	2,218,370	(60,230)
Employee Benefits	846,710	1,043,570	964,350	(79,220)
Other Expenses	457,770	588,320	598,900	10,580
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,448,220	3,910,490	3,781,620	(128,870)
Internal Service Funds	0	0	0	0
Total	3,448,220	3,910,490	3,781,620	(128,870)
Capital Projects	0	0	0	0
Consolidated Plan Projects	8,000	8,000	6,800	(1,200)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	42.75	40.75	39.75	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(47,890)	0.00	All Funds	The Income Tax program reflects an all funds decrease of \$47,890. This decrease is the result of a change in how employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
(80,990)	(1.00)	General Fund	This reduction eliminates a Senior Accountant in the Income Tax division. The duties are reassigned.

Performance Measures

Performance Objective

To provide timely and effective customer service.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of customers who were satisfied or very satisfied with the Income Tax Division's services as indicated by the Customer Satisfaction Survey.	Percentage	89.00	85.00	85.00
Percentage of incoming calls answered within 30 seconds.	Percentage	95.00	90.00	90.00



Program 12: 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.

Goal: To assist all City agencies in the procurement of products and services by using appropriate management techniques, best price policy implementation, and monitoring of purchases in accordance with City of Cincinnati Municipal Code and State statutes.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	586,890	595,790	590,700	(5,090)
Employee Benefits	244,140	288,770	244,480	(44,290)
Other Expenses	114,420	114,890	116,960	2,070
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	945,450	999,450	952,140	(47,310)
Internal Service Funds	50,110	0	86,860	86,860
Total	995,560	999,450	1,039,000	39,550
Capital Projects	77,700	78,000	0	(78,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	100,000	100,000	0	(100,000)
Total Full-time Equivalent Positions	12.00	11.00	11.01	0.01

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(47,310)	0.01	All Funds	The Procurement program reflects an all funds decrease of \$47,310. This decrease is primarily the result of a shift of eligible personnel expenditures into the Printing Services and Stores Fund.

Performance Measures

Performance Objective

To affect procedures related to the purchasing operation that promote the timely handling of all purchasing requisitions for supplies, services, and equipment and implement the SBE Task Force Recommendations.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of contracts awarded within 90 days from start of bid process.	Percentage	75.00	90.00	75.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 13: Printing and Stores

Description: Provides printing, mail, and store services to all City agencies.

Goal: To effectively manage the City's printing, mail, and stores operations.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
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
Operating Total	0	0	0	0
Internal Service Funds	3,300,220	2,737,450	2,525,430	(212,020)
Total	3,300,220	2,737,450	2,525,430	(212,020)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	2,771,490	2,400,000	(371,490)
Total Full-time Equivalent Positions	9.00	8.00	6.00	(2.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
0	0.00	All Funds	The Printing and Stores program is funded entirely by the Printing Services and Stores Fund, which is an internal service fund.

Significant Program Changes

Budget	FTE	Fund	Description
(94,470)	(1.00)	Reproduction And Printing	This reduction eliminates a filled Administrative Specialist position due to declining usage of printing services and stores.
(71,420)	(1.00)	Reproduction And Printing	This reduction eliminates a filled Supervising Storekeeper due to declining usage of printing services and stores.

Performance Measures

Performance Objective

To provide high quality efficient supply ordering services to all City departments.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of office supply orders delivered within two business days of the purchase.	Percentage	97.00	95.00	95.00



Program 14: Employee Retirement System

Description: The Employee Retirement System program was established as a separate City Department in 2011.

Goal: See the Department of Retirement Budget for additional information.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
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
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	0	0	0	0
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	9.00	0.00	0.00	0.00

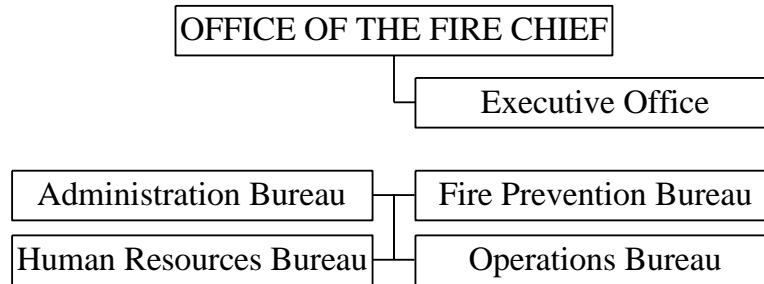


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Fire

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

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	61,845,120	62,387,190	58,088,150	(4,299,040)
Employee Benefits	24,720,460	28,604,700	28,233,480	(371,220)
Other Expenses	6,127,870	7,611,930	7,931,260	319,330
Properties	77,360	96,260	97,990	1,730
Debt Service	61,620	81,130	79,630	(1,500)
Operating Total	92,832,430	98,781,210	94,430,510	(4,350,700)
Internal Service Funds	0	0	0	0
Total	92,832,430	98,781,210	94,430,510	(4,350,700)
Capital Projects	2,821,800	366,900	381,400	14,500
Consolidated Plan Projects	0	0	0	0
Program Revenue	5,648,000	5,728,000	7,200,000	1,472,000
Total Full-time Equivalent Positions	868.00	843.00	846.00	3.00

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: To follow financial practices that support long-term goals and commit the Fire Department to fiscal responsibility.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	770,670	793,880	700,660	(93,220)
Employee Benefits	305,650	362,920	301,020	(61,900)
Other Expenses	61,560	82,020	45,260	(36,760)
Properties	60,790	72,920	19,150	(53,770)
Debt Service	0	0	0	0
Operating Total	1,198,670	1,311,740	1,066,090	(245,650)
Internal Service Funds	0	0	0	0
Total	1,198,670	1,311,740	1,066,090	(245,650)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	11.00	10.00	10.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(245,650)	0.00	All Funds	The Financial Management and Planning program reflects an all funds decrease of \$245,650. This decrease is attributable to a decrease in 2012 lump sum payments, and various non-personnel decreases for training, computer equipment and vehicle costs. In addition, the decrease represents the net impact of miscellaneous personnel and non-personnel adjustments, updated employee benefits, and non-personnel inflation.

Performance Measures

Performance Objective

To increase alternate funding sources for the Fire Department, allowing the department to do more without an increased reliance on the General Fund.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of grants applied for that do not require matching funds.	Percentage	87.50	80.00	80.00



Program 2: Support Services

Description: This program utilizes technological advancements to ensure the highest level of safety and equipment for Fire Department employees.

Goal: To remain progressive in providing quality products and services to the Fire Department while adhering to sound budgetary practices.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,263,880	1,416,040	1,656,310	240,270
Employee Benefits	495,930	641,870	659,620	17,750
Other Expenses	365,190	421,030	473,590	52,560
Properties	7,040	7,200	31,640	24,440
Debt Service	0	0	0	0
Operating Total	2,132,040	2,486,140	2,821,160	335,020
Internal Service Funds	0	0	0	0
Total	2,132,040	2,486,140	2,821,160	335,020
Capital Projects	0	0	107,800	107,800
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	17.00	17.00	19.00	2.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
335,020	2.00	All Funds	The Support Services program reflects an all funds increase of \$335,020. This increase is primarily attributable to \$240,270 in additional paramedic certification pay and the addition of 2.0 FTE in the program. The 2.0 FTE increase reflects the addition of a Planner position and the shift of a Fire Lieutenant position out of the Reponse program group into the Support Services program.

Performance Measures

Performance Objective

Maintain an effective level of Emergency Medical Service (EMS) to the citizens of Cincinnati by arriving at the scene of service request quickly.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of Advanced Life Support (ALS) runs responded to within 8 minutes or less.	Percentage	84.00	90.00	90.00

Performance Objective

Maintain an effective level of Emergency Medical Service (EMS) to the citizens of Cincinnati by quickly responding at the scene of service.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of Basic Life Support (BLS) runs responded to within five minutes or less.	Percentage	72.00	90.00	90.00

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: To anticipate, prepare for and prevent future emergency events.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,992,030	2,306,720	2,508,060	201,340
Employee Benefits	782,630	1,039,860	1,038,900	(960)
Other Expenses	252,750	273,370	273,290	(80)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,027,410	3,619,950	3,820,250	200,300
Internal Service Funds	0	0	0	0
Total	3,027,410	3,619,950	3,820,250	200,300
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	208,000	208,000	200,000	(8,000)
Total Full-time Equivalent Positions	26.00	26.00	26.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
200,300	0.00	All Funds	The Prevention and Community Education program reflects an all funds increase of \$200,300. This increase is primarily attributable to an increase in paramedic certification pay. The increase is offset by a decrease related to a change in how employee benefits are presented in the budget document.

Performance Measures

Performance Objective

Reduce the number of destructive fires in Cincinnati through education of the public and increased code enforcement.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of Fire Prevention Bureau structure inspection goals completed (goal is 92,000).	Percentage	100.00	100.00	100.00
Percentage of requests for the education of school children met (goal is 8,000 children).	Percentage	100.00	100.00	100.00



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.

Goal: To build individual capacity, increase professionalism, and enhance personal skill sets by employing leadership development and team building.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,494,220	1,222,000	1,638,160	416,160
Employee Benefits	590,680	556,650	601,530	44,880
Other Expenses	242,220	309,390	999,860	690,470
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,327,120	2,088,040	3,239,550	1,151,510
Internal Service Funds	0	0	0	0
Total	2,327,120	2,088,040	3,239,550	1,151,510
Capital Projects	0	0	121,500	121,500
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	14.00	14.00	16.00	2.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
275,220	0.00	All Funds	The Human Resources program reflects an all funds increase of \$275,220. This increase is primarily attributable to an increase in paramedic certification pay. This increase is offset by a decrease resulting from a change in how employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
876,290	2.00	General Fund	This represents the transfer of EMS billing back to the Fire Department from the Law Department.

Performance Measures

Performance Objective

Maintain a low employee injury rate.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage change in recordable injuries based upon National Fire Protection Association (NFPA) standards.	Percentage	(8.00)	(22.00)	(15.00)

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: To minimize the loss of life and property due to emergency events.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	56,324,320	56,648,550	51,584,960	(5,063,590)
Employee Benefits	22,545,570	26,003,400	25,632,400	(371,000)
Other Expenses	5,206,150	6,526,120	6,139,260	(386,860)
Properties	9,530	16,140	47,200	31,060
Debt Service	61,620	81,130	79,630	(1,500)
Operating Total	84,147,190	89,275,340	83,483,450	(5,791,890)
Internal Service Funds	0	0	0	0
Total	84,147,190	89,275,340	83,483,450	(5,791,890)
Capital Projects	2,821,800	366,900	152,100	(214,800)
Consolidated Plan Projects	0	0	0	0
Program Revenue	5,440,000	5,520,000	7,000,000	1,480,000
Total Full-time Equivalent Positions	800.00	776.00	775.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(5,344,380)	(1.00)	All Funds	The Response program reflects an all funds decrease of \$5,344,380. This decrease reflects adjustments related to a position vacancy savings, longevity, and service requirement allowance based on projected staffing. In addition, the decrease includes the shift of paramedic certification pay into other programs, as well as a Fire Lieutenant position into the support services program.

Significant Program Changes

Budget	FTE	Fund	Description
(632,120)	0.00	General Fund	This decrease would more closely align the personnel resources needed for 2012 with projected attrition.
184,610	0.00	General Fund	This increase is for funding to provide In-House Paramedic Training for the Fire Department.

Performance Measures

Performance Objective

Maintain an effective level of fire protection to all citizens of Cincinnati by arriving at the scene of an emergency quickly.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of occurrences where fire response time is five minutes or less.	Percentage	79.00	90.00	90.00
Percentage of time 14 firefighters are on the scene of initial alarm in less than 9 minutes.	Percentage	83.00	90.00	90.00



Health

To assist in achieving and sustaining peoples highest levels of health, and healthy communities throughout the City of Cincinnati. To provide public health services which promote health, well being and prevent disease and injury.



Departmental Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	24,148,960	22,703,850	22,595,590	(108,260)
Employee Benefits	9,157,640	9,337,040	9,821,810	484,770
Other Expenses	8,504,070	7,950,290	8,241,000	290,710
Properties	3,000	3,000	3,000	0
Debt Service	0	125,260	122,890	(2,370)
Operating Total	41,813,670	40,119,440	40,784,290	664,850
Internal Service Funds	0	0	0	0
Total	41,813,670	40,119,440	40,784,290	664,850
Capital Projects	339,500	328,300	350,300	22,000
Consolidated Plan Projects	1,083,680	727,220	595,000	(132,220)
Program Revenue	19,004,944	20,020,500	22,674,000	2,653,500
Total Full-time Equivalent Positions	458.10	421.60	420.15	(1.45)

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

1. Health Administration
2. Health Centers
3. Home Health Nursing Services & Comm. Nursing
4. School & Adolescent Health
5. Dental Hygiene

Program Summaries

Program 1: Health Administration

Description: Provides professional, technical, and administrative support to the Board of Health and staff.

Goal: To assist the Board of Health and staff through providing professional, technical, and administrative support to manage operational and program needs.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	2,717,710	2,772,640	2,736,090	(36,550)
Employee Benefits	1,063,000	1,257,130	1,124,770	(132,360)
Other Expenses	1,368,670	1,218,870	1,228,310	9,440
Properties	3,000	3,000	3,000	0
Debt Service	0	125,260	122,890	(2,370)
Operating Total	5,152,380	5,376,900	5,215,060	(161,840)
Internal Service Funds	0	0	0	0
Total	5,152,380	5,376,900	5,215,060	(161,840)
Capital Projects	339,500	238,300	260,300	22,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	772,000	735,000	1,625,000	890,000
Total Full-time Equivalent Positions	44.00	45.00	45.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(111,850)	0.00	All Funds	The Health Administration program reflects an all funds decrease of \$111,850, which is primarily due to an adjustment in the way employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
(50,000)	0.00	General Fund	This represents an increase in Position Vacancy Allowance to account for expected employee turnover.



Performance Measures

Performance Objective

Provide timely and quality customer service in response to citizen complaints regarding Health Department Services.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of customer service complaints responded to within 72 hours of receipt.	Percentage	100.00	100.00	100.00

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: Provide safety net preventive and primary health care services to uninsured and underinsured Cincinnatians who otherwise do not have access to primary care services.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	10,259,770	9,287,590	9,024,340	(263,250)
Employee Benefits	3,900,170	3,709,340	3,751,980	42,640
Other Expenses	4,444,050	4,074,780	3,593,500	(481,280)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	18,603,990	17,071,710	16,369,820	(701,890)
Internal Service Funds	0	0	0	0
Total	18,603,990	17,071,710	16,369,820	(701,890)
Capital Projects	0	0	90,000	90,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	8,196,000	8,985,000	8,909,000	(76,000)
Total Full-time Equivalent Positions	174.60	151.60	146.45	(5.15)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(86,340)	(5.15)	All Funds	The Health Centers program reflects an all funds decrease of \$86,340, which is primarily related to the reduction of Restricted Fund materials and supplies resources. Various personnel adjustments reflect an effort to better align staffing to Department needs.

Significant Program Changes

Budget	FTE	Fund	Description
(668,380)	(2.00)	General Fund	This represents the transfer of a Pharmacist and Dentist from the General Fund to the Health Services Fund. Further changes include reducing Temporary Personnel Services, additional Position Vacancy Allowance, and deferring rent at the Millvale facility.
52,820	2.00	Health Services	

Performance Measures

Performance Objective

Provide safety net preventive and primary care services to all Cincinnatians who are uninsured or underinsured.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of patients rating Nurses and Medical Assistants as Friendly and Helpful at the good or excellent level on the Patient Satisfaction Survey.	Percentage	95.00	95.00	95.00



Recommended 2012 Operating Budget Update

Department Program Budgets

Program 3: Home Health Nursing Services & Comm. Nursing

Description: Home Health Nursing Services provide home care services for uninsured and underinsured City residents. Community Nursing Services provide programs including pool and food service licensing, bed bug inspections, and the WIC Food Grant Program.

Goal: Improve the health of elderly residents and the Cincinnati community by providing home nursing and rehabilitation services, inspections, and maternal care to new mothers and their babies.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	8,185,010	7,501,560	8,193,640	692,080
Employee Benefits	3,054,540	3,209,400	3,795,010	585,610
Other Expenses	2,208,400	2,264,040	3,002,030	737,990
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	13,447,950	12,975,000	14,990,680	2,015,680
Internal Service Funds	0	0	0	0
Total	13,447,950	12,975,000	14,990,680	2,015,680
Capital Projects	0	0	0	0
Consolidated Plan Projects	1,083,680	727,220	595,000	(132,220)
Program Revenue	8,218,440	8,420,500	10,304,000	1,883,500
Total Full-time Equivalent Positions	182.40	167.90	184.05	16.15

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,148,990	16.15	All Funds	The Home Health Nursing Services and Community Nursing program reflects an all funds increase of \$2,148,990, which is primarily related to miscellaneous personnel and contract services increases. The Cincinnati Abatement Project Fund includes an increase of \$359,000 to mitigate lead in homes throughout the City. The Home Health Services Fund includes a \$444,000 increase in contract services resources to support the Healthy Homes Initiative. Various personnel adjustments reflect an effort to better align staffing to Department needs.

Significant Program Changes

Budget	FTE	Fund	Description
(78,400)	0.00	General Fund	This decrease represents leaving the Nursing Director position vacant for 2012. Nurse Supervisors will cover the position's responsibilities on a rotating basis.
(54,920)	0.00	General Fund	This represents an increase in Position Vacancy Allowance to account for expected employee turnover.

Performance Measures

Performance Objective

To provide lead screening of children residing in high-risk neighborhoods or in housing containing lead based paint; provide nursing case management for children with elevated blood levels; and provide environmental assessment of their homes.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage increase in blood lead level screenings.	Percentage	(4.00)	1.00	1.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Performance Objective

Provide home health care services and inspection services to facilities caring for uninsured and underinsured City of Cincinnati residents.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage increase in the number of home health care visits.	Percentage	5.00	2.00	2.00



Program 4: 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.

Goal: Delivery of health services and health education, which directly contribute to a student's education, as well as the health of the family and community.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	2,343,040	2,472,670	1,967,530	(505,140)
Employee Benefits	891,480	884,640	850,610	(34,030)
Other Expenses	259,200	161,700	155,550	(6,150)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,493,720	3,519,010	2,973,690	(545,320)
Internal Service Funds	0	0	0	0
Total	3,493,720	3,519,010	2,973,690	(545,320)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,405,000	1,500,000	1,436,000	(64,000)
Total Full-time Equivalent Positions	46.10	46.10	34.10	(12.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(545,320)	(12.00)	All Funds	The School and Adolescent Health program reflects an all funds decrease of \$545,320, which is primarily related to miscellaneous adjustments to personnel related expenses. The Department of Health is converting several School Nurse positions to Medical Assistant positions which carry lower personnel costs for the City. The Medical Assistants are employees of Cincinnati Public Schools, resulting in a lower FTE count for the City.

Performance Measures

Performance Objective

Provide vision and hearing screenings, health assessments, medical referrals, immunizations, lead testing, and follow up for children who attend 43 targeted Cincinnati Public Schools.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of referrals resolved or in process.	Percentage	91.00	93.00	93.00

Performance Objective

Provide immunizations for children who attend 43 targeted Cincinnati Public Schools.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of children receiving the recommended immunizations.	Percentage	96.00	95.00	95.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 5: Dental Hygiene

Description: Dental Hygiene services are provided to all Cincinnatians who are uninsured or underinsured including 4,000 children with dental sealant.

Goal: Provide primary dental services to uninsured and underinsured Cincinnatians who otherwise do not have access to dental care services.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	643,430	669,390	674,000	4,610
Employee Benefits	248,450	276,530	299,440	22,910
Other Expenses	223,750	230,900	261,620	30,720
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,115,630	1,176,820	1,235,060	58,240
Internal Service Funds	0	0	0	0
Total	1,115,630	1,176,820	1,235,060	58,240
Capital Projects	0	90,000	0	(90,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	413,500	380,000	400,000	20,000
Total Full-time Equivalent Positions	11.00	11.00	10.55	(0.45)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
58,240	(0.45)	All Funds	The Dental Hygiene program reflects an all funds increase of \$58,240, which is primarily related to a \$52,000 increase in contract services for the Occlusal Sealant Program in the Public Health Research Fund. Various personnel adjustments reflect an effort to better align staffing to Department needs.

Performance Measures

Performance Objective

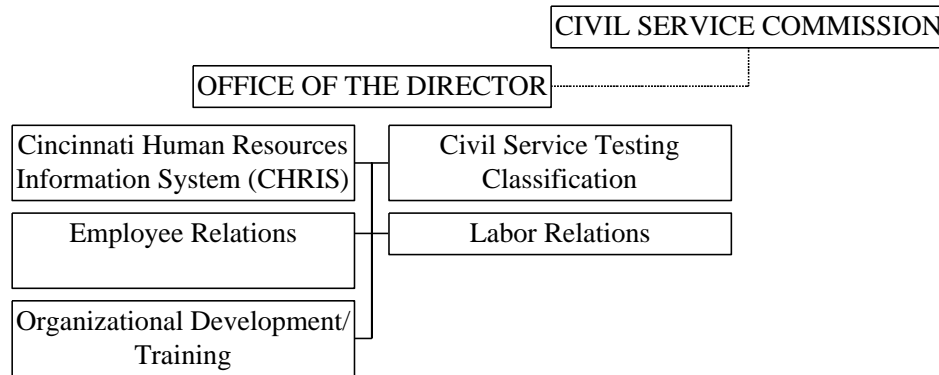
Provide dental hygiene services to all Cincinnatians who are uninsured or underinsured including 4,000 children.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of patients satisfied or very satisfied with dental services according to Health Department Client Satisfaction Survey results.	Percentage	95.00	95.00	95.00



Human Resources

The mission of the Department of Human Resources is to provide excellent and timely human resources support and services and to provide a positive and diversified environment.



Departmental Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,316,380	1,280,330	1,450,020	169,690
Employee Benefits	548,460	616,790	537,970	(78,820)
Other Expenses	413,250	346,270	163,040	(183,240)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,278,090	2,243,390	2,151,030	(92,370)
Internal Service Funds	0	0	0	0
Total	2,278,090	2,243,390	2,151,030	(92,370)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	25.10	23.10	25.10	2.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

1. Administration
2. Civil Service/Testing
3. Professional/Staff Development
4. Labor Relations
5. Employee Relations
6. Human Resources Information System

Program Summaries

Program 1: Administration

Description: Responsible for the leadership of the Human Resources Department.

Goal: To lead the department in the performance of program goals.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	192,580	191,240	193,480	2,240
Employee Benefits	76,790	88,210	61,370	(26,840)
Other Expenses	78,530	65,380	59,880	(5,510)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	347,900	344,830	314,730	(30,110)
Internal Service Funds	0	0	0	0
Total	347,900	344,830	314,730	(30,110)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	3.00	2.00	2.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(30,100)	0.00	All Funds	The Administration program reflects an all funds decrease of \$30,100, which is primarily related to a decrease in the non-personnel budget, which is due to reduced costs for contract services and expert services, and an adjustment in the way employee benefits are presented in the budget document.



Recommended 2012 Operating Budget Update

Department Program Budgets

Program 2: Civil Service/Testing

Description: Prepare and administer civil service exams, maintain the classification plan and provide support to the Civil Service Commission.

Goal: Work effectively with departments to perform job analyses, determine appropriate skills, develop and administer exams, and develop study guides.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	547,310	601,260	756,420	155,160
Employee Benefits	242,000	303,770	305,170	1,400
Other Expenses	64,570	49,310	67,640	18,330
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	853,880	954,340	1,129,230	174,890
Internal Service Funds	0	0	0	0
Total	853,880	954,340	1,129,230	174,890
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	14.10	14.10	16.10	2.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(3,860)	0.00	All Funds	The Civil Service Testing program reflects an all funds decrease of \$3,860, which is primarily due to an adjustment in the way employee benefits are presented in the budget document. This decrease is partially offset by increases in personnel costs and contractual services.

Significant Program Changes

Budget	FTE	Fund	Description
13,500	0.00	General Fund	This increase provides funding for the assessment of the upcoming District Chief's Exam.
165,240	2.00	General Fund	This increase restores two Senior Human Resource Analyst positions, which were previously cut in a prior budget year.

Performance Measures

Performance Objective

Develop a process to streamline the examination process to decrease the backlog of requested examinations to be administered for Open to the Public and Promotional exams.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of exams that have been administered within 180 days of request.	Percentage	83.00	75.00	75.00

Performance Objective

Develop current classification specifications on-line with suggested feedback capabilities.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of classification specifications posted online.	Percentage	0.00	25.00	25.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 3: Professional/Staff Development

Description: Facilitates city-wide training by providing registration, course offerings, and reporting.

Goal: Provide effective training and development opportunities for executive, management, mid-management, and union represented employee groups.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	66,860	58,650	63,580	4,930
Employee Benefits	26,530	26,970	19,140	(7,830)
Other Expenses	9,740	5,940	5,780	(160)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	103,130	91,560	88,500	(3,060)
Internal Service Funds	0	0	0	0
Total	103,130	91,560	88,500	(3,060)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	1.00	1.00	1.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(3,050)	0.00	All Funds	The Professional/Staff Development program reflects an all funds decrease of \$3,050, which is primarily due to an adjustment in the way employee benefits are presented in the budget document which is offset by an increase in unrealized merit increases.

Performance Measures

Performance Objective

Increase percentage of overall workforce receiving training.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Average number of training events/sessions completed per employee.	Whole Number	3.20	2.50	3.00



Program 4: Labor Relations

Description: Responsible for negotiating and administering five labor contracts and maintaining and administering the City's Personnel Policies and Procedures.

Goal: To improve relationship between labor unions and management.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	197,160	152,180	155,670	3,490
Employee Benefits	78,620	70,330	50,510	(19,820)
Other Expenses	26,240	20,230	20,450	220
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	302,020	242,740	226,630	(16,110)
Internal Service Funds	0	0	0	0
Total	302,020	242,740	226,630	(16,110)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(16,100)	0.00	All Funds	The Labor Relations program reflects an all funds decrease of \$16,100, which is primarily due to an adjustment in the way employee benefits are presented in the budget document.

Performance Measures

Performance Objective

Increase the number of grievances resolved prior to Arbitration.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of grievances resolved prior to arbitration.	Percentage	95.00	75.00	75.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 5: Employee Relations

Description: Responsible for investigating and mediating employee complaints of discrimination and complaints more general in nature. Assists departments in complying with the Americans with Disabilities Act and Family Medical Leave Act.

Goal: To improve the relationship between employees and management.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	258,720	219,750	224,250	4,500
Employee Benefits	103,030	101,200	73,140	(28,060)
Other Expenses	6,710	4,640	4,710	70
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	368,460	325,590	302,100	(23,490)
Internal Service Funds	0	0	0	0
Total	368,460	325,590	302,100	(23,490)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	4.00	3.00	3.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(23,490)	0.00	All Funds	The Employee Relations program decreases the personnel budget by \$23,490, which is primarily due to an adjustment in the way employee benefits are presented in the budget document.

Performance Measures

Performance Objective

Increase the percentage of employee complaints of discrimination deemed appropriate for investigation by Human Resources to be addressed within 90 days.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of complaints investigated within 90 days.	Percentage	84.00	75.00	100.00

Performance Objective

Increase the percentage of employees satisfied with the complaint resolution process.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of employees satisfied with complaint resolution process.	Percentage	0.00	50.00	50.00



Program 6: Human Resources Information System

Description: The Cincinnati Human Resource Information System (CHRIS) is responsible for human resources information processing as well as providing reports and information as requested. CHRIS is also responsible for administering the City's compensation program.

Goal: To ensure accurate reporting within the Cincinnati Human Resource Information System (CHRIS), monitor departmental compliance with policies and procedures, and provide reports and information as needed.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	53,750	57,250	56,630	(620)
Employee Benefits	21,490	26,310	28,640	2,330
Other Expenses	227,460	200,770	4,580	(196,190)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	302,700	284,330	89,850	(194,480)
Internal Service Funds	0	0	0	0
Total	302,700	284,330	89,850	(194,480)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	1.00	1.00	1.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
39,210	0.00	All Funds	The Human Resources Information System program reflects an all funds increase of \$39,210, which is primarily related to the restoration of full funding for the CHRIS licensing fee and an increase in miscellaneous materials and supplies.

Significant Program Changes

Budget	FTE	Fund	Description
(233,700)	0.00	General Fund	This represents a transfer of License/support costs for Citywide enterprise systems into a non-departmental account.

Performance Measures

Performance Objective

Identify source/cause of reporting errors in the Cincinnati Human Resource Information System and inform agencies of correct policies and procedures.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage decrease in number of CHRIS reporting errors.	Percentage	61.00	50.00	50.00

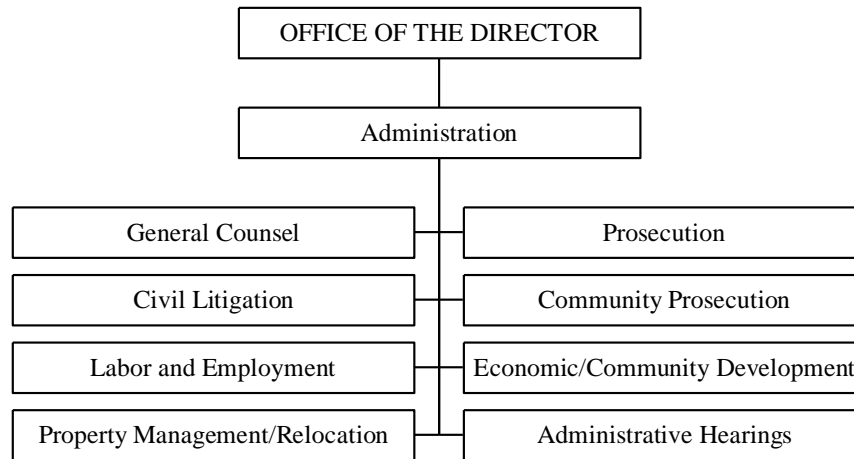


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Law

The mission of the Law Department of the City of Cincinnati is to provide effective and efficient legal services to the City of Cincinnati by representing the Council, officers, departments and boards of the City as legal counsel and attorney, representing the City in all proceedings in which the City is a party before any court or adjudicatory body, serving as prosecuting attorney in the municipal court, and providing all services in connection with the acquisition, management, and sale of real property, and the levying of assessments.



Departmental Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	3,197,370	3,643,900	3,813,670	169,770
Employee Benefits	1,301,350	1,716,120	1,651,030	(65,090)
Other Expenses	1,258,130	1,022,220	422,400	(599,820)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	5,756,850	6,382,240	5,887,100	(495,140)
Internal Service Funds	546,700	569,370	392,290	(177,080)
Total	6,303,550	6,951,610	6,279,390	(672,220)
Capital Projects	0	90,000	0	(90,000)
Consolidated Plan Projects	160,000	160,000	150,000	(10,000)
Program Revenue	1,327,500	1,312,500	1,125,000	(187,500)
Total Full-time Equivalent Positions	71.20	70.20	69.20	(1.00)

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

- | | |
|---------------------------------------|---|
| 1. Administration | 6. General Counsel |
| 2. Civil Litigation | 7. Labor and Employment |
| 3. Administrative Hearings | 8. Prosecution |
| 4. Community Prosecution | 9. Property Management and Real Estate/Relocation |
| 5. Economic and Community Development | |

Program Summaries

Program 1: Administration

Description: The Administration and Support Services Division provides all non-attorney support to the department including clerical, personnel, claims, assessment, and budget matters.

Goal: Enhance communications with neighborhoods and City departments by publishing annual newsletter that reports on Law's previous year's accomplishments in efforts to assist in building stronger communities.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	23,740	415,230	399,740	(15,490)
Employee Benefits	9,100	190,920	115,850	(75,070)
Other Expenses	454,950	8,800	16,930	8,130
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	487,790	614,950	532,520	(82,430)
Internal Service Funds	0	0	0	0
Total	487,790	614,950	532,520	(82,430)
Capital Projects	0	90,000	0	(90,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(82,430)	0.00	All Funds	The Law Administration program reflects an all funds decrease of \$82,430, which is primarily due to a decrease in General Fund personnel resources, and the way employee benefits are presented in the budget document.



Program 2: Civil Litigation

Description: The Civil Litigation Section represents the City in civil litigation in Federal and State Courts, defends against and prosecutes claims on behalf of the City, and investigates and processes claims related to damages to property filed by citizens.

Goal: To improve the delivery of service to citizens, conserve City expenditures, and increase City revenues by competently and expeditiously reviewing and processing all claims against the City and collecting all debts due the City.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	678,440	702,840	708,690	5,850
Employee Benefits	269,360	320,560	337,120	16,560
Other Expenses	286,550	165,700	180,950	15,250
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,234,350	1,189,100	1,226,760	37,660
Internal Service Funds	0	0	0	0
Total	1,234,350	1,189,100	1,226,760	37,660
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	3,000	3,000	0	(3,000)
Total Full-time Equivalent Positions	12.20	12.20	12.20	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(4,900)	0.00	All Funds	The Civil Litigation program reflects an all funds decrease of \$4,900, which is primarily due to a decrease in General Fund personnel resources. This decrease is partially offset by general non-personnel inflation.

Significant Program Changes

Budget	FTE	Fund	Description
120,670	1.00	General Fund	This represents an addition of a police legal advisor section. The position is to defend police officers and the City in court and provide legal advice to Police Department Command Staff and supervisors on administrative and operational issues.
(78,100)	(1.00)	General Fund	This represents the transfer of personnel resources for the False Alarms billing back to the Police Department from the Law Department.

Performance Measures

Performance Objective

To efficiently and fairly resolve citizen's claims within 90 days of receipt of the claim.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of all claims resolved within 90 days of receipt.	Percentage	80.00	80.00	80.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 3: 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.

Goal: Address neighborhood blight issues by increasing compliance of civil code and environmental regulations through the use of administrative hearings, thereby providing due process for those charged with civil violations.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	316,940	412,900	261,530	(151,370)
Employee Benefits	126,400	211,310	97,950	(113,360)
Other Expenses	45,080	477,260	(72,610)	(549,870)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	488,420	1,101,470	286,870	(814,600)
Internal Service Funds	0	0	0	0
Total	488,420	1,101,470	286,870	(814,600)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	687,490	687,490	600,000	(87,490)
Total Full-time Equivalent Positions	6.00	8.00	5.00	(3.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(36,100)	(2.00)	All Funds	The Administrative Hearings program reflects an all funds decrease of \$36,100 and 2.0 FTE. The positions and their related expenses are being returned to Contract Compliance in the City Manager's Office. A further decrease is due to an adjustment in the way employee benefits are presented in the budget document. An offset of \$200,000 is caused by an increase in the contract with Med3000 for EMS Billing System services.

Significant Program Changes

Budget	FTE	Fund	Description
109,500	1.00	General Fund	This represents the restoration of the Zoning Hearing Examiner for zoning hearings, which was previously eliminated in a prior budget year.
(877,780)	(2.00)	General Fund	This represents the transfer of EMS billing back to the Fire Department from the Law Department.
(10,210)	0.00	General Fund	This represents the transfer of non-personnel expenses for the False Alarms billing back to the Police Department from the Law Department.

Performance Measures

Performance Objective

Process civil code and environmental violations within 90 days of receipt of the violation.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of all civil code and environmental violations resolved within 90 days of receipt.	Percentage	70.00	60.00	60.00



Program 4: Community Prosecution

Description: Coordinates issues among City departments actively involved in addressing safety and quality of life issues critical to the stability of the community.

Goal: Assure decent, safe and sanitary housing by aggressively prosecuting negligent property owners for building code, safety, and health violations that negatively impact neighborhoods; assist in training community groups to address blighted communities.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	142,820	127,740	186,440	58,700
Employee Benefits	56,900	59,230	85,550	26,320
Other Expenses	8,460	8,140	8,430	290
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	208,180	195,110	280,420	85,310
Internal Service Funds	0	0	0	0
Total	208,180	195,110	280,420	85,310
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	18,950	18,950	0	(18,950)
Total Full-time Equivalent Positions	3.00	3.00	4.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
480	0.00	All Funds	The Community Prosecution program reflects an all funds increase of \$480, which is related to general non-personnel inflation.

Significant Program Changes

Budget	FTE	Fund	Description
84,830	1.00	General Fund	This represents an addition of a full time City Solicitor dedicated to the City's nuisance abatement efforts.

Performance Measures

Performance Objective

Process all court filings for blight and building code violations in a timely manner and aggressively prosecute building, health and fire code violations in Housing Court; and aggressively defend contested public nuisance appeals and equity actions.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of criminal review filings completed by Law within 24 hours after notification by the inspectors from Community Development, Fire and Health.	Percentage	80.00	80.00	80.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Performance Objective

Participate in City Manager's Neighborhood Enhancement Program initiatives and Council's Vibrant Neighborhood Committee's Community Walks to engage community participation in abatement of blighting conditions.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
An on-site neighborhood training program on community participation with blight abatement will be completed as necessary.	Whole Number	1.00	1.00	1.00



Program 5: Economic and Community Development

Description: Provide City agencies with legal advice and consultation related to publicly assisted economic development activities and provide legal services for the acquisition and disposition of City-owned real estate.

Goal: Support community initiatives by providing timely legal advice, opinions, and contracts to the Economic Development and Community Development departments. Provide experienced staff to the City Planning and Zoning Board of Appeals.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	309,870	132,210	352,130	219,920
Employee Benefits	150,320	78,410	171,390	92,980
Other Expenses	111,070	63,580	61,520	(2,060)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	571,260	274,200	585,040	310,840
Internal Service Funds	0	0	0	0
Total	571,260	274,200	585,040	310,840
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	37,000	37,000	0	(37,000)
Total Full-time Equivalent Positions	7.00	7.00	8.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
310,830	1.00	All Funds	The Economic and Community Development program reflects an all funds increase of \$310,830, which is primarily related to an increase of \$126,990 for an additional Senior Assistant City Solicitor and a reduction of \$148,620 to the Department's estimated reimbursement amount from the Metropolitan Sewer District.

Performance Measures

Performance Objective

Complete Request for Legal Services from Community Development, Economic Development, and Transportation & Engineering by due date to timely assist the departments with development initiatives for neighborhoods.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of all requests for legal services, from stated departments, completed by the promised due date.	Percentage	80.00	70.00	70.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 6: General Counsel

Description: Provide legal advice, opinions, and legislation to the City Administration, to all departments under the City Manager, and to City Boards and Commissions. This section also provides legal services to City Council, including committee staff coverage.

Goal: Provide timely legal advice and legislation to Council and all City departments; ensure all City agencies receive training regarding City's legal responsibility and liability; explain role of Solicitor's Office to citizens and City agencies.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	155,680	507,120	457,150	(49,970)
Employee Benefits	61,440	234,220	230,310	(3,910)
Other Expenses	57,660	55,230	50,730	(4,510)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	274,780	796,570	738,190	(58,390)
Internal Service Funds	0	0	0	0
Total	274,780	796,570	738,190	(58,390)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,000	1,000	0	(1,000)
Total Full-time Equivalent Positions	7.00	8.00	8.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(58,380)	0.00	All Funds	The General Counsel program reflects an all funds decrease of \$58,380, which is primarily related to miscellaneous personnel adjustments.

Performance Measures

Performance Objective

Provide timely legal advice, opinions, and legislation to City Council and all City departments and agencies.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of all requests for legal services completed by the promised due date.	Percentage	70.00	70.00	70.00

Performance Objective

Ensure a clear and transparent City government to all citizens by responding to Public Record requests from the general public, the media and public agencies.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of 3 yearly Ohio Public Records Act training sessions conducted for City departments and agencies.	Percentage	100.00	100.00	100.00



Performance Objective

Conduct 5 training sessions: including one session on Council Rules and parliamentary procedure with Law, Council and Clerk of Council; 2 presentations to the Citizens' Government Academy or similar agencies to inform about the role of Solicitor's Office

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of 5 yearly presentations and training sessions conducted for City agencies and citizens groups regarding the functions and role of the Solicitor's Office and other legal topics.	Percentage	80.00	80.00	80.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 7: Labor and Employment

Description: Represent all City departments on charges filed before the Equal Opportunity Commission and the Ohio Civil Rights Commission, and provide legal staffing for the Civil Service Commission and the City's collective bargaining team.

Goal: Effectively represent all City departments on charges filed before the Equal Employment Opportunity Commission (EEOC) and the Ohio Civil Rights Commission (OCRC).

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	238,200	259,690	259,220	(470)
Employee Benefits	94,030	118,560	103,050	(15,510)
Other Expenses	66,230	63,440	67,280	3,840
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	398,460	441,690	429,550	(12,140)
Internal Service Funds	0	0	0	0
Total	398,460	441,690	429,550	(12,140)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	60	60	0	(60)
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(12,130)	0.00	All Funds	The Labor and Employment program reflects an all funds decrease of \$12,130, which is primarily related to miscellaneous personnel adjustments, and the way employee benefits are presented in the budget document.

Performance Measures

Performance Objective

Enhance the awareness of employees regarding EEOC and OCRC rules, regulations and procedures in the departments or agencies experiencing the highest incidents of EEOC or ORCR filings.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of 5 yearly training sessions conducted for City agencies and departments on best employment practices, including employee rights and employee obligations.	Percentage	0.00	50.00	50.00



Program 8: Prosecution

Description: Prosecuting misdemeanors, including all traffic and criminal cases brought before the Municipal Court for violation of criminal offenses occurring within the City.

Goal: Ensure safe neighborhoods by effectively prosecuting misdemeanor cases and facilitate positive communication between communities and Police by providing training to Police Department and advising community councils on Police training programs.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,266,740	1,067,290	1,167,610	100,320
Employee Benefits	505,000	491,640	468,810	(22,830)
Other Expenses	182,910	177,000	106,080	(70,920)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,954,650	1,735,930	1,742,500	6,570
Internal Service Funds	0	0	0	0
Total	1,954,650	1,735,930	1,742,500	6,570
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	21.00	19.00	19.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
84,650	0.00	All Funds	The Prosecution program reflects an all funds increase of \$84,650, which is primarily related to the removal of \$80,000 in position vacancy savings and an adjustment of \$25,000 in the estimated reimbursement from the Cincinnati Police Department. These changes are partially offset due to an adjustment in the way employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
(78,080)	0.00	General Fund	This represents a reduction in the amount of funding for filing small claims suits against citizens that owe past due debt to the City.

Performance Measures

Performance Objective

Enhance Police staff awareness of targeted crime reduction strategies.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of 30 yearly training sessions conducted for Police and community groups in target crime reductions areas.	Percentage	100.00	100.00	100.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 9: Property Management and Real Estate/Relocation

Description: Responsible for the acquisition, disposal, and property management of all City-owned or leased real property, and for administering City programs on code enforcement, family, and business relocation.

Goal: Assist in the provision of decent, safe and sanitary housing for Cincinnati's citizens by providing service to citizens displaced due to building and health code violations, or other emergency situations, through Relocation's Normal Code Program.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	64,940	18,880	21,150	2,270
Employee Benefits	28,800	11,270	41,000	29,730
Other Expenses	45,220	3,070	3,090	20
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	138,960	33,220	65,240	32,020
Internal Service Funds	546,700	569,370	392,290	(177,080)
Total	685,660	602,590	457,530	(145,060)
Capital Projects	0	0	0	0
Consolidated Plan Projects	160,000	0	0	0
Program Revenue	580,000	565,000	525,000	(40,000)
Total Full-time Equivalent Positions	8.00	6.00	6.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
32,020	0.00	All Funds	The Property Management and Real Estate/Relocation program reflects an all funds increase of \$32,020, which is primarily related to the way employee benefits are presented in the budget document.

Performance Measures

Performance Objective

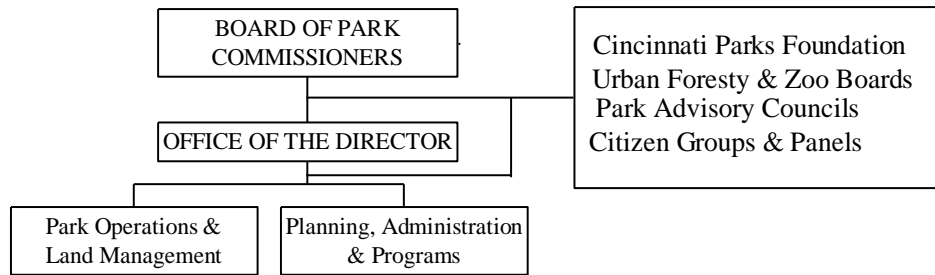
Continually focus on transfer opportunities of City-owned property to outside interests for development or redevelopment.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Number of ordinances related to property transfers submitted for City Council approval.	Whole Number	N/A	N/A	10.00



Parks

The mission of the Parks Department is to conserve, manage, sustain, and enhance Parks' natural and cultural resources and public greenspaces for the enjoyment, enlightenment, and enrichment of the Cincinnati community.



Departmental Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	5,580,380	5,751,710	6,386,170	634,460
Employee Benefits	2,022,720	2,424,600	3,176,740	752,140
Other Expenses	4,043,880	4,768,880	5,131,540	362,660
Properties	35,350	0	0	0
Debt Service	0	0	0	0
Operating Total	11,682,330	12,945,190	14,694,450	1,749,260
Internal Service Funds	0	0	0	0
Total	11,682,330	12,945,190	14,694,450	1,749,260
Capital Projects	7,053,000	7,655,800	4,674,000	(2,981,800)
Consolidated Plan Projects	100,000	100,000	85,000	(15,000)
Program Revenue	2,800,760	3,587,720	3,603,900	16,180
Total Full-time Equivalent Positions	157.70	167.73	185.23	17.50

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

1. Director's Office
2. Operations & Facility Management
3. Urban Forestry
4. Planning & Design
5. Financial & Business Services
6. Krohn Conservatory
7. Nature Education & Centers
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.

Goal: To manage and direct all departmental functions of the City's park system and serve as secretary to the Cincinnati Board of Park Commissioners.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	174,010	157,950	158,170	220
Employee Benefits	69,160	72,770	66,750	(6,020)
Other Expenses	640	650	660	10
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	243,810	231,370	225,580	(5,790)
Internal Service Funds	0	0	0	0
Total	243,810	231,370	225,580	(5,790)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(5,780)	0.00	All Funds	The Director's Office program reflects an all funds decrease of \$5,780. This decrease is primarily attributable to a General Fund decrease of \$6,200 in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document. This decrease is partially offset by general non-personnel inflation and personnel and non-personnel adjustments.

Performance Measures

Performance Objective

Prepare an annual business plan that establishes performance targets that are reported quarterly.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of business plan performance targets met annually.	Percentage	98.00	80.00	80.00



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.

Goal: To manage the City's park system within the resources allocated according to the Park Board's established maintenance schedules.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	3,220,770	3,414,700	4,032,830	618,130
Employee Benefits	1,235,450	1,494,220	1,994,060	499,840
Other Expenses	1,618,460	2,356,710	2,927,790	571,080
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	6,074,680	7,265,630	8,954,680	1,689,050
Internal Service Funds	0	0	0	0
Total	6,074,680	7,265,630	8,954,680	1,689,050
Capital Projects	0	0	4,674,000	4,674,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	737,900	737,900	0
Total Full-time Equivalent Positions	95.05	105.08	121.58	16.50

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,104,540	13.50	All Funds	The Operations and Facility Management program reflects an all funds increase of \$1,104,540. This increase is primarily related to a General Fund increase of \$698,510 and 7.5 FTE for the operation and management of Smale Riverfront and Washington parks and an increase of \$59,260 and 1.0 FTE to complete the transfer of Waterfront Park. In addition, this increase includes a Street Construction Fund increase of \$356,400 and 6.0 FTE for personnel resources related to the restoration of eliminated landscape and beautification positions, which is partially offset by the elimination of a Florist position (1.0 FTE). Lastly, the remaining all funds increase is related to non-personnel inflation and increases necessary to account for the rising cost of fuel.

Significant Program Changes

Budget	FTE	Fund	Description
100,000	0.00	General Fund	These additional resources are necessary in order to ensure that Washington park opens on schedule.
330	0.00	General Fund	This addition of a Florist and deletion of a Truck Driver will more closely align staffing with the business needs of the department.
130,000	0.00	General Fund	This increase represents one-time resources for beautification displays along World Choir Game pedestrian corridors. Resources will also be used to provide for displays at venues held within the park system, including but not limited to, Washington Park, Piatt Park, and Riverfront Park at the Banks.
(16,410)	0.00	Stormwater Management	This represents a reduction in plant materials expenses, which impacts the ability to plant native species within the park watershed to help mitigate stormwater run off and mitigate flooding issues within the watershed.

Recommended 2012 Operating Budget Update



Department Program Budgets

Significant Program Changes

Budget	FTE	Fund	Description
370,590	3.00	General Fund	This represents the additional personnel and non-personnel expenses required to meet the operational needs of the Smale Riverfront Park. These resources will provide for three full-time employees and non-personnel resources for security services, utility costs, planting materials, pest control, mowing, and general maintenance as documented in the Smale Riverfront Park Maintenance Plan.

Performance Measures

Performance Objective

Meet the weekly maintenance schedules for litter collection, mowing, facility cleaning, playground inspections, trail maintenance, and floral bed maintenance.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of park maintenance according to weekly maintenance schedules.	Percentage	100.00	100.00	100.00

Performance Objective

To offer a clean, safe, and well-maintained venue for special events and general enjoyment.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage increase in Park attendance over previous year statistics.	Percentage	3.00	2.00	2.00
Percentage of customers rating facilities good to excellent.	Percentage	98.00	95.00	95.00



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.

Goal: To build a healthy urban tree canopy in all Cincinnati neighborhoods.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	453,750	472,090	505,060	32,970
Employee Benefits	158,420	194,690	203,710	9,020
Other Expenses	1,266,520	1,286,070	1,059,620	(226,450)
Properties	35,350	0	0	0
Debt Service	0	0	0	0
Operating Total	1,914,040	1,952,850	1,768,390	(184,460)
Internal Service Funds	0	0	0	0
Total	1,914,040	1,952,850	1,768,390	(184,460)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,800,000	1,800,000	1,800,000	0
Total Full-time Equivalent Positions	8.50	8.50	8.50	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(184,460)	0.00	All Funds	The Urban Forestry program reflects an all funds decrease of \$184,460 is primarily related to Forestry Assessments Fund non-personnel adjustments related to expert services. This decrease is partially offset by Forestry Assessments Fund personnel adjustments, employee benefit expenses, and general non-personnel inflation.

Performance Measures

Performance Objective

Sustain and enhance the urban forest in an environmentally appropriate manner by maintaining 1/6 of City trees annually on a six-year cycle.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of City trees inspected and maintained each year.	Percentage	16.50	16.50	16.50

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: To provide for capital replacement, new park construction, and implementation of the Park Board's Master Plan through the management of capital construction and renovation contracts/projects at multiple Park Board sites.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	76,230	73,610	62,600	(11,010)
Employee Benefits	20,330	22,400	185,770	163,370
Other Expenses	1,590	1,620	1,650	30
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	98,150	97,630	250,020	152,390
Internal Service Funds	0	0	0	0
Total	98,150	97,630	250,020	152,390
Capital Projects	7,053,000	7,655,800	0	(7,655,800)
Consolidated Plan Projects	100,000	100,000	85,000	(15,000)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	7.50	7.50	8.50	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
152,930	0.00	All Funds	The Planning and Design program reflects an all funds increase of \$152,930. This increase is primarily attributable to General Fund general non-personnel inflation and an increase of \$161,400 in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document. This increase is partially offset by General Fund miscellaneous personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
(530)	1.00	General Fund	This represents the addition of an Electrician position that is to be 100 percent reimbursed from capital in lieu of contractual agreements and outside vendors for all electrical work.

Performance Measures

Performance Objective

Complete on a yearly basis at least 70 construction, renovation, or replacement projects.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of the 70 construction, renovation, or replacement projects goal completed.	Percentage	100.00	100.00	100.00



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.

Goal: To manage all financial and business services for the department.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	467,270	440,430	445,010	4,580
Employee Benefits	191,000	209,210	206,740	(2,470)
Other Expenses	656,050	638,350	649,840	11,490
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,314,320	1,287,990	1,301,590	13,600
Internal Service Funds	0	0	0	0
Total	1,314,320	1,287,990	1,301,590	13,600
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
13,600	0.00	All Funds	The Financial and Business Services program reflects an all funds increase of \$13,600, which is primarily attributable to General Fund miscellaneous personnel and non-personnel adjustments, and non-personnel inflation. This increase is partially offset by employee benefit savings.

Performance Measures

Performance Objective

Administer in-house training programs related to safety, communication, and finances by providing at least 10 hours of yearly training to each employee.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of employees receiving at least 10 hours of training each year.	Percentage	100.00	100.00	100.00

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: To provide a regional destination, which generates more than \$25 million a year to the region.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	518,960	581,060	575,090	(5,970)
Employee Benefits	179,010	262,190	189,380	(72,810)
Other Expenses	203,350	205,280	146,740	(58,540)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	901,320	1,048,530	911,210	(137,320)
Internal Service Funds	0	0	0	0
Total	901,320	1,048,530	911,210	(137,320)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	451,180	496,000	599,000	103,000
Total Full-time Equivalent Positions	14.50	15.50	15.50	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(137,320)	0.00	All Funds	The Krohn Conservatory program reflects an all funds decrease of \$137,320. This decrease is primarily attributable to Krohn Conservatory Fund miscellaneous non-personnel adjustments related to a reduction in expenses for supplies used for the Krohn Conservatory gift shop. The remaining all funds decrease is related to a \$72,990 decrease in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document. These decreases are partially offset by miscellaneous non-personnel adjustments and non-personnel inflation.

Performance Measures

Performance Objective

Sustain high customer satisfaction for the Krohn Conservatory.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Krohn Conservatory attendee rating of satisfied or very satisfied by 90% of customers surveyed.	Percentage	98.00	90.00	90.00



Program 7: Nature Education & Centers

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.

Goal: To educate the public on the benefits of parks and greenspaces within our park system and to build awareness of those benefits.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	448,060	464,850	467,240	2,390
Employee Benefits	80,720	101,400	155,410	54,010
Other Expenses	17,560	17,950	33,280	15,330
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	546,340	584,200	655,930	71,730
Internal Service Funds	0	0	0	0
Total	546,340	584,200	655,930	71,730
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	15.15	15.15	15.15	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
71,720	0.00	All Funds	The Nature Education and Centers program reflects an all funds increase of \$71,720. This increase is primarily attributable to a \$53,920 increase in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document. Other increases include miscellaneous personnel adjustments, non-personnel increases for supplies related to the Explore Nature Program, and general non-personnel inflation.

Performance Measures

Performance Objective

Sustain high customer satisfaction for Nature Education Programs.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Nature Education participant rating of satisfied or very satisfied by 90% of customers surveyed.	Percentage	99.00	90.00	90.00

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: To provide for reliable park structures, buildings, and playgrounds that are safe and enjoyable.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	102,650	36,840	36,270	(570)
Employee Benefits	41,580	17,090	119,930	102,840
Other Expenses	83,260	74,820	86,470	11,650
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	227,490	128,750	242,670	113,920
Internal Service Funds	0	0	0	0
Total	227,490	128,750	242,670	113,920
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	6.00	5.00	5.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
113,910	0.00	All Funds	The Facility Maintenance program reflects an all funds increase of \$113,910. This increase is primarily attributable to a General Fund increase of \$102,350 in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document. Other increases include miscellaneous non-personnel adjustments and non-personnel inflation. This increase is partially offset by miscellaneous General Fund personnel adjustments.

Performance Measures

Performance Objective

Perform 1,300 maintenance tasks on a yearly basis to Park's infrastructure including buildings, trails, overlooks, playgrounds, sidewalks, and retaining walls.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of the 1,300 maintenance tasks goal completed.	Percentage	100.00	100.00	100.00



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.

Goal: To provide rock solid customer service, manage park concerts and events, and manage contracts and special permit requests.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	118,680	110,180	103,900	(6,280)
Employee Benefits	47,050	50,630	54,990	4,360
Other Expenses	196,450	187,430	225,500	38,070
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	362,180	348,240	384,390	36,150
Internal Service Funds	0	0	0	0
Total	362,180	348,240	384,390	36,150
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	549,580	553,820	467,000	(86,820)
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
36,140	0.00	All Funds	The Customer Service program reflects an all funds increase of \$36,140, which is primarily attributable to miscellaneous non-personnel adjustments due to increased printing expenses, non-personnel inflation, and employee benefit expenses. This increase is offset by miscellaneous personnel adjustments.

Performance Measures

Performance Objective

Provide timely and quality customer service in response to citizen requests for service, facility reservations, and special use permits.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of applications for reservations processed within 10 days of receipt.	Percentage	95.00	95.00	95.00
Percentage of reservation and permit application forms issued within 24 hours of request.	Percentage	100.00	100.00	100.00
Percentage of service requests, complaints, and referrals responded to within five days of receipt.	Percentage	100.00	100.00	100.00

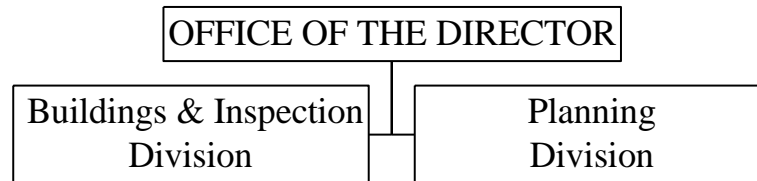


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Planning and Buildings

The mission of the Department of Planning and Buildings is to plan the ideal urban environment, identify ways to achieve it, and provide the zoning and permitting resources to help plans become reality.



Departmental Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	4,101,270	3,984,120	3,921,290	(62,830)
Employee Benefits	1,651,400	1,881,940	1,766,770	(115,170)
Other Expenses	539,400	593,260	495,100	(98,160)
Properties	0	0	0	0
Debt Service	56,600	74,530	73,150	(1,380)
Operating Total	6,348,670	6,533,850	6,256,310	(277,540)
Internal Service Funds	0	0	0	0
Total	6,348,670	6,533,850	6,256,310	(277,540)
Capital Projects	549,000	117,800	124,500	6,700
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	6,074,600	6,174,000	99,400
Total Full-time Equivalent Positions	71.00	68.00	69.00	1.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

1. Land Use
2. Historic Conservation
3. Customer Services
4. Plan Examination
5. Building Construction Inspections
6. Elevator Inspection
7. 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.

Goal: Ensure that all processes and procedures stated in the Zoning Code for zoning hearings are followed.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	522,750	498,100	336,270	(161,830)
Employee Benefits	219,860	249,340	170,690	(78,650)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	742,610	747,440	506,960	(240,480)
Internal Service Funds	0	0	0	0
Total	742,610	747,440	506,960	(240,480)
Capital Projects	50,000	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	52,600	52,000	(600)
Total Full-time Equivalent Positions	8.00	7.00	6.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(43,020)	0.00	All Funds	The Land Use program reflects an all funds decrease of \$43,020, which is primarily due to an adjustment in the way employee benefits are presented in the budget document. These changes are partially offset by an increase in personnel expenses.

Significant Program Changes

Budget	FTE	Fund	Description
(93,350)	0.00	Community Dev Block Grant	This adjustment reflects the declining resources of the Community Development Block Grant (CDBG) and includes leaving a City Planner Position vacant in 2012 as well as increased reimbursements.
(104,120)	(1.00)	General Fund	This represents the transfer of a City Planner position from the Land Use program to the Buildings Administration program.



Performance Measures

Performance Objective

Provide timely disposition of land use casework.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of zone change requests submitted to City Planning Commission in 90 days and percentage of casework completed in 60 days or less.	Percentage	90.00	90.00	90.00

Performance Objective

To provide timely and effective customer service and to provide an added value through premium customer service whenever possible.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of hearings where a decision is issued within five days of the close of the hearing, when ten days is the standard requirement.	Percentage	80.00	80.00	80.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 2: Historic Conservation

Description: This program maintains historic districts, provides environmental reviews of activities, particularly federally funded program reviews for historic properties, manages historic preservation federal tax credits, and conducts heritage & historic research.

Goal: Maintain effectiveness of Historic Preservation functions and the work of the Historic Preservation Board.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	158,040	171,830	164,580	(7,250)
Employee Benefits	71,300	101,150	77,580	(23,570)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	229,340	272,980	242,160	(30,820)
Internal Service Funds	0	0	0	0
Total	229,340	272,980	242,160	(30,820)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	15,000	15,000	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(30,810)	0.00	All Funds	The Historic Conservation program reflects an all funds decrease of \$30,810, which is primarily due to an adjustment in the way employee benefits are presented in the budget document.

Performance Measures

Performance Objective

Conduct all historic preservation reviews in a timely manner.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of reviews for Certificates of Appropriateness processed in fifteen days or less.	Percentage	95.00	95.00	95.00



Program 3: Customer Services

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

Goal: To provide the highest level of customer service by providing a fully-trained team dedicated to serving the public.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	534,910	506,160	464,250	(41,910)
Employee Benefits	211,300	231,220	219,220	(12,000)
Other Expenses	71,840	68,740	37,410	(31,330)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	818,050	806,120	720,880	(85,240)
Internal Service Funds	0	0	0	0
Total	818,050	806,120	720,880	(85,240)
Capital Projects	0	37,200	0	(37,200)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	1,020,000	0	(1,020,000)
Total Full-time Equivalent Positions	11.00	10.00	10.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(85,250)	0.00	All Funds	The Customer Services program reflects an all funds decrease of \$85,250, which is primarily due to a decrease in the starting salary of one position, an adjustment in miscellaneous personnel, an increase in MSD reimbursements, a decrease in miscellaneous non-personnel and an adjustment in the way employee benefits are presented in the budget document.

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 4: Plan Examination

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

Goal: Enforce state-mandated building codes and standards in order to provide a safer community, encourage economic development, and provide excellent customer-oriented services.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	548,820	586,550	588,200	1,650
Employee Benefits	216,970	269,050	196,730	(72,320)
Other Expenses	18,520	94,490	18,550	(75,940)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	784,310	950,090	803,480	(146,610)
Internal Service Funds	0	0	0	0
Total	784,310	950,090	803,480	(146,610)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	960,000	960,000	0
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(137,450)	0.00	All Funds	The Plans Examination/Zoning Review program reflects an all funds decrease of \$137,450, which is primarily due to an adjustment in the way employee benefits are presented in the budget document and the elimination of a temporary position for a Casino Plans Examiner.

Significant Program Changes

Budget	FTE	Fund	Description
(9,160)	0.00	Community Dev Block Grant	This adjustment reflects the declining resources of the Community Development Block Grant (CDBG).

Performance Measures

Performance Objective

To provide 10 day notices for residential permits with 20 dwelling units or less

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage completed within timeframe	Percentage	98.00	98.00	80.00

Performance Objective

Complete commercial plan review in 12 days or less.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage completed	Percentage	80.00	70.00	70.00



Performance Objective

To maintain a maximum of ten working days for completion of residential plans with twenty-one or fewer dwellings.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of plan reviews completed in ten working days or less.	Percentage	80.00	70.00	80.00

Performance Objective

To maintain a maximum of fifteen working days for completion of all other projects not exceeding \$1,000,000 in valuation.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of plan reviews completed in fifteen working days or less.	Percentage	80.00	70.00	80.00

Performance Objective

Complete residential plan review in seven days or less.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of plan reviews completed in seven days or less.	Percentage	80.00	70.00	70.00

Performance Objective

Complete requests for zoning verification/rebuild letters within three business days.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of zoning requests completed in three business days or less.	Percentage	80.00	70.00	80.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 5: Building Construction Inspections

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

Goal: To successfully manage the risks associated with the built environment by utilizing the best inspection practices, education, and investigative policing as controlling tools.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,557,180	1,466,160	1,476,940	10,780
Employee Benefits	624,360	685,040	783,480	98,440
Other Expenses	118,770	132,190	130,070	(2,120)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,300,310	2,283,390	2,390,490	107,100
Internal Service Funds	0	0	0	0
Total	2,300,310	2,283,390	2,390,490	107,100
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	2,730,000	2,730,000	0
Total Full-time Equivalent Positions	29.00	29.00	29.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
140,430	0.00	All Funds	The Building Inspections program reflects an all funds increase of \$140,430, which is primarily due to an adjustment in the way employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
(33,330)	0.00	General Fund	The reduction increases Position Vacancy Allowance to hold a Building Inspector's position vacant for 8.8 months.

Performance Measures

Performance Objective

To assure compliance with the Cincinnati-Ohio Base Building Code for all structural and mechanical components of new buildings and existing commercial buildings by providing inspections within two working days of request.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of inspections completed in 2 working days.	Percentage	90.00	90.00	95.00

Performance Objective

Up-to-date licensing and certification of staff

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Number of staff compliant with requirements	Whole Number	100.00	100.00	100.00



Performance Objective

Review various city and state licenses such as liquor, dance hall and parking lot licenses for compliance within 10 days, resulting in approval or orders issued.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage completed in time frame	Percentage	80.00	80.00	75.00

Performance Objective

Investigate complaints for work without permits, inferior construction, property encroachment and public safety concerns by next business day and provide resolution within 5 business days.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of complaints and requests investigated and resolved	Percentage	80.00	80.00	10.00

Performance Objective

To perform five new construction inspections, per inspector, per day.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of inspectors performing five new construction inspections per day.	Percentage	100.00	100.00	100.00

Performance Objective

To respond to all building, plumbing, and mechanical complaints within two business days.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of complaints responded to within two business days.	Percentage	90.00	90.00	50.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 6: Elevator Inspection

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

Goal: Protect the public safety as it relates to lifts, elevators, and escalators.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	347,900	347,000	399,250	52,250
Employee Benefits	137,600	159,040	172,680	13,640
Other Expenses	33,580	34,120	33,040	(1,080)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	519,080	540,160	604,970	64,810
Internal Service Funds	0	0	0	0
Total	519,080	540,160	604,970	64,810
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	630,000	730,000	100,000
Total Full-time Equivalent Positions	6.00	6.00	7.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(11,660)	0.00	All Funds	The Elevator Inspection program reflects an all funds decrease of \$11,660, which is primarily due to an adjustment in the way employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
76,470	1.00	General Fund	This represents a restoration of an Elevator Inspector position, which was previously cut in a prior year.

Performance Measures

Performance Objective

Perform plan exam functions and inspections for new installations, modernizations, and repairs of elevators, escalators, and other assorted equipment.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of inspections completed within one day of a request for permits issued for all new elevators, escalators and other assorted equipment.	Percentage	75.00	75.00	100.00



Program 7: Administration

Description: This program includes all leadership and administrative staff for the Department of Planning and Buildings.

Goal: Ensure that all administrative needs of the Department of Planning and Buildings are met in a smooth and efficient manner.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	431,670	408,320	491,800	83,480
Employee Benefits	170,010	187,100	146,390	(40,710)
Other Expenses	296,690	258,720	276,030	17,310
Properties	0	0	0	0
Debt Service	56,600	74,530	73,150	(1,380)
Operating Total	954,970	928,670	987,370	58,700
Internal Service Funds	0	0	0	0
Total	954,970	928,670	987,370	58,700
Capital Projects	499,000	80,600	124,500	43,900
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	667,000	667,000	0
Total Full-time Equivalent Positions	6.00	5.00	6.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(41,150)	0.00	All Funds	The Administration program reflects an all funds decrease of \$41,150, which is primarily due to an adjustment in the way employee benefits are presented in the budget document but is partially offset by an increase in non-personnel contracts, and non-personnel materials and supplies.

Significant Program Changes

Budget	FTE	Fund	Description
(4,260)	0.00	Community Dev Block Grant	This adjustment reflects the declining resources of the Community Development Block Grant (CDBG).
104,120	1.00	General Fund	This represents the transfer of a City Planner position from the Land Use program to the Buildings Administration program.

Performance Measures

Performance Objective

Respond to all customer calls within one business day.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percent of customer calls responded to within one business day.	Percentage	90.00	90.00	95.00

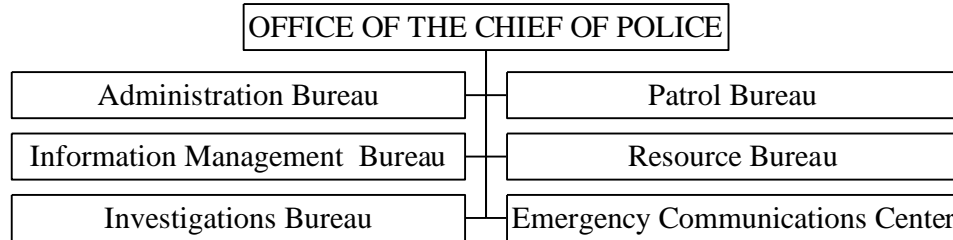


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Police

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

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	91,401,770	93,006,260	87,001,780	(6,004,480)
Employee Benefits	35,802,160	41,854,360	34,969,050	(6,885,310)
Other Expenses	14,614,320	13,668,840	13,518,650	(150,190)
Properties	0	25,000	219,980	194,980
Debt Service	328,390	346,890	163,890	(183,000)
Operating Total	142,146,640	148,901,350	135,873,350	(13,028,000)
Internal Service Funds	0	0	0	0
Total	142,146,640	148,901,350	135,873,350	(13,028,000)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	100,000	85,000	(15,000)
Program Revenue	2,600,000	2,600,000	2,877,000	277,000
Total Full-time Equivalent Positions	1,428.00	1,366.00	1,341.00	(25.00)

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

1. Public Safety
2. Community Partnerships
3. Personnel Development
4. Resource Management
5. Technological Advancement
6. Department of Emergency Communications

Program Summaries

Program 1: Public Safety

Description: Public Safety is the primary focus of the Police Department and includes reducing crime, disaster planning, and homeland security.

Goal: Make Cincinnati safer by utilizing resources and strategies to reduce traffic violations and congestion, reduce violent crime and vice, apprehend fugitives, and to prevent, protect, and recover from terrorist attacks, natural disasters, and hazardous events.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	77,015,910	78,389,860	74,892,160	(3,497,700)
Employee Benefits	30,442,770	35,710,270	29,811,740	(5,898,530)
Other Expenses	12,432,680	12,143,250	12,194,740	51,490
Properties	0	0	0	0
Debt Service	58,410	346,890	163,890	(183,000)
Operating Total	119,949,770	126,590,270	117,062,530	(9,527,740)
Internal Service Funds	0	0	0	0
Total	119,949,770	126,590,270	117,062,530	(9,527,740)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	100,000	85,000	(15,000)
Program Revenue	0	0	50,000	50,000
Total Full-time Equivalent Positions	1,181.63	1,122.10	1,123.00	0.90

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(4,460,910)	27.90	All Funds	The Public Safety program reflects an all funds decrease of \$4,460,910. This decrease is primarily related to decreases in employee benefits due to an adjustment in the way employee benefits are presented in the budget document, miscellaneous personnel and non-personnel adjustments, non-personnel inflation, and increases necessary to account for the rising cost of fuel. A net increase of 27.9 FTE is also included for the Public Safety program, which is the result of a transfer of personnel from other Police Department programs.

Significant Program Changes

Budget	FTE	Fund	Description
(106,750)	(1.00)	General Fund	The reduction eliminates a vacant Police Sergeant position consistent with the authorized complement for this rank.



Significant Program Changes

Budget	FTE	Fund	Description
(2,427,200)	(26.00)	General Fund	This decrease would more closely align the personnel resources needed for 2012 with projected attrition and includes the elimination of 26.0 FTE associated with sworn, vacant positions.
(1,975,190)	0.00	General Fund	This reduction represents the 2012 savings amount related to the 2011 COPS Hiring Grant.
(711,600)	0.00	General Fund	This represents a reduction in funding for miscellaneous non-personnel items including cell phones, take home cars, temporary personnel services, postage, supplies, and equipment.
(174,140)	0.00	General Fund	This represents a reduction in funding for uniforms, primarily as the result of declining sworn strength.
400,000	0.00	General Fund	This represents additional overtime to adequately patrol around World Choir Game festivities.
(71,960)	0.00	General Fund	This represents the elimination of an Assistant Chief position after the position is vacated in mid-2012.

Performance Measures

Performance Objective

REDUCE CRIME - Implement strategies including the formation/continuation of partnerships and emphasis on enforcement, prior offenders, and offenses using firearms that will facilitate the reduction of overall crime and specifically violent crime.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage change in violent crime from prior year.	Percentage	(13.00)	(5.00)	(5.00)

Performance Objective

REDUCE ILLEGAL DRUG TRAFFICKING - Utilize new organization structure, partnerships, and techniques to reduce illegal drug trafficking.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage change in calls for service related to drug offenses from prior year.	Percentage	(17.00)	(4.00)	(4.00)

Performance Objective

REDUCE VICE RELATED OFFENSES - Utilize civil penalties, reverse prostitution stings and liquor license enforcement to reduce vice related offenses and increase neighborhood peace and safety.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage change in prostitution complaints from prior year.	Percentage	16.00	(5.00)	(5.00)

Performance Objective

IMPROVE PATROL FUNCTION - Utilize personnel, resources, and information analysis to improve the Patrol Function in order to optimize deployment, response time, and traffic safety.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage reduction in Auto Accidents.	Percentage	1.00	4.00	2.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 2: Community Partnerships

Description: Community Partnerships is directed at strengthening the community's role in safety and the on-going improvement of Police/Community relationships.

Goal: The goal of the Community Partnerships program is to strengthen the community's role in safety and to improve Police/Community relationships on an on-going basis.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	2,701,980	2,536,440	1,932,930	(603,510)
Employee Benefits	1,089,120	1,174,780	802,410	(372,370)
Other Expenses	750	780	530	(250)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,791,850	3,712,000	2,735,870	(976,130)
Internal Service Funds	0	0	0	0
Total	3,791,850	3,712,000	2,735,870	(976,130)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	40.65	37.70	29.00	(8.70)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(861,690)	(7.70)	All Funds	The Community Partnerships program reflects an all funds decrease of \$861,690. This decrease is primarily the result of a shift of 7.7 FTE within the General Fund to other Police Department programs.

Significant Program Changes

Budget	FTE	Fund	Description
(114,430)	(1.00)	General Fund	This represents the elimination of the Executive Manager of Police Relations position.

Performance Measures

Performance Objective

AUGMENT POLICE-COMMUNITY INVOLVEMENT IN PROBLEM SOLVING PROJECTS - Increase citizen participation in public safety by expanding community involvement in Courtwatch, and CPOP programs and increase Police-Citizen communication.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of community problems resolved.	Percentage	55.00	45.00	45.00

Performance Objective

ENHANCE PUBLIC EDUCATION ON POLICE OPERATIONS - Improve Community/Police relationships by expanding educational efforts for public understanding of Police Operations.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage change in citizens trained in Police-related curriculum from prior year.	Percentage	0.00	2.00	2.00



Program 3: Personnel Development

Description: The Personnel Development program recognizes that the men and women of the Cincinnati Police Department are its most valuable resource and strives to develop and manage that resource to promote service excellence.

Goal: The goal of the Personnel Development program is to insure the department's standards for professionalism and efficiency are maintained or expanded.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	2,836,640	1,935,150	1,675,200	(259,950)
Employee Benefits	1,162,280	896,840	718,720	(178,120)
Other Expenses	267,000	590,410	286,330	(304,080)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	4,265,920	3,422,400	2,680,250	(742,150)
Internal Service Funds	0	0	0	0
Total	4,265,920	3,422,400	2,680,250	(742,150)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	38.86	22.90	25.00	2.10

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(646,190)	3.10	All Funds	The Personnel Development program reflects an all funds decrease of \$646,190 and an increase of 3.1 FTE. This decrease is the result of the transfer of 3.1 FTE from other Police Department programs, a reduction in non-local travel and training in the Federal Criminal Activity Forfeiture Fund along with General Fund reductions related to a decrease in anticipated longevity payments.

Significant Program Changes

Budget	FTE	Fund	Description
(95,960)	(1.00)	General Fund	The reduction eliminates a vacant Police Specialist position consistent with the authorized complement for this rank.

Performance Measures

Performance Objective

INCREASE PROFESSIONAL STANDARD - Facilitate and encourage department members to increase professionalism through completion of certification and higher education programs.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of CALEA professional standards obtained.	Percentage	100.00	100.00	100.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 4: Resource Management

Description: Resource Management includes the cost of routine financial and asset management but strives to go beyond routine functions to seek new or increased funding or savings in the search for service excellence.

Goal: The goal of Resource Management is to secure, allocate, and account for the financial and material resources necessary for department operations. This includes strategies to reduce costs and increase funding from outside sources.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,330,600	2,093,360	1,114,160	(979,200)
Employee Benefits	543,870	968,640	457,920	(510,720)
Other Expenses	750	780	10,740	9,960
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,875,220	3,062,780	1,582,820	(1,479,960)
Internal Service Funds	0	0	0	0
Total	1,875,220	3,062,780	1,582,820	(1,479,960)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,400,000	1,400,000	1,460,000	60,000
Total Full-time Equivalent Positions	21.86	32.10	18.00	(14.10)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(1,575,160)	(15.10)	All Funds	The Resource Management program reflects an all funds decrease of \$1,575,160 and 15.1 FTE resulting from a shift of personnel to other Police Department programs within the General Fund.

Significant Program Changes

Budget	FTE	Fund	Description
95,210	1.00	General Fund	This represents the transfer of False Alarms billing back to the Police Department from the Law Department.

Performance Measures

Performance Objective

INCREASE ASSETS AND REDUCE COSTS - Increase revenues generated by department activities, decrease department costs and find alternative funding sources.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage change in total of revenue and outside funding secured.	Percentage	16.90	10.00	5.00



Program 5: Technological Advancement

Description: Technological Advancement acknowledges the importance of technology to the Police Department and identifies the magnitude of the investment the department is making in technology.

Goal: The Police Department strives to utilize technology to improve public safety and enhance public service while balancing cost to insure efficiency.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	998,050	1,302,540	750,500	(552,040)
Employee Benefits	401,790	602,580	331,050	(271,530)
Other Expenses	390,040	364,610	367,630	3,020
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,789,880	2,269,730	1,449,180	(820,550)
Internal Service Funds	0	0	0	0
Total	1,789,880	2,269,730	1,449,180	(820,550)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	14.00	18.20	13.00	(5.20)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(653,650)	(4.20)	All Funds	The Technological Advancement program reflects an all funds decrease of \$653,650 primarily resulting from a shift of \$426,640 and 4.2 FTE into other Police Department programs.

Significant Program Changes

Budget	FTE	Fund	Description
(166,900)	(1.00)	General Fund	This represents the elimination of a vacated Assistant Chief position.

Performance Measures

Performance Objective

DEVELOP TECHNOLOGY FOR MORE EFFICIENT DAILY OPERATIONS - Implement solutions for technology issues in daily operations.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of paper process eliminated or replaced with electronic data collection.	Percentage	15.00	10.00	20.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 6: Department of Emergency Communications

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.

Goal: The goal of the Emergency Communications Center is to enhance safety for residents, visitors, and businesses of Cincinnati and emergency response personnel through better utilization of resources via strategy implementation designed to prioritize, process, and disseminate information in a timely manner to appropriate units responsible for resolution of emergencies.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	6,518,590	6,748,910	6,636,830	(112,080)
Employee Benefits	2,162,330	2,501,250	2,847,210	345,960
Other Expenses	1,523,100	569,010	658,670	89,660
Properties	0	25,000	219,980	194,980
Debt Service	269,980	0	0	0
Operating Total	10,474,000	9,844,170	10,362,690	518,520
Internal Service Funds	0	0	0	0
Total	10,474,000	9,844,170	10,362,690	518,520
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,200,000	1,200,000	1,367,000	167,000
Total Full-time Equivalent Positions	131.00	133.00	133.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
632,200	0.00	All Funds	The Emergency Communications program reflects an all funds increase of \$632,200. This increase is primarily due to increases for software and licensing fees and communication equipment, as well as increases in employee benefits due to an adjustment in the way employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
(55,760)	0.00	General Fund	This represents a decrease to the overtime budget for the Emergency Communications Center (ECC), which is achievable based on higher staffing levels.
(57,940)	0.00	General Fund	This represents an increase in Position Vacancy Allowance to account for expected employee turnover.
484,990	0.00	911 Cell Phone Fees	This represents an increase in reimbursements from the 911 Cell Phone Fees Fund.
(484,990)	0.00	General Fund	



Performance Measures

Performance Objective

Maintain an effective processing time for emergency police, fire, and medical incoming calls to dispatch.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of fire/medical calls, from call received to dispatch, processed in less than 90 seconds.	Percentage	72.00	90.00	90.00
Percentage of police calls, from call received to dispatch, processed in less than 90 seconds.	Percentage	N/A	90.00	90.00

Performance Objective

Maintain an effective level of fire protection to all citizens of Cincinnati by quickly processing incoming calls.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of fire requests, from call to dispatch, with processing times of less than 50 seconds.	Percentage	82.00	90.00	90.00

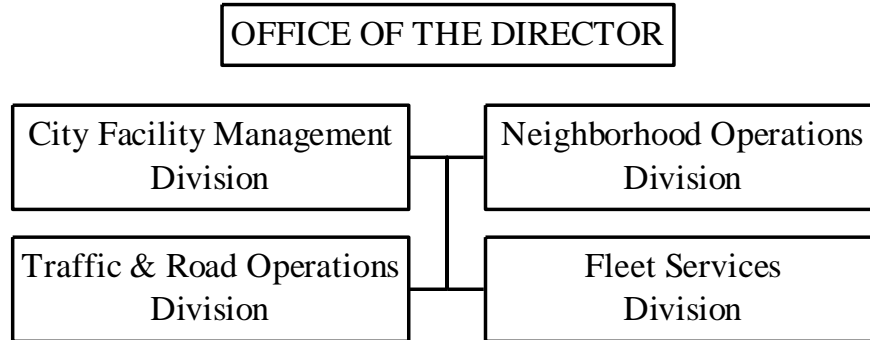


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Public Services

The mission of the Public Services Department is to be a public service organization that promotes partnership of City employees with local neighborhood residents and businesses, delivers the most economical service, solves problems, provides our citizens with the highest quality of service and leadership, and provides a clean, safe, reliable, and productive environment for City workers.



Departmental Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	16,443,990	15,027,340	14,303,540	(723,800)
Employee Benefits	7,257,790	7,909,060	8,136,540	227,480
Other Expenses	17,960,120	16,548,930	17,328,920	779,990
Properties	26,990	27,590	28,090	500
Debt Service	180,590	237,780	233,390	(4,390)
Operating Total	41,869,480	39,750,700	40,030,480	279,780
Internal Service Funds	15,525,020	16,852,320	18,329,640	1,477,320
Total	57,394,500	56,603,020	58,360,120	1,757,100
Capital Projects	10,830,700	9,985,100	12,439,300	2,454,200
Consolidated Plan Projects	585,000	585,000	497,250	(87,750)
Program Revenue	15,947,781	16,269,180	17,844,023	1,574,843
Total Full-time Equivalent Positions	490.50	445.50	433.50	(12.00)

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

1. Winter Maintenance
2. Energy Management
3. Director's Office
4. Traffic Control, Pavement & Structure Maint.
5. Waste Collections
6. Neighborhood Investment Services
7. Property Management
8. Fleet Services

Program Summaries

Program 1: 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.

Goal: To promote public safety for travelers of city streets during winter storms.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	327,850	327,850	327,850	0
Employee Benefits	131,070	152,020	59,010	(93,010)
Other Expenses	2,522,050	2,678,910	2,564,550	(114,360)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,980,970	3,158,780	2,951,410	(207,370)
Internal Service Funds	0	0	0	0
Total	2,980,970	3,158,780	2,951,410	(207,370)
Capital Projects	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
(44,780)	0.00	All Funds	The Winter Maintenance program reflects an all funds decrease of \$44,780. This decrease is primarily attributable to a General Fund decrease of \$152,020 in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document. This decrease is partially offset by general non-personnel inflation.

Significant Program Changes

Budget	FTE	Fund	Description
(162,590)	0.00	General Fund	This reduction represents savings for ice control supplies since a newly negotiated contract reduced the price of road salt from \$66.52 per ton to \$61.56 per ton.



Performance Measures

Performance Objective

To make all streets passable from snow and ice within 24 hours after an ordinary snowstorm.

	Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of all streets passable within 24 hours.		Percentage	90.00	90.00	90.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 2: Energy Management

Description: Complete energy audits for City Hall and Centennial Two and report all methods available to reduce energy expenditures.

Goal: To achieve service excellence by protecting the environment and conserving natural resources and following the precepts of the Kyoto Protocol.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	409,840	327,740	333,640	5,900
Properties	0	0	0	0
Debt Service	119,330	157,120	154,220	(2,900)
Operating Total	529,170	484,860	487,860	3,000
Internal Service Funds	0	0	0	0
Total	529,170	484,860	487,860	3,000
Capital Projects	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
3,000	0.00	All Funds	The Energy Management program reflects an all funds increase of \$3,000, which is primarily attributable to General Fund general non-personnel inflation. This increase is partially offset by General Fund miscellaneous non-personnel adjustments.

Performance Measures

Performance Objective

Achieve reduction in energy use in all renovation and new construction facility projects by following LEED guidelines.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Achieve LEED green building standards in the design and construction of all new City buildings and major renovations.	Percentage	100.00	100.00	100.00

Performance Objective

Assist the department with lowering operational costs by establishing procedures for staff to reduce energy consumption through various conservation methods.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage reduction in the amount of energy used by Public Services within one year.	Percentage	2.00	2.00	2.00



Program 3: Director's Office

Description: This project provides administrative support to the Public Services Department including human resources, accounting, safety, and communications.

Goal: To promote service excellence through effective administration, structured processes, and improved management systems.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	465,460	473,580	567,270	93,690
Employee Benefits	194,250	227,000	224,380	(2,620)
Other Expenses	94,820	95,390	571,790	476,400
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	754,530	795,970	1,363,440	567,470
Internal Service Funds	0	0	0	0
Total	754,530	795,970	1,363,440	567,470
Capital Projects	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
567,460	0.00	All Funds	The Director's Office program reflects an all funds increase of \$567,460, which is primarily related to General Fund adjustments that added \$572,560 in personnel and non-personnel resources for operations necessary to host the World Choir Games. This increase is partially offset by a decrease in employee benefit expenses.

Performance Measures

Performance Objective

Establish an open-door policy to help facilitate open communication among the various departments the Public Services department interacts with by increasing intra-city partnerships.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Achieve a 20% increase in intra-City partnerships that increase department efficiency and effectiveness in solving recurring problems.	Percentage	20.00	20.00	25.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 4: 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.

Goal: To promote neighborhood investment, public safety and economic development through effective traffic control, pavement, and structure maintenance programs.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	4,922,540	5,050,030	4,847,950	(202,080)
Employee Benefits	2,433,090	2,847,240	3,453,270	606,030
Other Expenses	3,481,530	3,318,990	3,655,780	336,790
Properties	26,990	27,590	28,090	500
Debt Service	0	0	0	0
Operating Total	10,864,150	11,243,850	11,985,090	741,240
Internal Service Funds	0	0	0	0
Total	10,864,150	11,243,850	11,985,090	741,240
Capital Projects	208,700	200,000	346,800	146,800
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	158.00	159.50	160.50	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
737,890	1.00	All Funds	The Traffic Control, Pavement and Structure Maintenance program reflects an all funds increase of \$737,890 and 1.0 FTE. This increase is primarily attributable to a \$553,470 increase in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document. Other increases include miscellaneous non-personnel adjustments, such as fuel and street light expenses, and general non-personnel inflation. This increase is partially offset by miscellaneous personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
3,350	0.00	Blem Assessment	This increase provides for additional personnel resources needed for an Electrical Maintenance Worker position supported by the Blem Assessment Fund.
(94,470)	(1.00)	General Fund	This represents a transfer of a Service Area Coordinator from the General Fund to the Street Construction Fund. This position is responsible for the Street Maintenance Program.
94,470	1.00	Street Const Maint & Repair	

Performance Measures

Performance Objective

Repair critical potholes in the pavement within 48 hours.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of critical potholes repaired within 48 hours.	Percentage	18.21	50.00	50.00



Performance Objective

Promptly correct reported traffic signal outages within 48 hours.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of traffic signal outages made safe within 48 hours.	Percentage	90.00	90.00	90.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 5: Waste Collections

Description: This program provides curbside collection of solid waste, yard waste, tire collection, and white goods.

Goal: To promote neighborhood investment, public safety and service excellence by managing the City's many waste collection efforts in an environmentally and cost effective manner.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	5,659,660	4,845,210	4,301,870	(543,340)
Employee Benefits	2,075,540	2,235,430	2,176,770	(58,660)
Other Expenses	5,553,630	4,917,970	4,762,720	(155,250)
Properties	0	0	0	0
Debt Service	61,260	80,660	79,170	(1,490)
Operating Total	13,350,090	12,079,270	11,320,530	(758,740)
Internal Service Funds	0	0	0	0
Total	13,350,090	12,079,270	11,320,530	(758,740)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	141.50	113.00	101.00	(12.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
288,940	0.00	All Funds	The Waste Collections program reflects an all funds increase of \$288,940. This increase is primarily attributable to a \$144,560 increase in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document. Other increases include general non-personnel inflation and miscellaneous non-personnel adjustments, such as automotive parts and fuel. This increase is partially offset by miscellaneous personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
(83,110)	0.00	General Fund	This reduction eliminates the non-personnel resources associated with the White Goods program, which will not result in any negative service impact as there is a decline in the volume of white goods.
(964,580)	(12.00)	General Fund	This reduction represents savings for the Solid Waste program as a result of implementing a recent solid waste route optimization study to reduce the City's routes from 36 to 31 effective March 1, 2012. This streamlines the way the City provides solid waste collection services to the residents of Cincinnati. With the elimination of five routes, ten Sanitation Helper, one Service Area Coordinator, and one Sanitation Specialist positions are eliminated.

Performance Measures

Performance Objective

Provide efficient and effective collection of residential tires.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percent collected within 2 weeks of request.	Percentage	95.00	100.00	100.00



Program 6: Neighborhood Investment Services

Description: This program provides clean, safe and aesthetically pleasing neighborhoods, streets and green space.

Goal: To promote neighborhood investment, economic development, and public safety by providing an aesthetically pleasing appearance throughout the community by maintaining clean right-of-ways, green spaces, streets, gateways, and thoroughfares.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	3,788,880	3,031,530	3,061,380	29,850
Employee Benefits	1,763,770	1,672,640	1,483,740	(188,900)
Other Expenses	2,608,060	2,348,890	2,542,450	193,560
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	8,160,710	7,053,060	7,087,570	34,510
Internal Service Funds	0	0	0	0
Total	8,160,710	7,053,060	7,087,570	34,510
Capital Projects	150,000	150,000	325,200	175,200
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	89.00	71.00	70.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
66,830	0.00	All Funds	The Neighborhood Investment Services program reflects an all funds increase of \$66,830, which is primarily attributable to miscellaneous personnel and non-personnel adjustments in the Neighborhood Right of Way program, non-personnel inflation, and increases necessary to account for the rising cost of fuel. This increase is partially offset by a \$192,850 decrease in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
100,000	0.00	General Fund	This increase represents one-time resources for beautification displays at World Choir Game performance locations.
(6,030)	0.00	General Fund	This represents a reduction of contractual services and/or supplies resources which reduces the number of grass cuts and litter pickup sessions, which could impact the aesthetics of cemetery upkeep.
(26,750)	0.00	Stormwater Management	This represents a reduction of the non-personnel expenses portion of the Mechanical Street Sweeping program.
(99,550)	(1.00)	Street Const Maint & Repair	This represents the elimination of one Public Works Operations Supervisor position which will not result in any negative service impact.

Recommended 2012 Operating Budget Update



Department Program Budgets

Performance Measures

Performance Objective

Provide efficient customer service to the citizens utilizing the Customer Service Communication Center.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of phone calls answered by the Customer Service Communication Center employees within 35 seconds or less.	Percentage	45.00	90.00	90.00

Performance Objective

Maintain clean aesthetically pleasing right-of-ways and green space by maintaining a quality rating of 2.0 for high visibility routes including certain gateways and thoroughfares.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
A litter index rating of 2.0 or lower.	Whole Number	1.90	2.00	2.00



Program 7: Property Management

Description: This program provides management, architectural services and maintenance of all city-owned buildings.

Goal: To manage City assets as long term investments in order to achieve service excellence.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,279,600	1,299,140	1,197,220	(101,920)
Employee Benefits	660,070	774,730	739,370	(35,360)
Other Expenses	3,290,190	2,861,040	2,897,990	36,950
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	5,229,860	4,934,910	4,834,580	(100,330)
Internal Service Funds	0	0	0	0
Total	5,229,860	4,934,910	4,834,580	(100,330)
Capital Projects	5,537,400	5,333,200	6,526,700	1,193,500
Consolidated Plan Projects	585,000	585,000	497,250	(87,750)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	29.00	29.00	29.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
20,420	0.00	All Funds	The Property Management program reflects an all funds increase of \$20,420, which is primarily attributable to miscellaneous non-personnel adjustments and general non-personnel inflation. This increase is partially offset by miscellaneous personnel adjustments and a \$46,030 decrease in employee benefit expenses. This decrease in employee benefits is due to an adjustment in the way employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
(100,000)	0.00	Income Tax-Infrastructure	This reduction is achieved through increased capital reimbursements for the portion of the salaries of the personnel responsible for designing and overseeing capital projects.
(20,750)	0.00	General Fund	This represents a reduction of contractual services and/or supplies resources, which may reduce the ability to maintain General Fund facilities. Maintenance and repairs are performed on an as-needed basis. As a result, the variability in annual needs makes it difficult to determine service impact.
(100,000)	0.00	General Fund	This represents a transfer of a portion of the Property Management program from the General Fund to the Income Tax-Infrastructure Fund.
100,000	0.00	Income Tax-Infrastructure	

Performance Measures

Performance Objective

To oversee the management of City Facility assets used by private organizations, arts groups, markets and non-general funded agencies.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of customers satisfied with CFM's management of their facilities.	Percentage	90.00	90.00	90.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 8: 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.

Goal: To provide outstanding automotive and other motorized equipment service to all City agencies that supports public health and safety for the citizens of Cincinnati.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
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
Operating Total	0	0	0	0
Internal Service Funds	15,525,020	16,852,320	18,329,640	1,477,320
Total	15,525,020	16,852,320	18,329,640	1,477,320
Capital Projects	4,934,600	4,301,900	5,240,600	938,700
Consolidated Plan Projects	0	0	0	0
Program Revenue	15,947,780	16,269,180	17,844,020	1,574,840
Total Full-time Equivalent Positions	65.00	65.00	65.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
0	0.00	All Funds	The Fleet Services program reflects an increase of \$1,477,320 in the Fleet Services internal service fund, which is not reflected in the Operating Total because it is an Internal Service Fund. This increase is primarily attributable to a \$1.2 million increase for fuel. Other increases include miscellaneous non-personnel adjustments and employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document. The increase is offset by miscellaneous personnel and non-personnel adjustments.

Performance Measures

Performance Objective

Maintain operation of essential Police, Fire and Public Service equipment at full capacity.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of ambulances available for operation at full capacity.	Percentage	100.00	100.00	100.00
Percentage of fire fighting equipment available for operation at full capacity.	Percentage	100.00	100.00	100.00
Percentage of police beat cars available for operation at full capacity.	Percentage	89.00	100.00	100.00
Percentage of solid waste equipment available for operation at full capacity.	Percentage	82.00	100.00	100.00

Performance Objective

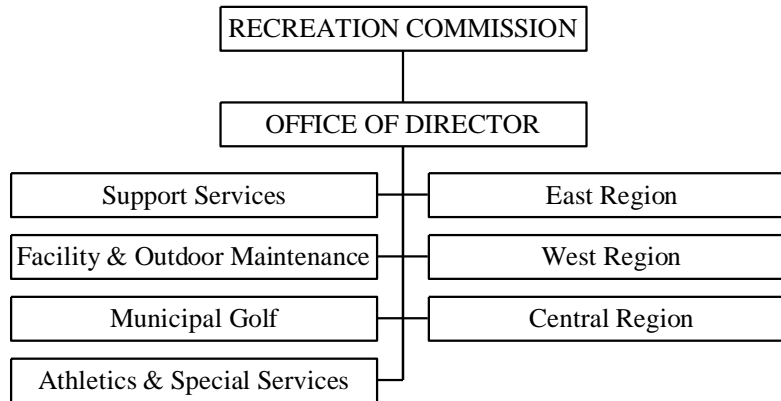
Reduce the amount of energy used by the Fleet Services Division each year by implementing the department's Energy Management Plan.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage reduction in the amount of energy used by the Fleet Services Division within one year.	Percentage	4.10	4.00	4.00



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 peoples 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

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	13,259,500	11,621,950	12,470,930	848,980
Employee Benefits	3,583,180	4,021,390	3,940,530	(80,860)
Other Expenses	11,352,950	10,055,980	10,897,180	841,200
Properties	34,090	34,840	35,460	620
Debt Service	400,010	775,810	758,920	(16,890)
Operating Total	28,629,730	26,509,970	28,103,020	1,593,050
Internal Service Funds	0	0	30,630	30,630
Total	28,629,730	26,509,970	28,133,650	1,623,680
Capital Projects	6,285,700	4,360,200	4,656,300	296,100
Consolidated Plan Projects	0	0	0	0
Program Revenue	9,855,000	10,208,970	10,165,250	(43,720)
Total Full-time Equivalent Positions	373.31	308.36	411.03	102.67

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

- | | |
|--------------------------------|---------------------------------|
| 1. Community Center Operations | 7. Outdoor Maintenance |
| 2. Support Services | 8. Golf |
| 3. Therapeutic Recreation | 9. Athletics |
| 4. Youth & Family Services | 10. Aquatics |
| 5. Seniors | 11. Waterfront & Special Events |
| 6. Indoor/Facility Maintenance | 12. Planning & Development |

Program Summaries

Program 1: Community Center Operations

Description: The Community Center Operations Division is committed to the effective and efficient management of the City's recreation resources in order to provide residents with a variety of social, athletic, cultural, educational, and recreational activities.

Goal: Increasing the quality of life by providing both quality and affordable recreation programs for citizens citywide.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	6,865,600	5,677,590	5,942,900	265,310
Employee Benefits	1,759,720	1,747,370	1,758,110	10,740
Other Expenses	2,481,430	2,001,700	2,021,940	20,240
Properties	0	0	0	0
Debt Service	0	394,650	387,180	(7,470)
Operating Total	11,106,750	9,821,310	10,110,130	288,820
Internal Service Funds	0	0	0	0
Total	11,106,750	9,821,310	10,110,130	288,820
Capital Projects	100,000	100,000	1,555,500	1,455,500
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,263,240	2,440,130	2,429,380	(10,750)
Total Full-time Equivalent Positions	207.55	173.42	207.00	33.58

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
21,750	15.99	All Funds	The Community Center Operations program reflects an all funds increase of \$21,750 and 15.99 FTE. This increase is primarily attributable to a decrease of \$42,000 to complete the transfer of the waterfront program to the Cincinnati Park Board. This decrease is offset by general non-personnel inflation. The FTE increase is attributable to improvements in the methodology used to calculate FTE.



Significant Program Changes

Budget	FTE	Fund	Description
329,720	18.59	General Fund	This increase restores part-time Municipal Worker and Recreation Program Leader positions in the recreation centers. These part-time positions are needed to provide adequate cleaning and program services at recreation centers city-wide.
(300,000)	0.00	General Fund	This reduction results in a one-time funding source shift from the General Fund to the Recreation Special Activities Fund for Community Center Operations.
300,000	0.00	Recreation Special Activities	
(62,640)	(1.00)	General Fund	This represents the transfer of a Clerk Typist 3 position from the Community Center Operations program to the Support Services program.

Performance Measures

Performance Objective

To provide both quality and affordable programs for youth and teens citywide.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of customers rating programs good to excellent.	Percentage	95.00	90.00	90.00

Performance Objective

Provide both quality and affordable recreation programs for citizens citywide.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Increase community center attendance over previous year statistics.	Percentage	(3.80)	1.00	1.00
Percentage of participants who rate good or excellent program value for the money.	Percentage	95.00	90.00	92.00

Performance Objective

Implement the FISH customer service program to improve staff professionalism and friendliness.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of customers rating staff friendliness and courteousness good to excellent.	Percentage	99.00	95.00	96.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 2: Support Services

Description: The Support Services Division sets the policies of the department and is responsible for public relations, master planning, information technology, comprehensive financial management, employment and training of staff, oversight of all personnel records.

Goal: The Support Service Division develops services that will promote a positive department and City image, enhance credibility, and encourage greater private sector financial support and neighborhood volunteer support of the departments programs.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,057,380	1,064,210	1,184,430	120,220
Employee Benefits	464,940	491,530	549,850	58,320
Other Expenses	203,570	302,700	298,390	(4,310)
Properties	34,090	34,840	35,460	620
Debt Service	0	0	0	0
Operating Total	1,759,980	1,893,280	2,068,130	174,850
Internal Service Funds	0	0	30,630	30,630
Total	1,759,980	1,893,280	2,098,760	205,480
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	40,120	151,470	145,500	(5,970)
Total Full-time Equivalent Positions	24.48	22.49	24.21	1.72

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
113,530	0.72	All Funds	The Support Services program reflects an all funds increase of \$113,530 and 0.72 FTE. This increase is primarily attributable to adjustments made to reflect the full salary and benefits of employees who have been permanently assigned to the program.

Significant Program Changes

Budget	FTE	Fund	Description
61,320	1.00	General Fund	This represents the transfer of a Clerk Typist 3 position from the Community Center Operations program to the Support Services program.

Performance Measures

Performance Objective

To respond effectively and efficiently to interdepartmental inquiries and requests.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of staff who responded that they were satisfied or extremely satisfied with the services provided by the Support Services Program in a biennial survey.	Percentage	0.00	90.00	85.00



Program 3: 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.

Goal: These programs provide the individual with the opportunity for self-expression and encourage social interaction.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	184,410	616,430	632,780	16,350
Employee Benefits	55,900	168,160	141,900	(26,260)
Other Expenses	20,160	77,900	81,910	4,010
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	260,470	862,490	856,590	(5,900)
Internal Service Funds	0	0	0	0
Total	260,470	862,490	856,590	(5,900)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	83,100	85,500	2,400
Total Full-time Equivalent Positions	5.00	12.00	28.77	16.77

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(28,140)	15.86	All Funds	The Therapeutic Recreation program reflects an all funds decrease of \$28,140. This decrease is primarily attributable to a \$27,225 all funds reduction in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document. The program also reflects an all funds increase of 15.86 FTE. The FTE increase is attributable to improvements in the methodology used to calculate FTE.

Significant Program Changes

Budget	FTE	Fund	Description
22,250	0.91	Recreation Special Activities	This adjustment transfers 0.2 Pool Manager FTE and 0.7 Lifeguard FTE from the Aquatics program to the Therapeutic Recreation program to align resources with the appropriate program.

Performance Measures

Performance Objective

Promote participation of individuals with disabilities in general recreation (inclusive) programs through advocacy and support services

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Number of internal training programs offered by Therapeutics staff to other departmental staff	Whole Number	8.00	8.00	10.00

Recommended 2012 Operating Budget Update

Department Program Budgets



Performance Objective

To provide high quality recreational programs designed to meet the needs and interests of individuals with disabilities.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Program evaluation and percent of participant satisfaction.	Percentage	90.00	90.00	90.00



Program 4: Youth & Family Services

Description: The Youth and Family Services Division works with the recreation staff and neighborhood youth to identify trends in recreation, to seek out alternative sources of revenue, and to identify and develop youth serving community partnerships.

Goal: Through the Youth & Family Services Division, attention is given to the creation and maintenance of leadership and development opportunities for youth.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	136,840	178,670	90,010	(88,660)
Employee Benefits	40,180	66,690	26,560	(40,130)
Other Expenses	31,910	37,620	29,310	(8,310)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	208,930	282,980	145,880	(137,100)
Internal Service Funds	0	0	0	0
Total	208,930	282,980	145,880	(137,100)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	24,780	59,700	59,700	0
Total Full-time Equivalent Positions	3.75	4.50	3.25	(1.25)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(62,640)	(0.25)	All Funds	The Youth and Family Services program reflects an all funds decrease of \$62,640 and 0.25 FTE. The budget decrease is primarily attributable to a General Fund personnel reduction of \$31,190 that decreased resources for part-time personnel, and a \$23,407 all funds reduction in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document. The FTE decrease is attributable to improvements in the methodology used to calculate FTE and the decrease in resources for part-time personnel.

Significant Program Changes

Budget	FTE	Fund	Description
(74,460)	(1.00)	General Fund	This reduction will eliminate one Service Area Coordinator (SAC) from the LeBlond Center. Therapeutic Recreation staff will relocate their offices to the center, and the SAC in charge of T.R. will assume the management duties for the building.

Performance Measures

Performance Objective

To expand participation of teen programming within community center activities and citywide teen social events.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of teen participation over previous year statistics.	Percentage	(21.30)	2.00	1.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 5: 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.

Goal: The Senior Division partners with the Departments community centers to offer excellent senior programs directly in the neighborhoods where participants live.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	119,550	379,200	374,200	(5,000)
Employee Benefits	37,760	171,290	67,530	(103,760)
Other Expenses	16,150	122,830	122,460	(370)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	173,460	673,320	564,190	(109,130)
Internal Service Funds	0	0	0	0
Total	173,460	673,320	564,190	(109,130)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	285,500	285,500	0
Total Full-time Equivalent Positions	3.75	7.50	13.05	5.55

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(109,130)	5.55	All Funds	The Seniors program reflects an all funds decrease of \$109,130, and an all funds increase of 5.55 FTE. The all funds budget decrease is primarily attributable to reductions in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document. The FTE increase is attributable to improvements in the methodology used to calculate FTE.

Performance Measures

Performance Objective

To expand senior program opportunities in recreation centers.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of customers rating all senior programs good to excellent.	Percentage	95.00	90.00	90.00



Program 6: Indoor/Facility Maintenance

Description: The purpose of the Facility Maintenance Division is to maintain the infrastructure of the Cincinnati Recreation Commission recreation centers and facilities in safe, comfortable, and aesthetically attractive conditions.

Goal: The Indoor/Facility Maintenance Division is dedicated to keeping all of the Department's facilities operating in a safe and efficient manner.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	775,330	807,200	809,800	2,600
Employee Benefits	354,870	421,970	373,890	(48,080)
Other Expenses	676,870	472,780	617,440	144,660
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,807,070	1,701,950	1,801,130	99,180
Internal Service Funds	0	0	0	0
Total	1,807,070	1,701,950	1,801,130	99,180
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	3,500	3,500	0
Total Full-time Equivalent Positions	15.00	15.00	15.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
109,190	0.00	All Funds	The Indoor/Facility Maintenance program reflects an all funds increase of \$109,190. This increase is primarily attributable to the reversion of a 2011 one-time adjustment transferring General Fund resources into the Otto Armleder Memorial Trust Fund, and the restoration of \$134,000 in non-personnel resources to operate City pools. These increases are offset by miscellaneous non-personnel adjustments and an all funds decrease in employee benefits, which is due to an adjustment in the way employee benefits are presented in the budget document.

Significant Program Changes

Budget	FTE	Fund	Description
(1,020)	0.00	Recreation Special Activities	This adjustment transfers \$1,020 in non-personnel expenses from the Indoor/Facility Maintenance program to the Therapeutic Recreation program to align resources with the appropriate program.
(9,000)	0.00	General Fund	This reduction eliminates the funding for chlorine and hydrochloric acid associated with the closure of Fairview and Filson swimming pools.

Performance Measures

Performance Objective

To offer clean, safe and well-maintained facilities for public use.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of customers rating facilities good to excellent.	Percentage	97.00	95.00	95.00

Recommended 2012 Operating Budget Update

Department Program Budgets



Performance Objective

To complete work orders related to indoor maintenance in a timely manner.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of work orders completed.	Percentage	93.00	100.00	97.00



Program 7: Outdoor Maintenance

Description: Outdoor Maintenance 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.

Goal: The Outdoor Maintenance Division is dedicated to keeping all of the Department's grounds and properties clean, mowed and safe.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,813,890	1,867,360	1,860,050	(7,310)
Employee Benefits	487,760	588,320	613,260	24,940
Other Expenses	660,990	652,560	697,330	44,770
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,962,640	3,108,240	3,170,640	62,400
Internal Service Funds	0	0	0	0
Total	2,962,640	3,108,240	3,170,640	62,400
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	300	300	0
Total Full-time Equivalent Positions	49.95	49.95	56.74	6.79

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
62,400	6.79	All Funds	The Outdoor Maintenance program reflects an all funds increase of \$62,400 and 6.79 FTE. The budget increase is primarily attributable to, general non-personnel inflation, increases necessary to adjust for the rising cost of fuel, and increases in employee benefits due to an adjustment in the way employee benefits are presented in the budget document. The FTE increase is attributable to improvements in the methodology used to calculate FTE.

Performance Measures

Performance Objective

To complete work orders related to outdoor maintenance in a timely manner.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of customers rating facilities good to excellent.	Percentage	97.00	95.00	95.00
Percentage of work orders completed.	Percentage	95.00	100.00	95.00

Performance Objective

To ensure playground safety via the playground safety team inspection program.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Number of weekly inspections conducted on playgrounds.	Whole Number	2.00	1.00	1.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Performance Objective

To offer clean, safe and well-maintained outdoor facilities for public use.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of customers rating outdoor facilities good to excellent.	Percentage	97.00	95.00	95.00



Recommended 2012 Operating Budget Update

Department Program Budgets

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.

Goal: To offer fun and affordable golf course programs for the citizens of Cincinnati.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	218,700	226,650	148,380	(78,270)
Employee Benefits	41,820	48,290	49,040	750
Other Expenses	5,697,810	5,750,030	6,223,690	473,660
Properties	0	0	0	0
Debt Service	400,010	381,160	371,740	(9,420)
Operating Total	6,358,340	6,406,130	6,792,850	386,720
Internal Service Funds	0	0	0	0
Total	6,358,340	6,406,130	6,792,850	386,720
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	6,300,000	6,400,000	6,400,000	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
629,720	0.00	All Funds	The Golf program reflects a Golf Fund increase of \$629,720. This increase is primarily attributable to a \$563,000 increase in non-personnel resources to fund Golf Course property tax payments. This adjustment is based on a 2011 Ohio Tax Commissioner ruling that the City must pay property tax on golf courses that are managed by third-party private corporations.

Significant Program Changes

Budget	FTE	Fund	Description
(243,000)	0.00	Municipal Golf	This reduction decreases the amount required for City Golf Course property tax payments in 2012 from \$563,000 to \$320,000. This reduction is based on a recent property value assessment of the City's golf courses.

Performance Measures

Performance Objective

To offer clean, well-maintained, quality golf courses for the citizens of Cincinnati.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of customers rating golf facilities good to excellent.	Percentage	85.00	90.00	90.00

Performance Objective

To increase rounds played at City-owned golf courses.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage change in the number of rounds played at the seven municipal golf courses over previous year statistics.	Percentage	(4.40)	3.60	6.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 9: Athletics

Description: The Athletics Division provides Cincinnati residents with fun, safe, and quality athletic programs.

Goal: The Athletics Division is dedicated to providing customer friendly environments and affordable and diverse activities.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	239,740	311,950	318,810	6,860
Employee Benefits	74,910	156,930	86,660	(70,270)
Other Expenses	520,400	532,140	541,030	8,890
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	835,050	1,001,020	946,500	(54,520)
Internal Service Funds	0	0	0	0
Total	835,050	1,001,020	946,500	(54,520)
Capital Projects	950,700	760,200	1,254,700	494,500
Consolidated Plan Projects	0	0	0	0
Program Revenue	363,740	494,670	481,170	(13,500)
Total Full-time Equivalent Positions	5.90	5.90	6.63	0.73

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(54,520)	0.73	All Funds	The Athletics program reflects an all funds decrease of \$54,520 and an increase of 0.73 FTE. The budget decrease is primarily attributable to a \$78,000 all funds reduction in employee benefits resulting from a change in the way employee benefits are presented in the budget document. This decrease is offset by general non-personnel inflation. The FTE increase is attributable to improvements in the methodology used to calculate FTE.

Significant Program Changes

Budget	FTE	Fund	Description
(10,000)	0.00	General Fund	This represents a transfer of General Fund costs to the Recreation Special Activities Fund due to an increase in baseball field permit fees for Saturday premium service.
10,000	0.00	Recreation Special Activities	

Performance Measures

Performance Objective

To offer affordable and quality adult athletic programs for the citizens of Cincinnati.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage change in adult program attendance.	Percentage	0.30	2.00	2.00

Performance Objective

To expand the youth athletic program by offering additional youth athletic opportunities.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage change in the number of youth athletic programs over previous year statistics.	Percentage	(20.60)	2.00	2.00



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.

Goal: The Aquatics Division provides safe and clean aquatic facilities for the enjoyment of the citizens of Cincinnati.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,081,430	485,460	1,102,460	617,000
Employee Benefits	91,510	160,550	53,200	(107,350)
Other Expenses	213,720	82,350	236,230	153,880
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,386,660	728,360	1,391,890	663,530
Internal Service Funds	0	0	0	0
Total	1,386,660	728,360	1,391,890	663,530
Capital Projects	3,600,000	1,650,000	1,846,100	196,100
Consolidated Plan Projects	0	0	0	0
Program Revenue	188,130	290,600	274,700	(15,900)
Total Full-time Equivalent Positions	31.40	7.10	45.38	38.28

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
728,030	39.54	All Funds	The Aquatics program reflects an all funds increase of \$728,030 and 39.54 FTE. This increase is primarily attributable to the restoration of \$326,000 in personnel and non-personnel resources to operate City pools, and the reversion of a one-time 2011 adjustment of \$262,420 that shifted General Fund pool operating expenses into the Otto Armleder Memorial Trust Fund.

Significant Program Changes

Budget	FTE	Fund	Description
(21,230)	(0.91)	Recreation Special Activities	This adjustment transfers 0.2 Pool Manager FTE and 0.7 Lifeguard FTE from the Aquatics program to the Therapeutic Recreation program to align resources with the appropriate program.
(43,280)	(0.35)	General Fund	This reduction closes the Fairview and Filson swimming pools.
210,590	0.00	Armleder Projects	This reduction results in a one-time partial funding source shift from the General Fund to the Armleder Projects Fund for the Otto Armleder Memorial Aquatic Facilities.
(210,590)	0.00	General Fund	
(125,000)	0.00	General Fund	This represents a transfer of General Fund costs to the Recreation Special Activities Fund due to an increase in aquatics revenue by switching to daily user fees at all pools, except Dunham Armleder, instead of offering pool memberships.
125,000	0.00	Recreation Special Activities	

Recommended 2012 Operating Budget Update



Department Program Budgets

Performance Measures

Performance Objective

To offer clean, safe, and well-maintained aquatic facilities for the citizens of Cincinnati.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of customers rating facilities good to excellent.	Percentage	97.00	95.00	95.00

Performance Objective

To offer safe and affordable aquatic programs for the citizens of Cincinnati.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Increase attendance at pools over previous year statistics.	Yes/No			No



Program 11: Waterfront & Special Events

Description: The Waterfront and Special Events program was transferred to the Department of Parks in 2011.

Goal: See the Department of Park's Operations and Facility Management program for additional information.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	759,930	0	0	0
Employee Benefits	173,710	0	0	0
Other Expenses	812,660	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,746,300	0	0	0
Internal Service Funds	0	0	0	0
Total	1,746,300	0	0	0
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	675,000	0	0	0
Total Full-time Equivalent Positions	16.03	0.00	0.00	0.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 12: Planning & Development

Description: The purpose of the Technical Services Division is to guide and administer the Capital Improvement Program for the Cincinnati Recreation Commission, and to provide safe and attractive recreation facilities.

Goal: Administer the Capital Improvement Program by prioritizing capital needs of the City's assets and improving the sites as allowed within the approved capital budget target.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	6,700	7,230	7,120	(110)
Employee Benefits	100	290	220,540	220,250
Other Expenses	17,280	23,370	27,440	4,070
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	24,080	30,890	255,100	224,210
Internal Service Funds	0	0	0	0
Total	24,080	30,890	255,100	224,210
Capital Projects	1,635,000	1,850,000	0	(1,850,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	8.50	8.50	9.00	0.50

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
224,220	0.50	All Funds	The Planning and Development program reflects an all funds increase of \$224,220 and 0.50 FTE. The all funds increase is primarily related to non-personnel inflation and increases in employee benefits resulting from an adjustment in the way employee benefits are presented in the budget document. The FTE increase is related to the allocation of personnel resources to Recreation Department capital projects.

Performance Measures

Performance Objective

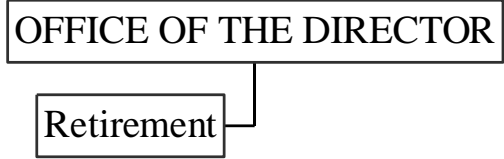
To complete capital projects within budget and capital program time frame.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of capital projects completed on time and within budget.	Percentage	100.00	100.00	100.00



Retirement

The mission of the Department of Retirement is to promote long-term financial security for members of the Cincinnati Retirement System and maintain the financial health of the pension and healthcare trusts.



Departmental Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
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
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	0	0	0	0
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	0.00	9.00	10.00	1.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

1. Department of Retirement

Program Summaries

Program 1: Department of Retirement

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

Goal: To promote long-term financial security for members of the Cincinnati Retirement System and maintain the financial health of the pension and healthcare trusts.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
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
Operating Total	0	0	0	0
Internal Service Funds	0	0	0	0
Total	0	0	0	0
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	0.00	9.00	10.00	1.00

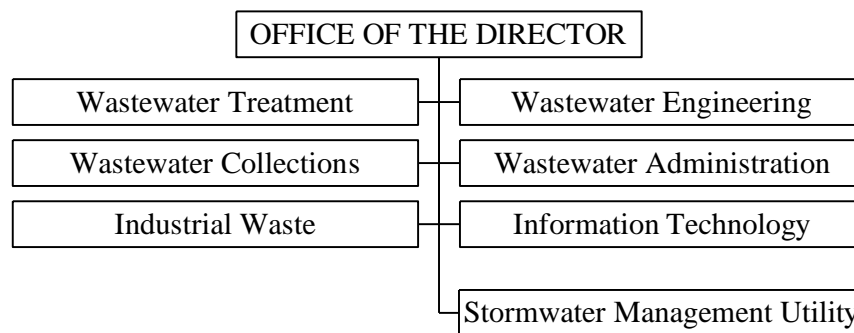
Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
0	1.00	All Funds	The Operating Budget for the Department of Retirement is developed separately from that of the rest of the City organization and is subject to the approval of the Retirement Board. Only the staff of the Department are reflected here.



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. We will provide our customers and the community with quality, cost effective collection and treatment of wastewater, and 'on-time' engineering, regulatory, and administrative services. We will do this by: -Ensuring the public health by continuing to comply with and increasing our participation in the development of regulations; -Maintaining, expanding, and enhancing our processes and facilities; Continuing to build the confidence of our customers, local government officials, and regulators; -Using innovative technology; and -Building a cooperative environment that values the employee and supports MSD's vision.



Departmental Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	37,980,570	38,314,910	39,276,200	961,290
Employee Benefits	13,549,460	16,538,600	17,178,740	640,140
Other Expenses	62,805,740	58,721,930	58,475,350	(246,580)
Properties	5,155,490	4,975,290	4,221,250	(754,040)
Debt Service	81,182,840	83,912,630	90,823,500	6,910,870
Operating Total	200,674,100	202,463,360	209,975,040	7,511,680
Internal Service Funds	0	0	0	0
Total	200,674,100	202,463,360	209,975,040	7,511,680
Capital Projects	140,621,800	211,764,000	249,372,800	37,608,800
Consolidated Plan Projects	0	0	0	0
Program Revenue	234,640,000	240,255,000	258,777,200	18,522,200
Total Full-time Equivalent Positions	750.00	753.00	764.08	11.08

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Stormwater - Admin. & Financial Management 2. Stormwater - Planning/Design 3. Stormwater - Operations & Maintenance 4. Stormwater - NPDES Compliance 5. Stormwater - Flood Control | <ol style="list-style-type: none"> 6. Office of the Director/ Administration 7. Wastewater Engineering 8. Information Technology 9. Wastewater Treatment 10. Wastewater Collection 11. Industrial Waste 12. Water-In-Basement |
|---|--|

Program Summaries

Program 1: Stormwater - Admin. & Financial Management

Description: Oversee the operational and financial functions of the Stormwater Management Utility (SMU).

Goal: Economically maintain, expand, and enhance our processes and facilities to provide quality services.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	167,330	172,960	146,400	(26,560)
Employee Benefits	31,160	34,690	58,410	23,720
Other Expenses	781,910	658,700	670,970	12,270
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	980,400	866,350	875,780	9,430
Internal Service Funds	0	0	0	0
Total	980,400	866,350	875,780	9,430
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	8,950,000	8,765,000	9,987,200	1,222,200
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
9,430	0.00	All Funds	The Stormwater - Administration & Financial Management program reflects a Stormwater Management Utility Fund increase of \$9,430, which is primarily attributable to non-personnel inflation as well as miscellaneous personnel and non-personnel adjustments.



Performance Measures

Performance Objective

Ensure the accuracy of all Stormwater Management Utility billing accounts.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of customer billing inquiries investigated and resolved with feedback provided to the customer within five working days.	Percentage	99.00	99.00	99.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 2: Stormwater - Planning/Design

Description: This program includes Capital Improvement Project planning and design in the Stormwater Management Utility (SMU).

Goal: Ensure a safe public right-of-way and reduce receiving stream flooding and erosion, and improve water quality of receiving streams.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	103,290	123,420	88,420	(35,000)
Employee Benefits	19,430	25,300	34,820	9,520
Other Expenses	215,310	292,570	290,730	(1,840)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	338,030	441,290	413,970	(27,320)
Internal Service Funds	0	0	0	0
Total	338,030	441,290	413,970	(27,320)
Capital Projects	840,000	1,595,000	0	(1,595,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	1.00	1.00	1.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(27,320)	0.00	All Funds	The Stormwater - Planning/Design program reflects a Stormwater Management Utility Fund decrease of \$27,320. This reduction is primarily related to a decrease of \$35,000 in lump sum retirement payment, which is partially offset by miscellaneous personnel and non-personnel adjustments, non-personnel inflation, and increases necessary to account for the rising cost of fuel.

Performance Measures

Performance Objective

Incorporate sustainable infrastructure into drainage projects where feasible.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of projects where environmentally friendly strategies were evaluated for sustainable infrastructure solutions.	Percentage	66.00	10.00	10.00



Program 3: Stormwater - Operations & Maintenance

Description: Conduct routine maintenance, remedial maintenance, and customer service in the Stormwater Management Utility (SMU).

Goal: Clean and maintain public stormwater related infrastructure.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	428,080	444,290	512,180	67,890
Employee Benefits	80,710	90,920	220,840	129,920
Other Expenses	2,759,500	2,908,580	2,758,320	(150,260)
Properties	52,000	52,000	47,000	(5,000)
Debt Service	0	0	0	0
Operating Total	3,320,290	3,495,790	3,538,340	42,550
Internal Service Funds	0	0	0	0
Total	3,320,290	3,495,790	3,538,340	42,550
Capital Projects	0	0	1,032,000	1,032,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	9.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
152,010	0.00	All Funds	The Stormwater - Operations & Maintenance program reflects a Stormwater Management Utility Fund increase of \$152,010. This increase is primarily related to an increase in sewer repair costs as well as miscellaneous personnel and non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
(64,250)	0.00	Stormwater Management	The expenditure reduction for cleaning wastewater is necessary due to limited resources.
(90,000)	0.00	Stormwater Management	The expenditure reduction for sewer repairs is necessary due to limited resources.
(54,290)	0.00	Stormwater Management	The expenditure reduction for structure repair is necessary due to limited resources.
99,080	1.00	Stormwater Management	This increase in personnel represents a Wastewater Collection Supervisor position allows the Operations and Maintenance program to contribute more substantially to its customers through interdivisional and interdepartmental efforts.

Performance Measures

Performance Objective

Minimize the occurrence of street flooding due to blocked inlets through inlet inspection.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of total inlets inspected and cleaned annually.	Percentage	57.00	50.00	50.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 4: Stormwater - NPDES Compliance

Description: This program includes regulation, permitting, and enforcement services in the Stormwater Management Utility (SMU).

Goal: The Stormwater Management Utility will meet and exceed all Federal standards under their National Pollutant Discharge Elimination System (NPDES) Permit and all requirements under the Clean Water Act (goal is 100% of requirement met).

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	240,260	255,050	257,440	2,390
Employee Benefits	45,280	52,290	97,220	44,930
Other Expenses	361,610	362,130	472,790	110,660
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	647,150	669,470	827,450	157,980
Internal Service Funds	0	0	0	0
Total	647,150	669,470	827,450	157,980
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
157,980	0.00	All Funds	The Stormwater - NPDES Compliance program reflects a Stormwater Management Utility Fund increase of \$157,980. This increase is primarily related to an increase of \$110,000 in contractual services as well as miscellaneous personnel and non-personnel adjustments.

Performance Measures

Performance Objective

Comply with NPDES permit requirements of the Good Housekeeping Measures.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
City-owned properties inspected to identify and implement Stormwater pollution prevention techniques.	Whole Number	30.00	30.00	10.00



Program 5: Stormwater - Flood Control

Description: This program includes facility planning, major improvements, rehabilitation, repair, and facility operations and maintenance for the Stormwater Management Utility (SMU).

Goal: Maintain critical flood control facilities and ensure that flood control levees, walls, gates, valves, and pumps are ready for an emergency.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	78,930	83,000	83,200	200
Employee Benefits	14,820	16,670	33,780	17,110
Other Expenses	520,020	519,010	496,920	(22,090)
Properties	0	0	0	0
Debt Service	520,840	860,630	823,500	(37,130)
Operating Total	1,134,610	1,479,310	1,437,400	(41,910)
Internal Service Funds	0	0	0	0
Total	1,134,610	1,479,310	1,437,400	(41,910)
Capital Projects	2,395,000	100,000	516,500	416,500
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	1.00	1.00	1.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(41,910)	0.00	All Funds	The Stormwater - Flood Control program reflects a Stormwater Management Utility Fund decrease of \$41,910. This reduction is primarily related to a decrease of \$36,000 in contractual services and a decrease of \$37,130 in debt service, which are partially offset by miscellaneous non-personnel adjustments.

Performance Measures

Performance Objective

Receive an acceptable rating for all items inspected by the USACE during annual inspection.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of critical maintenance work and capital improvements projects identified and completed each year.	Percentage	100.00	99.00	99.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 6: Office of the Director/Administration

Description: Manage the department's centralized support services along with the overall leadership of the organization.

Goal: Provide excellent internal and external customer service, and human resources development.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	4,124,900	4,418,650	4,260,240	(158,410)
Employee Benefits	1,491,980	1,933,390	1,587,610	(345,780)
Other Expenses	9,343,240	8,885,220	8,973,690	88,470
Properties	5,103,490	4,923,290	4,174,250	(749,040)
Debt Service	0	0	0	0
Operating Total	20,063,610	20,160,550	18,995,790	(1,164,760)
Internal Service Funds	0	0	0	0
Total	20,063,610	20,160,550	18,995,790	(1,164,760)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	225,690,000	231,490,000	248,790,000	17,300,000
Total Full-time Equivalent Positions	56.00	63.00	64.15	1.15

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(292,710)	1.19	All Funds	The Office of the Director/Administration program reflects a Metropolitan Sewer District Fund decrease of \$292,710 and an increase of 1.19 FTE. The decrease in costs is primarily related to increased reimbursements to both personnel and employee benefits. The reductions are partially offset by an increase in expenses related to position adjustments, sewerage bill collections, as well as other miscellaneous personnel and non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
7,990	(0.04)	Metropolitan Sewer District	The addition of three Municipal Worker positions for college co-ops is offset by a reduction of two Clerk Typist 3 positions.
(880,040)	0.00	Metropolitan Sewer District	This decrease in OTEA (machinery and equipment) is due to a 2011 asset renewal capital project created for the Treatment Division for capital asset replacement.

Performance Measures

Performance Objective

Provide timely service to external customers.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Average time in minutes from when a MSD crew arrives at customer property to the time the MSD crew finishes the water-in-basement investigation.	Whole Number	62.00	100.00	100.00
Percentage of water-in-basement responses within four hours of request.	Percentage	95.00	95.00	95.00



Recommended 2012 Operating Budget Update

Department Program Budgets

Program 7: Wastewater Engineering

Description: Provide quality and on-time engineering services to internal and external customers.

Goal: Ensure timely compliance with the Consent Decree, which requires meeting the project milestones set by the Department of Justice.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	4,770,010	4,629,430	5,191,150	561,720
Employee Benefits	1,710,720	2,010,070	2,305,910	295,840
Other Expenses	883,440	891,330	908,170	16,840
Properties	0	0	0	0
Debt Service	80,662,000	83,052,000	90,000,000	6,948,000
Operating Total	88,026,170	90,582,830	98,405,230	7,822,400
Internal Service Funds	0	0	0	0
Total	88,026,170	90,582,830	98,405,230	7,822,400
Capital Projects	137,386,800	210,069,000	247,824,300	37,755,300
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	150.00	150.00	156.16	6.16

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
10,951,990	(0.84)	All Funds	The Wastewater Engineering program reflects a Metropolitan Sewer District Fund increase of \$10,951,990, which is primarily attributable to a \$10,610,000 increase in debt service, non-personnel inflation as well as miscellaneous personnel and non-personnel adjustments. This increase also is partially offset by a decrease in 0.84 FTE, which is primarily attributable to position adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
363,030	4.00	Metropolitan Sewer District	The increase in personnel represents the addition of four Senior Engineers to meet the demands of the Wet Weather Improvement Program.
(3,662,000)	0.00	Metropolitan Sewer District	This decrease in debt service is due to a 2011 Revenue Bond Issue being deferred until mid-year 2012.
169,390	3.00	Metropolitan Sewer District	This increase in personnel represents the addition of three Administrative Technician positions in Engineering. These positions are offset by a reduction in consultant supplemental staffing.

Performance Measures

Performance Objective

Comply with approved and established capital project and program scopes, schedules, and budgets.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of capital improvement construction projects completed on schedule.	Percentage	100.00	90.00	90.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 8: Information Technology

Description: Provide Information Systems planning, implementation, and support services.

Goal: Provide a reliable and secure network environment to improve MSD's business efficiency.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	2,092,690	2,229,270	2,197,250	(32,020)
Employee Benefits	756,540	977,170	855,920	(121,250)
Other Expenses	3,078,790	3,169,320	3,578,230	408,910
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	5,928,020	6,375,760	6,631,400	255,640
Internal Service Funds	0	0	0	0
Total	5,928,020	6,375,760	6,631,400	255,640
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	32.00	32.00	32.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(79,760)	0.00	All Funds	The Information Technology program reflects a Metropolitan Sewer District Fund decrease of \$79,760, which is primarily related to increased reimbursements to personnel and employee benefits. This reduction is partially offset by an increase in expert services as well as other miscellaneous personnel and non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
335,410	0.00	Metropolitan Sewer District	This increase is due to overall increase in software license fees.

Performance Measures

Performance Objective

Provide a highly reliable information technology system infrastructure for managing MSD business.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage availability of critical business systems maintained by the IT division.	Percentage	99.90	99.90	99.00



Program 9: Wastewater Treatment

Description: Reclaim wastewater and return it to the environment.

Goal: Operate and maintain seven water reclamation facilities (WRFs) and associated pump stations.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	14,993,170	15,231,930	15,740,530	508,600
Employee Benefits	5,425,140	6,690,100	6,956,820	266,720
Other Expenses	30,568,800	27,344,400	27,003,590	(340,810)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	50,987,110	49,266,430	49,700,940	434,510
Internal Service Funds	0	0	0	0
Total	50,987,110	49,266,430	49,700,940	434,510
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	276.00	280.00	281.77	1.77

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
774,030	(0.23)	All Funds	The Wastewater Treatment program reflects a Metropolitan Sewer District Fund increase of \$774,030. This increase is primarily attributable to personnel increases related to position adjustments, non-personnel inflation, and increases necessary to account for the rising cost of chemicals and fuel. This increase is partially offset by other miscellaneous personnel and non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
140,670	2.00	Metropolitan Sewer District	This increase in personnel represents the addition of two Administrative Specialist positions in Wastewater Treatment. These two positions will be used for training coordination and budget tracking throughout all treatment divisions. These additions are offset by the deletion of two Senior Engineer positions in 2011.
(480,180)	0.00	Metropolitan Sewer District	This reduction for pumping machinery is necessary to more accurately allocate the amounts to the appropriate expense codes in the Wastewater Treatment Maintenance Division.

Recommended 2012 Operating Budget Update

Department Program Budgets



Performance Measures

Performance Objective

Meet or exceed the regulatory compliance established through National Pollutant Discharge Elimination System (NPDES) permit.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of NPDES reporting data met or performed better than the limits set by Environmental Protection Agency (EPA).	Percentage	99.80	99.80	99.00



Program 10: Wastewater Collection

Description: Collect wastewater and convey it to the regional wastewater reclamation facilities.

Goal: Operate and maintain 3,100 miles of pipe proactively.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	8,095,470	7,482,380	7,667,220	184,840
Employee Benefits	2,931,870	3,288,150	3,709,550	421,400
Other Expenses	9,072,880	8,622,880	8,223,050	(399,830)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	20,100,220	19,393,410	19,599,820	206,410
Internal Service Funds	0	0	0	0
Total	20,100,220	19,393,410	19,599,820	206,410
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	166.00	158.00	158.00	(0.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
499,690	(0.00)	All Funds	The Wastewater Collection program reflects a Metropolitan Sewer District Fund increase of \$499,690. This increase is primarily attributable to personnel increases related to position adjustments and an adjustment in the way employee benefits are presented in the budget document. This increase is partially offset by an increase in anticipated position vacancies and miscellaneous non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
(293,290)	0.00	Metropolitan Sewer District	This decrease reflects an expectation of fewer condition assessment projects in 2012 due to focus of resources on higher risk gravity sewers.

Performance Measures

Performance Objective

Minimize sewer overflows and deterioration with a systematic preventive maintenance program.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of collection system assets, including a total of approximately 90,000 sewer segments and approximately 90,000 manholes, to which criticality rankings are assigned.	Percentage	100.00	100.00	100.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 11: Industrial Waste

Description: Monitor and regulate industrial and commercial customers, and provide analytical laboratory services.

Goal: Protect MSD assets through industry surveillance, and provide lab analysis support.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	2,886,440	3,244,530	3,132,160	(112,370)
Employee Benefits	1,041,810	1,419,850	1,317,840	(102,010)
Other Expenses	1,592,740	1,642,290	1,488,510	(153,780)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	5,520,990	6,306,670	5,938,510	(368,160)
Internal Service Funds	0	0	0	0
Total	5,520,990	6,306,670	5,938,510	(368,160)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	53.00	53.00	54.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(239,910)	0.00	All Funds	The Industrial Waste program reflects a Metropolitan Sewer District Fund decrease of \$239,910. This reduction is primarily related to increased reimbursements to both personnel and employee benefits, which are partially offset by an increase in technical equipment costs as well as other miscellaneous personnel and non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
58,090	1.00	Metropolitan Sewer District	This increase in personnel represents the addition of a Lab Technician 2 in the Division of Industrial Waste.
(186,340)	0.00	Metropolitan Sewer District	This represents a net reduction for gas, power and lab supplies based on historical expenditure levels.

Performance Measures

Performance Objective

Provide lab analysis support to internal customers.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Average total cost per analysis performed by Division of Industrial Waste (Total laboratory costs include salaries, wages, benefits, chemicals, equipment, and supplies.)	Dollar Amount	11.03	22.00	13.00



Program 12: Water-In-Basement

Description: Provide customer relief for capacity related sewer water-in-basement (WIB).

Goal: Comply with Consent Decree requirements for response and assistance to Water-In-Basement (WIB) customers.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	3,627,500	3,425,500	3,610,390	184,890
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,627,500	3,425,500	3,610,390	184,890
Internal Service Funds	0	0	0	0
Total	3,627,500	3,425,500	3,610,390	184,890
Capital Projects	0	0	0	0
Consolidated Plan Projects	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 Program Services

Budget	FTE	Fund	Description
(15,110)	0.00	All Funds	The Water-In-Basement program reflects a Metropolitan Sewer District Fund decrease of \$15,110. This decrease is primarily related to a decrease of \$24,310 in expenses for property damage claims. This reduction is partially offset by an increase of \$10,000 in legal services and other miscellaneous non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
200,000	0.00	Metropolitan Sewer District	An increase in basement cleaning services is necessary based on historical expenditure levels.

Performance Measures

Performance Objective

Respond with WIB service in compliance with the Consent Decree to minimize sewerage outflow into basements.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Average cost for each water-in-basement cleanup that is the responsibility of MSD.	Dollar Amount	3,659.00	3,500.00	4,000.00

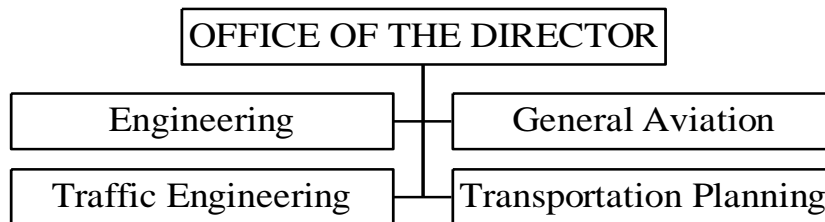


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Transportation & Engineering

The mission of the Department of Transportation and Engineering is to plan, build, and manage a safe, efficient and progressive transportation system that supports the environment, neighborhood vitality and economic development. This is accomplished through innovation, effective partnerships and exceptional customer service.



Departmental Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	4,700,950	4,751,860	4,699,010	(52,850)
Employee Benefits	2,162,530	2,522,010	2,264,950	(257,060)
Other Expenses	5,068,100	4,571,920	4,566,130	(5,790)
Properties	103,310	105,590	106,870	1,280
Debt Service	56,840	75,710	75,360	(350)
Operating Total	12,091,730	12,027,090	11,712,320	(314,770)
Internal Service Funds	0	0	0	0
Total	12,091,730	12,027,090	11,712,320	(314,770)
Capital Projects	26,725,300	24,038,000	24,195,600	157,600
Consolidated Plan Projects	0	0	0	0
Program Revenue	4,000,400	4,753,500	2,555,000	(2,198,500)
Total Full-time Equivalent Positions	176.00	174.00	173.36	(0.64)

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: Lead, manage, and oversee the work of the Department of Transportation and Engineering to accomplish the departmental Business Plan consistent with the vision of the City Manager and policy direction received from the City Council.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	722,330	739,580	804,300	64,720
Employee Benefits	337,680	401,560	353,200	(48,360)
Other Expenses	106,200	108,560	108,510	(50)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,166,210	1,249,700	1,266,010	16,310
Internal Service Funds	0	0	0	0
Total	1,166,210	1,249,700	1,266,010	16,310
Capital Projects	150,000	130,000	150,000	20,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	17,500	33,000	0	(33,000)
Total Full-time Equivalent Positions	16.00	16.00	16.02	0.02

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
14,110	0.02	All Funds	The Office of the Director program reflects an all funds increase of \$14,110. This increase is primarily attributable to miscellaneous personnel and non-personnel adjustments, and non-personnel inflation.

Significant Program Changes

Budget	FTE	Fund	Description
(400)	0.00	General Fund	This addition of a Clerk Typist 3 and deletion of an Administrative Technician will decrease personnel costs, which is part of the Department's reorganization plan.
(2,000)	0.00	General Fund	This reduction represents a decrease for telephone costs.
(51,870)	(1.00)	Income Tax-Infrastructure	This represents the transfer of a Clerk Typist 3 from the Director's Office to the Roadway section of Engineering, which is part of the Department's reorganization plan.



Significant Program Changes

Budget	FTE	Fund	Description
56,460	1.00	Income Tax-Infrastructure	This represents the transfer of an Administrative Technician from Engineering to the Director's Office, which is part of the Department's reorganization plan.

Performance Measures

Performance Objective

Implement the Departmental Business Plan.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of Business Plan Implemented.	Percentage	86.00	80.00	80.00

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: Improve safety, mobility, and appearance of Cincinnati's transportation system consistent with available resources.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	293,700	296,170	260,190	(35,980)
Employee Benefits	114,960	135,850	131,730	(4,120)
Other Expenses	164,240	142,820	139,530	(3,290)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	572,900	574,840	531,450	(43,390)
Internal Service Funds	0	0	0	0
Total	572,900	574,840	531,450	(43,390)
Capital Projects	3,492,600	4,000,000	3,675,000	(325,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	197,040	215,000	0	(215,000)
Total Full-time Equivalent Positions	17.00	16.00	15.75	(0.25)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(36,910)	(0.25)	All Funds	The Transportation Planning and Urban Design program reflects an all funds decrease of \$36,910. This reduction is primarily attributable to an increase in reimbursements to the Income Tax-Infrastructure Fund and a reduction resulting from an adjustment in the way employee benefits are presented in the budget document. This decrease is partially offset by non-personnel inflation as well as miscellaneous personnel and non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
(6,000)	0.00	General Fund	This reduction represents a decrease for telephone costs.
85,250	0.80	General Capital	This represents a transfer of a Senior City Planner from General Aviation to the General Fund, which is part of the Department's reorganization plan.
21,310	0.20	General Fund	
(58,940)	(0.73)	General Capital	This represents the transfer of a Senior City Planner from Transportation Planning and Urban Design to Engineering, which is part of the Department's reorganization plan.
(21,800)	(0.27)	General Fund	
0	0.00	General Capital	This represents the transfer of a Supervising City Planner from the General Fund to the Income Tax Transit Fund. This adjustment will better align the nature of the work performed with source of funding, and is part of the Department's reorganization plan.
(10,150)	(0.45)	General Fund	
10,150	0.45	Income Tax Transit	



Performance Measures

Performance Objective

Complete downtown and neighborhood gateway projects that meet the needs of the stakeholders (work-group participants).

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of stakeholder group satisfaction with downtown, business district streetscape, and neighborhood gateway projects.	Percentage	90.00	80.00	80.00

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: Preserve the condition of Cincinnati's transportation system assets, including pavements, curbs, bridges, retaining walls, sidewalks, and stairways.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,568,060	1,570,050	1,544,930	(25,120)
Employee Benefits	792,830	905,400	942,030	36,630
Other Expenses	803,750	553,780	572,140	18,360
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,164,640	3,029,230	3,059,100	29,870
Internal Service Funds	0	0	0	0
Total	3,164,640	3,029,230	3,059,100	29,870
Capital Projects	20,817,000	17,860,000	18,227,000	367,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,538,620	2,128,500	445,000	(1,683,500)
Total Full-time Equivalent Positions	103.00	102.00	101.59	(0.41)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
83,410	(0.41)	All Funds	The Engineering program reflects an all funds increase of \$83,410. This increase is primarily related to fewer anticipated position vacancies, which result in a personnel increase of \$70,550 in 2012.

Significant Program Changes

Budget	FTE	Fund	Description
(8,910)	0.00	Income Tax-Infrastructure	This addition of a Senior Engineering Technician and deletion of a Public Works Inspector 2 will decrease personnel costs, which is part of the Department's reorganization plan.
(2,450)	0.00	General Fund	This reduction removes all land lines for inspectors with cellular devices in Engineering. These inspectors will conduct calls using their cellular devices. Any call-in requests will be made to a central telephone line in the office.
(3,500)	0.00	General Fund	This reduction represents a decrease for telephone costs.
(43,470)	(0.60)	General Capital	This represents a transfer of a Civil Engineering Technician 2 from Engineering to Traffic Engineering, which is part of the Department's reorganization plan.
(28,980)	(0.40)	General Fund	
(60,330)	(0.50)	General Fund	This represents the transfer of a Civil Engineering Technician 2 from the Roadway section of Engineering to the Structures section of Engineering, which is part of the Department's reorganization plan.
33,600	0.28	General Capital	This represents the transfer of a Civil Engineering Technician 2 from the Roadway section of Engineering to the Structures section of Engineering, which is part of the Department's reorganization plan.
26,730	0.22	General Fund	
56,070	1.00	Income Tax-Infrastructure	This represents the transfer of a Clerk Typist 3 from the Director's Office to the Roadway section of Engineering, which is part of the Department's reorganization plan.



Significant Program Changes

Budget	FTE	Fund	Description
(56,070)	(1.00)	General Fund	This represents the transfer of a Clerk Typist 3 from the General Fund to the Sidewalk Fund. This adjustment will better align the nature of the work performed with source of funding, and is part of the Department's reorganization plan.
56,070	1.00	Sidewalk Assessments	
56,690	0.70	General Capital	This represents the transfer of a Senior City Planner from Transportation Planning and Urban Design to Engineering, which is part of the Department's reorganization plan.
24,300	0.30	General Fund	
(56,460)	(1.00)	Income Tax-Infrastructure	This represents the transfer of an Administrative Technician from Engineering to the Director's Office, which is part of the Department's reorganization plan.

Performance Measures

Performance Objective

Maintain the condition of Department of Transportation and Engineering transportation assets (pavement, city bridges, and retaining walls) at a standard consistent with public safety, preservation, and available resources.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of transportation assets in good or better condition based on industry standard criteria.	Percentage	64.00	60.00	57.00

Performance Objective

Maximize the amount of roadway rehabilitated with appropriated resources to meet or exceed the City Council approved goal of rehabilitating 100 lane miles.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of the 100 lane-mile goal completed.	Percentage	107.00	67.00	75.00

Performance Objective

Maintain the condition of city bridges at a standard consistent with public safety and available funding.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of city bridges that are open with no load restrictions. (Indicates that bridge is at least in 'fair' condition meaning that all primary structural elements are sound.)	Percentage	98.00	95.00	95.00

Performance Objective

Review permit applications (e.g., street openings, sidewalk barricades, etc.) and issue permits within specified timeframe.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of permits issued within three weeks after application date.	Percentage	86.00	80.00	80.00

Recommended 2012 Operating Budget Update



Department Program Budgets

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.

Goal: To manage the City's traffic signal, traffic control, and street lighting systems to encourage safe and efficient travel, enhance the quality of life for residents, and encourage and sustain economic development.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	1,339,020	1,360,740	1,381,490	20,750
Employee Benefits	664,320	784,670	559,670	(225,000)
Other Expenses	3,303,250	3,102,440	3,064,510	(37,930)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	5,306,590	5,247,850	5,005,670	(242,180)
Internal Service Funds	0	0	0	0
Total	5,306,590	5,247,850	5,005,670	(242,180)
Capital Projects	1,730,000	1,492,500	1,567,500	75,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	47,240	132,000	15,000	(117,000)
Total Full-time Equivalent Positions	26.00	26.00	27.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(6,090)	0.00	All Funds	The Traffic Engineering program reflects an all funds decrease of \$6,090. This decrease is primarily related to increased energy costs in the amount of \$100,720 in the General Fund and \$40,460 in the Parking Meter Fund, which are offset by miscellaneous personnel and non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
(1,500)	0.00	General Fund	This reduction represents a decrease for telephone costs.
(261,970)	0.00	General Fund	This reduction to the General Fund represents street light repair/replacement expenditures being charged to the Street Light Replacement project.
41,070	0.60	General Capital	This represents a transfer of a Civil Engineering Technician 2 from Engineering to Traffic Engineering, which is part of the Department's reorganization plan.
27,380	0.40	General Fund	

Performance Measures

Performance Objective

Respond to council referrals and close CSRs by stated deadlines.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percent of responses that meet deadlines.	Percentage	92.00	90.00	90.00



Program 5: General Aviation

Description: This program includes the operational, maintenance, and administrative oversight of the Cincinnati Municipal Lunken Airport and the Blue Ash Airport, and manages their strategic placement and use in the national aviation system plan.

Goal: Maintain aviation facilities that are an integral part of a national transportation system providing for the safe and efficient movement of people and property enhancing the economic opportunities and well being of the City of Cincinnati.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	777,840	785,320	708,100	(77,220)
Employee Benefits	252,740	294,530	278,320	(16,210)
Other Expenses	690,660	664,320	681,440	17,120
Properties	103,310	105,590	106,870	1,280
Debt Service	56,840	75,710	75,360	(350)
Operating Total	1,881,390	1,925,470	1,850,090	(75,380)
Internal Service Funds	0	0	0	0
Total	1,881,390	1,925,470	1,850,090	(75,380)
Capital Projects	535,700	555,500	576,100	20,600
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,200,000	2,245,000	2,095,000	(150,000)
Total Full-time Equivalent Positions	14.00	14.00	13.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
31,180	0.00	All Funds	The General Aviation program reflects an all funds increase of \$31,180, which is primarily attributable to non-personnel inflation, increases necessary to account for the rising cost of fuel, and miscellaneous personnel and non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
(106,560)	(1.00)	General Aviation	This represents a transfer of a Senior City Planner from General Aviation to the General Fund, which is part of the Department's reorganization plan.

Performance Measures

Performance Objective

Operate Lunken Airport as a self sufficient operation.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of annual revenues compared to annual expenditures.	Percentage	132.00	100.00	100.00

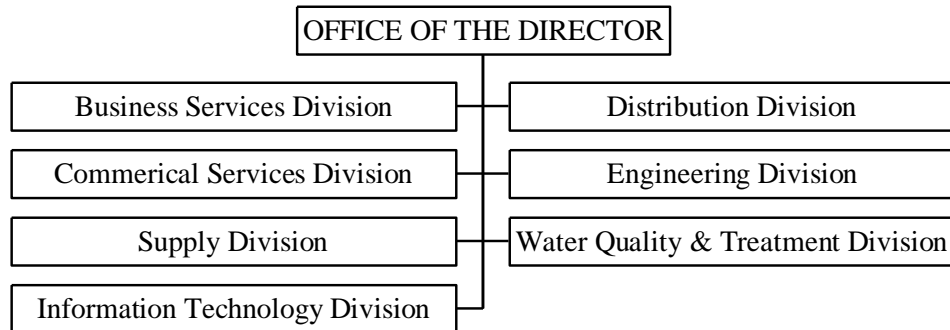


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Water Works

The mission of the Greater Cincinnati Water Works is to provide its customers with a plentiful supply of the highest quality water and outstanding services in a financially responsible manner.



Departmental Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	29,617,050	29,991,110	30,425,770	434,660
Employee Benefits	11,467,720	13,409,740	13,105,690	(304,050)
Other Expenses	32,749,490	31,739,960	33,186,910	1,446,950
Properties	829,000	837,400	939,900	102,500
Debt Service	36,823,300	38,023,900	41,140,040	3,116,140
Operating Total	111,486,560	114,002,110	118,798,310	4,796,200
Internal Service Funds	0	0	0	0
Total	111,486,560	114,002,110	118,798,310	4,796,200
Capital Projects	57,166,000	52,527,500	43,798,000	(8,729,500)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	617.32	611.36	610.16	(1.20)

Recommended 2012 Operating Budget Update



Department Program Budgets

Department Programs

1. Departmental Support Services
2. Commercial Services
3. Water Supply, Treatment and Distribution

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.

Goal: Optimize the use of fiscal resources; develop a workforce and work environment; provide customer focused services to the region; and provide overall leadership and direction to the organization.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	4,295,150	4,422,570	4,491,090	68,520
Employee Benefits	1,650,270	1,969,770	1,734,670	(235,100)
Other Expenses	3,395,630	3,655,870	3,591,970	(63,900)
Properties	829,000	837,400	939,900	102,500
Debt Service	36,823,300	38,023,900	41,140,040	3,116,140
Operating Total	46,993,350	48,909,510	51,897,670	2,988,160
Internal Service Funds	0	0	0	0
Total	46,993,350	48,909,510	51,897,670	2,988,160
Capital Projects	543,000	0	360,000	360,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	73.00	73.00	76.13	3.13

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,534,660	3.13	All Funds	The Departmental Support Services program reflects a Water Works Fund increase of \$2,534,660 and 3.13 FTE. This increase is primarily related to an increase of \$2,723,000 for debt service, non-personnel inflation, and increases necessary to account for the rising cost of fuel. This increase is partially offset by miscellaneous personnel and non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
60,360	0.00	Water Works	A net increase for Software and License Fees is primarily due to CFS software costs and the conversion of HP hardware/software maintenance from HP to SourceDirect.
393,140	0.00	Water Works	This net increase for debt service results from new debt in 2011. Offsetting some of the additional expected debt service expenses is a reduction of interest expense resulting from the refund of a previous bond series at the time of the 2011 bond sale.



Performance Measures

Performance Objective

Maintain (or upgrade) bond ratings.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Bond ratings from Standard & Poor's (AAA) and Moody's (Aaa). Each bond rating represents 'high quality.'	Yes/No	Yes	Yes	Yes

Performance Objective

Promote a safe work environment for GCWW employees by achieving 100% participation in the annual Safety Action Plan.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage completion of safety goals.	Percentage	100.00	100.00	100.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 2: Commercial Services

Description: This core focus area/program is dedicated to reading all meters, billing, collecting, and recording all payments. This includes operating a customer call center to address questions and concerns by telephone or in person at a specific location.

Goal: Provide outstanding customer service and build positive relationships between the public and GCWW.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	5,762,260	5,745,430	5,848,470	103,040
Employee Benefits	2,242,750	2,581,540	2,449,830	(131,710)
Other Expenses	3,495,130	3,397,530	3,677,970	280,440
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	11,500,140	11,724,500	11,976,270	251,770
Internal Service Funds	0	0	0	0
Total	11,500,140	11,724,500	11,976,270	251,770
Capital Projects	550,000	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	120.32	114.36	115.00	0.64

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
27,860	0.64	All Funds	The Commercial Services program reflects a Water Works Fund increase of \$27,860 and 0.64 FTE. This increase is primarily attributable to non-personnel inflation and increases necessary to account for the rising cost of fuel, which are partially offset by miscellaneous personnel and non-personnel adjustments.

Significant Program Changes

Budget	FTE	Fund	Description
(277,500)	0.00	Water Works	A decrease for Credit Card Fees is due to a change in processing credit card payments with a merchant fee charged to the customer instead of GCWW.
501,410	0.00	Water Works	An increase for Collection Agency Fees is necessary to implement more aggressive collection practices.

Performance Measures

Performance Objective

To optimize the customer experience by providing prompt service.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of calls answered within 35 seconds.	Percentage	66.00	80.00	80.00



Performance Objective

Maximize the number of customers satisfied with the way GCWW handles questions or problems.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of customers who have had dealings with GCWW that are very satisfied or somewhat satisfied with the way their question or problem was handled.	Percentage	86.00	N/A	85.00

Recommended 2012 Operating Budget Update



Department Program Budgets

Program 3: Water Supply, Treatment and Distribution

Description: This core focus area/program is dedicated to providing high quality finished water to meet the maximum demands and fire flow; and to maintain, repair and rehabilitate all facilities, equipment, and infrastructure without interruption to GCWW customers.

Goal: To protect public health, support and promote economic development, and provide sufficient fire flow by optimizing our water treatment and distribution system to provide high quality water to all our customers.

Program Budget Summary

	2010 Budget	2011 Budget	2012 Recommended	Change 2011 Budget to 2012
Operating Budget				
Personnel Services	19,559,640	19,823,110	20,086,210	263,100
Employee Benefits	7,574,700	8,858,430	8,921,190	62,760
Other Expenses	25,858,730	24,686,560	25,916,970	1,230,410
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	52,993,070	53,368,100	54,924,370	1,556,270
Internal Service Funds	0	0	0	0
Total	52,993,070	53,368,100	54,924,370	1,556,270
Capital Projects	56,073,000	52,527,500	43,438,000	(9,089,500)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	424.00	424.00	419.03	(4.97)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
584,180	0.03	All Funds	The Water Supply, Treatment, and Distribution program reflects a Water Works Fund increase of \$584,180. This increase is primarily related to miscellaneous personnel and non-personnel adjustments, non-personnel inflation, and increases necessary to account for the rising cost of fuel.

Significant Program Changes

Budget	FTE	Fund	Description
450,000	0.00	Water Works	The increase for Street Restoration is based on historical expenditure levels.
135,210	0.00	Water Works	This increase in repair costs is primarily associated with an increase in anticipated expenses for technical repairs, electrical machinery repairs, and security equipment enhancements.
568,280	0.00	Water Works	This increase is necessary to meet new regulations and cover expected cost increases for Caustic Soda. The increase will cover the cost of the increased testing and bring GCWW into compliance with the new regulations.
70,960	0.00	Water Works	This increase is primarily due to an expected MSD rate increase.
(252,360)	(5.00)	Water Works	This reduction in personnel represents a net decrease of 5.0 FTE. Four Utility Laborer positions and two Truck Driver positions will be deleted as these positions are no longer needed by the department. A Water Works Maintenance Crew Leader position will be added in order to better support the business needs of the department.



Performance Measures

Performance Objective

To minimize the amount of time a customer is without water services during maintenance and repair activities.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Average number of hours a customer is without water service during maintenance and repair activities.	Whole Number	4.20	6.00	6.00

Performance Objective

Achieve the highest level of regulatory compliance in water quality assurance.

Unit of Measure	Unit	2010 Actual	2011 Target	2012 Target
Percentage of water quality samples taken from the treatment plants that meet regulatory compliance.	Percentage	100.00	100.00	100.00



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Recommended 2012 Operating Budget Update
Exhibit A: All Funds Operating Budget Summary by Program - Update

Exhibit A: All Funds Operating Budget Summary by Program - Update

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
City Council	City Councilmembers	1,995,550	0	1,995,550	27.00	0.00	27.00
Office of the Mayor	Office of the Mayor	597,700	0	597,700	8.00	0.00	8.00
Clerk of Council	Clerk of Council	743,120	0	743,120	7.00	0.00	7.00
City Manager	Office of the City Manager	1,034,130	0	1,034,130	8.00	0.00	8.00
	Economic Development Division	1,306,850	418,320	1,725,170	14.42	4.58	19.00
	Office of Communications	0	1,030,920	1,030,920	0.00	6.00	6.00
	Office of Budget and Evaluation	1,023,380	434,220	1,457,600	11.09	1.91	13.00
	Office of Environmental Quality	2,953,240	241,720	3,194,960	3.00	3.00	6.00
	Office of Contract Compliance	410,050	190,960	601,010	3.45	2.55	6.00
	CIRV Administration	261,310	0	261,310	0.00	0.00	0.00
	Total	6,988,960	2,316,140	9,305,100	39.96	18.04	58.00
Citizens Complaint and Internal Audit	Investigations, Research, and Evaluation	233,490	0	233,490	3.00	0.00	3.00
	Administration	312,560	0	312,560	3.00	0.00	3.00
	Community Relations	3,850	0	3,850	0.00	0.00	0.00
	Internal Audit	403,570	22,960	426,520	3.73	0.27	4.00
	Total	953,470	22,960	976,420	9.73	0.27	10.00
Community Development	Operations - Human Services	2,159,220	0	2,159,220	2.00	0.00	2.00
	Arts Administration Program	0	0	0	0.00	0.00	0.00
	Housing Development	593,420	489,550	1,082,970	3.30	11.70	15.00
	Community Development Operations	784,190	508,060	1,292,260	5.05	3.95	9.00
	Business Development	0	0	0	0.00	0.00	0.00
	Property Maintenance Code Enforcement	1,990,670	0	1,990,670	32.50	0.00	32.50
	Total	5,527,510	997,610	6,525,120	42.85	15.65	58.50
Enterprise Services	Duke Energy Convention Center	0	7,149,980	7,149,980	0.00	0.00	0.00
	On-Street Parking	0	1,783,780	1,783,780	0.00	22.00	22.00
	Off-Street Parking	0	4,298,700	4,298,700	0.00	10.85	10.85
	Parking Business Services	0	441,170	441,170	0.00	4.00	4.00
	Total	0	13,673,620	13,673,620	0.00	36.85	36.85
Enterprise Technology Solutions	ETS Administration	840,470	0	840,470	10.00	0.00	10.00
	CLEAR Operations	0	4,580,190	4,580,190	0.00	21.00	21.00
	CAGIS Consortium Operations	0	4,751,910	4,751,910	0.00	17.00	17.00
	CIT-CO Operations	1,898,760	1,634,280	3,533,040	14.00	13.00	27.00
	CTS Operations	1,720,120	1,393,620	3,113,740	5.00	20.00	25.00
	Total	4,459,350	12,360,000	16,819,350	29.00	71.00	100.00
Finance	Administration	341,200	100,340	441,540	2.38	0.62	3.00
	Financial Reporting and Monitoring	1,159,450	995,750	2,155,200	13.47	5.82	19.29
	Payroll Preparation	168,850	25,740	194,590	1.76	0.24	2.00
	Debt Management	0	94,928,800	94,928,800	0.00	3.00	3.00
	Cash Management/Banking	661,100	79,230	740,340	5.27	0.73	6.00
	Delinquent Accounts	168,140	16,210	184,350	0.78	0.22	1.00

Recommended 2012 Operating Budget Update

Exhibit A: All Funds Operating Budget Summary by Program - Update



Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Licensing, Adm. Tax & Transient Occupancy Tax	87,600	31,540	119,140	0.66	0.34	1.00
	Parking Revenue Collections	0	189,370	189,370	0.00	2.00	2.00
	CDBG Loan Program	0	0	0	0.00	0.00	0.00
	Risk Management	131,730	1,910,190	2,041,920	0.00	14.00	14.00
	Income Tax	3,781,610	0	3,781,610	39.75	0.00	39.75
	Procurement	845,850	193,150	1,039,010	9.08	1.93	11.01
	Printing and Stores	0	2,525,430	2,525,430	0.00	6.00	6.00
	Employee Retirement System	0	0	0	0.00	0.00	0.00
	Internal Audit	0	0	0	0.00	0.00	0.00
	Total	7,345,540	100,995,760	108,341,300	73.15	34.90	108.05
Fire	Financial Management and Planning	1,066,090	0	1,066,090	10.00	0.00	10.00
	Support Services	2,749,110	72,050	2,821,160	18.00	1.00	19.00
	Prevention and Community Education	3,820,250	0	3,820,250	26.00	0.00	26.00
	Human Resources	3,239,550	0	3,239,550	16.00	0.00	16.00
	Response	83,483,450	0	83,483,450	775.00	0.00	775.00
	Total	94,358,450	72,050	94,430,500	845.00	1.00	846.00
Health	Health Administration	4,422,590	792,460	5,215,050	41.00	4.00	45.00
	Health Centers	7,578,050	8,791,760	16,369,810	78.17	68.28	146.45
	Home Health Nursing Services & Comm. Nursing	5,994,880	8,995,800	14,990,680	85.00	99.05	184.05
	School & Adolescent Health	919,750	2,053,950	2,973,690	11.00	23.10	34.10
	Dental Hygiene	720,240	514,830	1,235,060	7.55	3.00	10.55
	Total	19,635,500	21,148,790	40,784,290	222.72	197.43	420.15
Human Resources	Administration	314,730	0	314,730	2.00	0.00	2.00
	Civil Service/Testing	900,640	228,580	1,129,220	13.10	3.00	16.10
	Professional/Staff Development	88,510	0	88,510	1.00	0.00	1.00
	Labor Relations	226,640	0	226,640	2.00	0.00	2.00
	Employee Relations	302,100	0	302,100	3.00	0.00	3.00
	Human Resources Information System	89,840	0	89,840	1.00	0.00	1.00
	Total	1,922,450	228,580	2,151,030	22.10	3.00	25.10
Law	Administration	532,520	0	532,520	4.00	0.00	4.00
	Civil Litigation	1,226,760	0	1,226,760	12.20	0.00	12.20
	Administrative Hearings	286,880	0	286,880	5.00	0.00	5.00
	Community Prosecution	280,410	0	280,410	4.00	0.00	4.00
	Economic and Community Development	429,930	155,100	585,030	6.00	2.00	8.00
	General Counsel	738,190	0	738,190	8.00	0.00	8.00
	Labor and Employment	429,560	0	429,560	3.00	0.00	3.00
	Prosecution	1,742,500	0	1,742,500	19.00	0.00	19.00
	Property Management and Real Estate/Relocation	0	457,530	457,530	0.00	6.00	6.00
	Total	5,666,750	612,630	6,279,380	61.20	8.00	69.20
Parks	Director's Office	225,590	0	225,590	2.00	0.00	2.00
	Operations & Facility Management	5,159,080	3,795,600	8,954,680	73.98	47.60	121.58
	Urban Forestry	0	1,768,390	1,768,390	0.00	8.50	8.50



Recommended 2012 Operating Budget Update

Exhibit A: All Funds Operating Budget Summary by Program - Update

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Planning & Design	250,030	0	250,030	8.50	0.00	8.50
	Financial & Business Services	1,234,840	66,760	1,301,590	6.00	1.00	7.00
	Krohn Conservatory	391,300	519,910	911,210	9.50	6.00	15.50
	Nature Education & Centers	469,430	186,500	655,920	11.85	3.30	15.15
	Facility Maintenance	242,660	0	242,660	5.00	0.00	5.00
	Customer Service	178,260	206,120	384,380	2.00	0.00	2.00
	Total	8,151,190	6,543,270	14,694,450	118.83	66.40	185.23
Planning and Buildings	Land Use	338,670	168,280	506,950	3.00	3.00	6.00
	Historic Conservation	0	242,170	242,170	0.00	3.00	3.00
	Customer Services	720,870	0	720,870	10.00	0.00	10.00
	Plan Examination	803,480	0	803,480	8.00	0.00	8.00
	Building Construction Inspections	2,323,000	67,500	2,390,500	29.00	0.00	29.00
	Elevator Inspection	604,970	0	604,970	7.00	0.00	7.00
	Administration	961,620	25,760	987,380	6.00	0.00	6.00
	Total	5,752,600	503,710	6,256,310	63.00	6.00	69.00
Police	Public Safety	116,204,790	857,740	117,062,530	1,123.00	0.00	1,123.00
	Community Partnerships	2,735,880	0	2,735,880	29.00	0.00	29.00
	Personnel Development	2,680,260	0	2,680,260	25.00	0.00	25.00
	Resource Management	1,582,820	0	1,582,820	18.00	0.00	18.00
	Technological Advancement	1,449,180	0	1,449,180	13.00	0.00	13.00
	Department of Emergency Communications	8,235,690	2,126,980	10,362,670	133.00	0.00	133.00
	Total	132,888,620	2,984,720	135,873,340	1,341.00	0.00	1,341.00
Public Services	Winter Maintenance	2,608,320	343,090	2,951,410	0.00	0.00	0.00
	Energy Management	487,860	0	487,860	0.00	0.00	0.00
	Director's Office	1,222,370	141,070	1,363,430	7.00	1.00	8.00
	Traffic Control, Pavement & Structure Maint.	590	11,984,510	11,985,100	0.00	160.50	160.50
	Waste Collections	11,320,540	0	11,320,540	101.00	0.00	101.00
	Neighborhood Investment Services	2,031,640	5,055,930	7,087,560	19.38	50.62	70.00
	Property Management	2,239,420	2,595,160	4,834,580	7.00	22.00	29.00
	Fleet Services	0	18,329,640	18,329,640	0.00	65.00	65.00
	Total	19,910,740	38,449,390	58,360,120	134.38	299.12	433.50
Recreation	Community Center Operations	7,689,770	2,420,360	10,110,130	115.77	91.23	207.00
	Support Services	1,713,510	385,240	2,098,750	21.31	2.90	24.21
	Therapeutic Recreation	660,040	196,550	856,590	17.63	11.14	28.77
	Youth & Family Services	109,180	36,710	145,880	1.57	1.68	3.25
	Seniors	267,390	296,800	564,190	3.00	10.05	13.05
	Indoor/Facility Maintenance	1,363,910	437,210	1,801,120	9.60	5.40	15.00
	Outdoor Maintenance	3,170,640	0	3,170,640	56.74	0.00	56.74
	Golf	0	6,792,850	6,792,850	0.00	2.00	2.00
	Athletics	402,980	543,520	946,500	3.25	3.38	6.63
	Aquatics	606,100	785,780	1,391,880	33.32	12.06	45.38
	Waterfront & Special Events	0	0	0	0.00	0.00	0.00
	Planning & Development	253,080	2,030	255,110	0.00	9.00	9.00
	Total	16,236,590	11,897,050	28,133,650	262.19	148.84	411.03

Recommended 2012 Operating Budget Update

Exhibit A: All Funds Operating Budget Summary by Program - Update



Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Retirement	Department of Retirement	0	0	0	0.00	10.00	10.00
Sewers	Stormwater - Admin. & Financial Management	0	875,780	875,780	0.00	3.00	3.00
	Stormwater - Planning/Design	0	413,970	413,970	0.00	1.00	1.00
	Stormwater - Operations & Maintenance	0	3,538,350	3,538,350	0.00	9.00	9.00
	Stormwater - NPDES Compliance	0	827,450	827,450	0.00	4.00	4.00
	Stormwater - Flood Control	0	1,437,400	1,437,400	0.00	1.00	1.00
	Office of the Director/Administration	0	18,995,790	18,995,790	0.00	64.15	64.15
	Wastewater Engineering	0	98,405,230	98,405,230	0.00	156.16	156.16
	Information Technology	0	6,631,410	6,631,410	0.00	32.00	32.00
	Wastewater Treatment	0	49,700,940	49,700,940	0.00	281.77	281.77
	Wastewater Collection	0	19,599,810	19,599,810	0.00	158.00	158.00
	Industrial Waste	0	5,938,500	5,938,500	0.00	54.00	54.00
	Water-In-Baseament	0	3,610,390	3,610,390	0.00	0.00	0.00
	Total	0	209,975,040	209,975,040	0.00	764.08	764.08
Transportation & Engineering	Director's Office	598,120	667,890	1,266,010	6.58	9.44	16.02
	Transportation Planning and Urban Design	256,680	274,770	531,450	2.76	12.99	15.75
	Engineering	655,670	2,403,430	3,059,100	14.04	87.55	101.59
	Traffic Engineering	2,052,560	2,953,110	5,005,670	0.93	26.07	27.00
	General Aviation	0	1,850,090	1,850,090	0.00	13.00	13.00
	Total	3,563,020	8,149,300	11,712,320	24.31	149.05	173.36
Water Works	Departmental Support Services	0	51,897,670	51,897,670	0.00	76.13	76.13
	Commercial Services	0	11,976,270	11,976,270	0.00	115.00	115.00
	Water Supply, Treatment and Distribution	0	54,924,370	54,924,370	0.00	419.03	419.03
	Total	0	118,798,320	118,798,320	0.00	610.16	610.16



Exhibit B: Glossary Of Terms

ARRA: See American Recovery and Reinvestment Act.

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.

AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA): Legislation designed to stimulate the economy through significant investments by the federal government in state and local projects.

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. See also Structurally Balanced Budget.

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 2009/2010, 2011/2012, 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.

CAFR: See Comprehensive Annual Financial Report.

Recommended 2012 Operating Budget Update

Exhibit B: Glossary Of Terms



CAPITAL BUDGET COMMITTEE: A committee chaired by Assistant City Managers, the Finance Director, Assistant Finance Director, and comprised of various department heads. This committee meets with representatives from all City agencies, reviews analyses of Capital requests, and recommends a balanced Capital Budget to the City Manager.

CAPITAL INVESTMENT 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 city hall 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.

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): Cincinnati Human Resources Information System- A citywide Web-based application used to manage and control personnel information and to process the City's payroll.

CIP: See Capital Investment 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 Cincinnati Human Relations Commission (CHRC) and 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 RETIREMENT 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.

EBC: See Executive Budget Committee.

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.

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).

Recommended 2012 Operating Budget Update



Exhibit B: Glossary Of Terms

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 COMMITTEE (EBC): The members of this committee are the City Manager, Assistant City Managers, the Director of Finance, Assistant Director of Finance, and the Manager of Budget and Evaluation. The EBC 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 January 1 through December 31.

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 nonbudgetary 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.

GRANT: Represents contributions or gifts of cash or other assets that must be used or expended for specified purposes, activities, or facilities.

Recommended 2012 Operating Budget Update

Exhibit B: Glossary Of Terms



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 Reproduction 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 typically represents grants or single purpose funds which are restricted to meeting the operational requirements of grants and contributions.

PERFORMANCE MEASURE: A quantifiable measure to assess how well the organization carries out specific functions or processes.

PERFORMANCE-BASED PROGRAM BUDGETING: Is a system of planning, budgeting, and evaluation that emphasizes the relationship between money budgeted and results expected.

PERSONNEL SERVICES: Expenditure category for the cost of employee salaries and compensated absences such as vacations and sick leave (major object code 7100 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).

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.

Recommended 2012 Operating Budget Update



Exhibit B: Glossary Of Terms

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, and Municipal Golf Funds.

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. See also Balanced Budget.

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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Recommended 2012 Capital Budget Update

I am submitting my Recommended 2012 Capital Budget Update based on the City Council Approved 2012 Capital Budget with some modifications and new Capital Improvement Program projects as noted herein. The update provides recommended changes to the Approved 2012 Capital Budget, which is the second year of the Approved 2011/2012 Biennial Capital Budget. An All Funds Capital Budget Update of \$361.4 million is recommended, which represents an \$85.8 million, or 31.1% increase over the Approved 2012 All Funds Capital Budget of \$275.6 million. The table below compares the Recommended 2012 Capital Budget Update with the 2012 Approved Capital Budget.

(In \$ Millions)	2012 Approved	2012 Update	\$ Change 2012 Update/ 2012 Approved	% Change 2012 Update/ 2012 Approved
General Capital	\$55.5	\$54.7	(\$0.8)	-1.4%
Restricted Fund Capital	212.9	295.4	82.5	38.8%
Special Revenue Capital	0.6	0.6	0.0	0.0%
Matching Capital	6.6	10.7	4.1	62.1%
Total All Funds Capital Budget:	\$275.6	\$361.4	\$85.8	31.1%

The Recommended 2012 General Capital Budget Update of \$54.7 million is \$770,000 less than the 2012 Approved General Capital Budget of \$55.5 million. The Recommended 2012 General Capital Budget Update expenditures include reductions to 29 projects totaling \$1.7 million, the elimination of funding for five projects totaling \$2.8 million, an increase of \$868,300 to five existing projects, and six new projects totaling \$2.9 million. Recommended General Capital Budget expenditure adjustments and recommended new projects are described in the “Increases and Decreases – 2012 General Capital Budget Update” section of this report [on page 305](#). The Recommended 2012 General Capital Budget Update Summary Report [on page 313](#) also illustrates recommended adjustments for the General Capital Budget.

The \$82.5 million or 38.8% increase in the Recommended 2012 Restricted Funds Capital Budget Update of \$295.4 million compared to the 2012 Approved Restricted Funds Capital Budget of \$212.9 million is primarily related to a net \$95.0 million increase in the Metropolitan Sewer District (MSD) Capital Improvements Fund Budget and a net increase of \$486,500 in the Stormwater Management Utilities Fund. These recommended increases are partially offset by a recommended net decrease of \$13.0 million in the Water Works Capital Fund Budget and the following recommended reductions in other Restricted Funds: the Parking Facilities Fund (\$50,300); and the General Aviation Fund (\$100). An increase of \$800 is recommended for the Convention Center Fund. The recommended adjustments to the 2012 Approved Restricted Funds Capital Budget are described in the “Increases and Decreases – 2012 Restricted Funds Capital Budget” section of this report [on page 308](#). The Recommended 2012 Restricted Funds Capital Budget Update Summary Report [on page 330](#) also illustrates recommended adjustments for the Restricted Funds Capital Budget.

The recommended amount of \$0.6 million for Special Revenue matches the amount included in the 2012 Approved Capital Budget. This revenue is from the Special Housing Permanent Improvement Fund. For Matching Capital, the recommended amount of \$10.7 million is \$4.1 million more than the amount included in the 2012 Approved Capital Budget. This increase is primarily related to an additional \$2.0 million in matching funds in 2012 for North Bend Road improvements. Matching Capital resources are comprised of grant funding from the State for street rehabilitation and Federal Aviation Administration grant funding for

Recommended 2012 Capital Budget Update



Capital Budget Highlights

airport improvements. The Special Revenue and Matching Capital components of the Recommended 2012 Capital Budget Update are described in detail in this report [on page 304](#).

The Capital Budget Program Group Allocation Report [on page 335](#) illustrates the Recommended 2012 All Funds Capital Budget Update according to programs, or activity categories, within each department. This report includes the Recommended 2012 General Capital Budget Update and the Restricted Funds Capital Budget Update.

Capital Budget Highlights

1. \$16.0 Million to Renovate/Replace City Buildings and Facilities. The recommended 2012 Capital Budget Update of \$16.0 million to renovate and replace existing City-owned facilities reflects a reduction of \$545,600 when compared to the 2012 Approved Capital Budget. This reduction is recommended due to decreased resources in the 2012 General Capital Budget Update and is realized in each of the four departments with projects in this category as illustrated in the following table.

		FACILITY RENOVATION/REPLACEMENT PROJECTS		
		2012		
		Approved	Update	Change
<i>Department</i>	<i>Project Title</i>			
Public Svcs.	Findlay Market Improv	\$108,800	\$105,300	-\$3,500
Public Svcs.	City Fac. Renovation and Repairs	\$2,200,000	\$0	-\$2,200,000
Public Svcs.	City Hall Courtyard Atrium	\$0	\$2,400,000	\$2,400,000
Public Svcs.	Community Fac. Improvements	\$600,000	\$579,100	-\$20,900
Public Svcs.	I-75 Exp/Public Svc Relocate	\$2,500,000	\$2,418,400	-\$81,600
Public Svcs.	Replacement Facilities	\$1,338,400	\$1,023,900	-\$314,500
Parks	Cincinnati Riverfront Park	\$2,000,000	\$1,934,400	-\$65,600
Parks	Park Infrs. Rehab.	\$2,831,800	\$2,739,600	-\$92,200
Recreation	Aquatics Fac. Renovation	\$2,000,000	\$1,846,100	-\$153,900
Recreation	Athletics Facilities Renovation	\$721,500	\$721,500	\$0
Recreation	Compliance with ADA	\$100,000	\$100,000	\$0
Recreation	Outdoor Facilities Renovation	\$533,200	\$533,200	\$0
Recreation	Recreation Facilities Renovation	\$1,355,500	\$1,355,500	\$0
Health	Facilities Renovations/Repairs	\$273,700	\$260,300	-\$13,400
TOTAL:		\$16,562,900	\$16,017,300	-\$545,600

An update of the “Capital Improvement Plan for City Facilities” submitted to City Council in 2003 shows a total estimated capital improvements “need” for these same City-owned facilities in 2012 of \$37.1 million, while the total planned allocation amount is \$14.1 million, generating a shortfall of \$23.0 million.

2. \$13.3 Million for Street Rehabilitation and Street Improvement Projects. The recommended 2012 Capital Budget Update totals \$13.3 million for street rehabilitation and improvements, which is \$375,600 less than the amount included in the 2012 Approved Capital Budget. This decrease primarily results from a reduction of \$336,700 for the Street Rehabilitation project. The Department of Transportation and Engineer-



ing has applied for outside grant resources for street rehabilitation to augment this program and anticipates rehabilitating 101.9 lane miles in 2012, exceeding the 100 lane mile annual goal for the department.

Annual infrastructure projects that are not related to streets and buildings are recommended for a total of \$3,915,000, which is \$225,000 less than the 2012 Approved Capital Budget. Funding in the amount of \$250,000 is eliminated for the Hillside Stairway Rehabilitation Program project and an increase of \$100,000 is recommended for the Wall Stabilization and Landslide Correction project for the purpose of either closing or repairing steps in emergency situations. The Sidewalk Repair Program project is recommended for \$675,000, representing a reduction of \$75,000. No change is recommended for the other two projects in this category: the Bridge Rehabilitation Program project and the Spot Infrastructure Replacement project.

3. \$5.4 Million for Economic Development. The recommendation in the 2012 Capital Budget Update totals \$5.4 million for economic development initiatives, which is \$149,900 less than the 2012 Approved Capital Budget. The following reductions are recommended resulting from decreased resources in the 2012 General Capital Budget Update: Retail/Commercial Opportunities (\$79,900); Neighborhood Business District Improvements (\$30,000); Commercial and Industrial Public Improvements (\$27,000); Strategic Program for Urban Development (\$10,000); and Neighborhood Business Property Holding (\$3,000).

4. \$6.2 Million for Equipment. The recommended 2012 Capital Budget Update includes \$6.2 million for equipment, which is \$425,800 more than the amount included in the 2012 Approved Capital Budget. This increase primarily results from an additional \$494,400 for the Fleet Replacements project and an increase of \$175,200 for the Trash Receptacles project. These increases are partially offset by a reduction of \$145,000 and \$98,800 for the Apparatus Door Closures project and the Air Compressor Replacement project, respectively. Funding for the Apparatus Door Closures and the Air Compressor Replacement projects is recommended in 2013 in order to provide resources for other higher priority projects in 2012 in the Fire Department.

5. \$3.1 Million for Market Rate Housing. This \$3.1 million recommendation for the development of market rate housing in Cincinnati reflects a net reduction of \$70,800 from the 2012 Approved Capital Budget. The following reductions are recommended resulting from decreased resources in the 2012 General Capital Budget Update: Neighborhood Market Rate Housing (\$27,500); Strategic Housing Initiatives Program (\$27,300); and Downtown Housing Development (\$27,500). An additional \$11,500 is recommended for the Special Housing Permanent Improvement Fund (SHPIF), reflecting the actual anticipated revenue for this fund in 2011, which are used in 2012. SHPIF is a special revenue fund and is not a General Capital resource. The following table represents the total recommendation for market rate housing.

(in \$ millions)		
MARKET RATE HOUSING		
	2012	
	Approved	Recommended
Neighborhood Market Rate Housing	\$1.0	\$1.0
Strategic Housing Initiatives Program	\$0.9	\$0.8
Downtown Housing Development	\$0.7	\$0.7
Special Housing Permanent Imprv. Fund	\$0.6	\$0.6
Citirama	\$0.0	\$0.0
TOTAL:	\$3.2	\$3.1



6. \$1.5 Million for Information Technology Initiatives and Upgrades. The recommendation for information technology initiatives and upgrades totals \$1.5 million in the 2012 General Capital Budget Update, which is \$249,100 more than the amount included in the 2012 Approved General Capital Budget. This increase primarily results from five new information technology projects totaling \$474,300 (see #7 below), which is partially offset by the following reductions: \$72,500 for the Data Infrastructure Security project, \$71,700 for the CAGIS Infrastructure project, and \$68,200 for the EGov Web Enhancement projects. These reductions in the Enterprise Technology Solutions Department are recommended in order to provide funding for other higher priority projects in 2012. Adjustments to two existing projects in the 2012 Approved General Capital Budget result in a net reduction of \$12,800 in this category.

7. \$2.9 Million for Six New Projects. The Recommended 2012 General Capital Budget Update includes \$2.9 million for six new projects: City Hall Courtyard Atrium (\$2.4 million); Center Learn IT Equipment (\$121,500); PMDC Purchase and Installation (\$107,800); Active Directory/Server Consolidation (\$105,000); PC Replacement and Software Plan (\$100,000); and IT Upgrades Permit Center (\$40,000). The City Hall Courtyard Atrium project in the Public Services Department will provide resources for the construction of an addition to City Hall over the west courtyard. The addition would create a new venue to hold special events for use by City agencies, private groups, and citizens, which will generate revenue. The total cost of the project is estimated to be \$4.4 million, with \$2.4 million recommended in 2012 and \$2.0 million recommended in 2013.

The Center Learn IT Equipment and PMDC Purchase and Installation projects are both in the Fire Department. The Center Learn IT Equipment project will provide the necessary IT equipment to allow the Fire Department to implement CenterLearn Learning Management, an online training solution for Basic Life Support (BLS), Advanced Life Support (ALS), and various other required Fire training courses. Members would be able to conduct required training within their firehouse instead of traveling to an offsite training facility. The PMDC Purchase and Installation project will provide resources to purchase and install ruggedized notebooks on 33 Fire apparatus. The notebooks will provide access to Computer-Aided Dispatch (CAD) information, the Cincinnati Area Geographic Information System (CAGIS) Firebird application and global positioning systems (GPS) navigation guidance.

The Active Directory/Server Consolidation project in the Enterprise Technology Solutions Department will provide resources to improve the infrastructure and network storage capacity to meet the demands of equipment virtualization across the City. It should be noted that funding for this project was included in the current Capital Investment Program in the amount of \$200,000 in 2016.

In the Recreation Department, the PC Replacement and Software Plan project is recommended to provide funding to replace obsolete computer equipment in the department and initiate an MS Office upgrade to the City's standard of MS Office 2007. Funding would also be used for web application and management software.

Lastly, the IT Upgrades Permit Center project in the Planning and Buildings Department is recommended to support the purchase of two new servers to provide increased capacity for current building plan databases. These new servers will help the department move toward a paperless operation.

8. \$37.8 Million for Smale Infrastructure Projects. In order to maintain the 0.1% portion of the 2.1% City Income Tax dedicated to Smale Infrastructure, the recommended 2012 Capital Budget Update includes \$37.8 million for Smale Infrastructure projects. Assuming a 2012 Operating Budget infrastructure spending amount of \$30.2 million, which is 90% of the 2011 allocation, the estimated coverage for Smale infrastructure spending is 109.6%. This 2012 Capital Budget Update recommendation, combined with an estimate of infrastructure spending in the 2012 Operating Budget Update, is expected to provide adequate coverage to



ensure that the City continues to meet the appropriation and expenditure requirements approved by the voters in 1988.

The recommended 2012 Smale Infrastructure Capital Budget Update of \$37.8 million includes \$17.9 million for street and road improvements, \$16.0 million to renovate and replace City facilities, and \$3.9 million for bridge, retaining wall, stairway, and sidewalk improvements.

Analysis of Available Resources

This section of the report provides descriptions of the resource estimates for the Capital Budget Update. The funds included are General Capital, Restricted Capital, Special Revenue Capital, and Matching Capital.

A. GENERAL CAPITAL RESOURCES

The estimated resources for the 2012 General Capital Budget Update total \$54,730,000, which is \$770,000 less than the \$55,500,000 approved for 2012 during the development of the 2011/2012 Biennial Capital Budget. The "Property Tax Supported Bonds" resource has decreased by \$3.0 million, which is partially offset by an increase of \$1,990,000 and \$240,000 in "Income Tax" and "Reprogramming" resources, respectively. Exhibit 1 of this document [on page 311](#), "Recommended 2012 General Capital Investment Program," provides a comparison of resources and expenditures included in the 2012 Approved General Capital Budget with the resources and expenditures included in the 2012 Recommended General Capital Budget Update.

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 2012 Enterprise Fund Capital Budget includes resources from the following Restricted Funds:

- Parking Facilities Fund (102)
- Convention Center Fund (103)
- General Aviation Fund (104)
- Stormwater Management Fund (107)
- Telecommunications Services Fund (336)
- MSD Capital Improvements Fund (704)
- Water Works Capital Fund (756)
- Income Tax Transit Fund (759)

Restricted Fund Capital Budget resources recommended for the 2012 Capital Budget Update total \$295.4 million, which is \$82.5 million more than the 2012 Approved Capital Budget of \$212.9 million. Exhibit 2 [on page 312](#) provides recommended amounts for each Restricted Fund for the 2012 Capital Budget Update and compares the recommendation to the 2012 Approved Budget amount. The major change to the Recommended 2012 Restricted Funds Capital Budget involves a \$95.0 million net increase for Metropolitan Sewer District (MSD) projects. This increase for MSD projects primarily relates to adding 49 new projects that total \$167.6 million, eliminating 10 projects for a reduction of \$36.6 million, deferring 14 projects for a reduction of \$19.3 million, and decreasing funding for 17 projects totaling \$16.7 million. All recommended adjustments to the 2012 Restricted Funds Capital Budget Update are discussed in detail in this report [on page 308](#).



C. SPECIAL REVENUE CAPITAL RESOURCES

The Special Revenue Capital category is comprised of the Special Housing Permanent Improvement Fund (SHPIF). For the 2012 Capital Budget Update, SHPIF resources are estimated to be \$633,400, which is \$11,500 more than the 2012 Approved Capital Budget of \$621,900. The resources from this fund are generated from fifty percent of the rental income from City property and a portion of downtown tax increment payments and are used to support the development of market rate housing.

D. MATCHING CAPITAL RESOURCES

The City receives matching funding and grants and also manages State and County funding to improve the City's streets, roads, and bridges. Federal Aviation Administration (FAA) funding is also used to support improvements at the Lunken and Blue Ash Airports. Estimated matching funding for the 2012 Capital Budget Update totals \$10.7 million, which is \$4.1 million or 62.1% more than the amount included in the 2012 Approved Capital Budget. This increase is comprised of additional grant and match funding for the following street/road improvements: North Bend Road Improvements (\$2.0 million); Harrison Avenue Improvements (\$1.0 million); Red Bank and Madison Road Improvements (\$0.7 million); and Colerain Avenue Improvements (\$0.4 million).



Analysis Of Updated Capital Expenditures

This section of the report provides an overview of the Recommended 2012 Capital Budget Update expenditures and references the various reports related to the Recommended 2012 Capital Budget Update expenditures.

A. UPDATED GENERAL CAPITAL EXPENDITURES

The Recommended 2012 General Capital Budget Update is presented in Exhibit 3 [on page 313](#). Exhibit 3 compares the 2012 General Capital Budget projects approved by the City Council to the projects that are now being recommended for the 2012 General Capital Budget Update. Exhibit 4 [on page 316](#) of this report outlines all recommended General Capital Budget projects by the seven expenditure categories. The seven major expenditure categories are debt service payments, economic development, environment, equipment, housing and neighborhood development, infrastructure (Smale Commission), and new infrastructure.

The Recommended 2012 General Capital Budget Update includes new and adjusted capital improvement program projects to address new and changing priorities. In order to balance the Recommended 2012 General Capital Budget Update to available resources, project reductions of \$4.5 million are recommended, which are partially offset by project increases, including new projects, totaling \$3.7 million. A description of the recommended project reductions and the recommended new projects and project increases is included in the next section of this report entitled "Increases and Decreases – 2012 General Capital Budget Update."

B. INCREASES AND DECREASES – 2012 GENERAL CAPITAL BUDGET UPDATE

This section of the report provides explanations for recommended changes to the 2012 City Council Approved General Capital Budget. These recommended changes are outlined on a project-by-project basis in Exhibit 3 [on page 313](#). Exhibit 5 provides descriptions of new General Capital projects in 2012 and any projects with a recommended increase over the 2012 Approved General Capital Budget amount [on page 319](#).

Department of Enterprise Technology Solutions

The 2012 General Capital Budget Update recommendation for the Enterprise Technology Solutions (ETS) Department is \$706,500, which is \$107,400 less than the 2012 Approved General Capital Budget of \$813,900. Additional funding in the amount of \$105,000 is recommended for one new project: Active Directory/Server Consolidation. A reduction of \$71,700 is recommended for the CAGIS Infrastructure project due to a decrease in anticipated expenses for this project in 2012. Reductions totaling \$140,700 are also recommended for the Data Infrastructure Security project (\$72,500) and the Electronic Government (eGov) Web Enhancement project (\$68,200) due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget.

The Active Directory/Server Consolidation project will improve the infrastructure and network storage capacity to meet the demands of equipment virtualization across the City. The reduction in the Data Infrastructure Security project will be supplemented with prior year balances to meet the needs for 2012. The decrease in Electronic Gov't (eGOV) Web Enhancement funding may necessitate a revision to the scope of the City web environment redesign initiative.

City Manager's Office

The 2012 General Capital Budget Update recommendation for the City Manager's Office totals \$4,845,000, which is \$123,700 less than the 2012 Approved General Capital Budget of \$4,968,700. This decrease is spread

Recommended 2012 Capital Budget Update

Analysis Of Updated Capital Expenditures



across five of the eleven projects in the 2012 Approved General Capital Budget and is recommended due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget. These reductions are partially offset by an increase of \$26,200 for the Regulatory Compliance and Energy Conservation project in the Office of Environmental Quality. Please note that the following projects were included in the 2012 Approved General Capital Budget in the Department of Community Development Business Development Program but are transferred to the City Manager's Office Economic Development Division in the Recommended 2012 General Capital Budget Update: Commercial and Industrial Public Improvements; Community Development Focus District; Neighborhood Business District Improvements; Neighborhood Business Property Holding; Strategic Program for Urban Redevelopment; and Tax Incentive/Enterprise Zone.

Department of Finance

The 2012 General Capital Budget Update recommendation for the Finance Department totals \$274,600, which is \$12,800 less than the 2012 Approved General Capital Budget of \$287,400. The CFS Upgrade project and the Licensing Software and A/R Collection System projects are reduced by \$9,400 and \$3,400, respectively. These decreases are recommended due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget.

Department of Community Development

The Department of Community Development's recommended 2012 General Capital Budget Update totals \$2,758,600, which is \$9,800 less than the 2012 Approved General Capital Budget. This decrease is realized in three of the four projects in the 2012 Approved General Capital Budget and is recommended due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget. One project, Hazard Abatement and Demolition Program, is recommended for an increase of \$72,500 due to the increasing demands from this project. The number of properties subject to hazard abatement and demolition has grown in recent years because of the downturn in the real estate market and the growing number of foreclosures. Please note that the following projects were included in the 2012 Approved General Capital Budget in the Department of Community Development Business Development Program but are transferred to the City Manager's Office Economic Development Division in the Recommended 2012 General Capital Budget Update: Commercial and Industrial Public Improvements; Community Development Focus District; Neighborhood Business District Improvements; Neighborhood Business Property Holding; Strategic Program for Urban Redevelopment; and Tax Incentive/Enterprise Zone.

Department of Planning and Buildings

The Department of Planning and Buildings' 2012 Approved General Capital Budget totaled \$89,200 while the recommended 2012 General Capital Budget Update is \$124,500, representing a net increase of \$35,300. This increase results from the addition of one new project, IT Upgrades Permit Center, recommended in the amount of \$40,000 for the purchase of two new servers to provide increased capacity for current building plan databases. These new servers will help the department move toward a paperless operation. This increase is partially offset by a reduction of \$4,700 for the Neighborhood Studies project, which is expected to have a minimal impact on the department due to the Planning Division's inability to increase staff at this time to respond to requests for planning projects from neighborhoods.

Department of Recreation

The 2012 General Capital Budget Update recommendation for the Department of Recreation is \$4,656,300, which is \$53,900 less than the 2012 Approved General Capital Budget of \$4,710,200. A reduction of \$153,900 is recommended for the Aquatics Facilities Renovation project. This decrease is partially offset by an



increase of \$100,000 for one new project, PC Replacement and Software Plan, which is recommended to provide funding to replace obsolete computer equipment in the department and initiate an MS Office upgrade to the City's standard of MS Office 2007. Funding would also be used for web application and management software.

Department of Parks

The 2012 General Capital Budget Update recommendation for the Department of Parks is \$4,674,000, which is \$157,800 less than the 2012 Approved General Capital Budget of \$4,831,800. A reduction of \$92,200 and \$65,600 is recommended for the Park Infrastructure Rehabilitation project and the Cincinnati Riverfront Park project, respectively. These decreases are recommended due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget.

Department of Transportation and Engineering

The Department of Transportation and Engineering's recommended 2012 General Capital Budget Update is \$23,519,500, representing a decrease of \$749,500 from the 2012 Approved General Capital Budget. In order to achieve this reduction resulting from reduced General Capital Budget resources when compared to the 2012 Approved General Capital Budget, the Street Rehabilitation project is decreased by \$336,700. Nevertheless, the department still expects to meet or exceed their goal to rehabilitate 100 lane miles in 2012 by augmenting the street rehabilitation program budget with outside grant funding sources. Funding is eliminated in the recommended 2012 General Capital Budget Update for the Hillside Stairway Rehabilitation Program project, representing a reduction of \$250,000. Of this amount, \$100,000 is reallocated to the Wall Stabilization and Landslide Correction project for the purpose of either closing or repairing steps in emergency situations. Other reductions from various projects totaling \$262,800 are recommended, which are anticipated to minimally impact the projects.

Department of Public Services

The Department of Public Services' recommended 2012 General Capital Budget Update totals \$12,439,300, which is \$437,500 more than the 2012 Approved General Capital Budget of \$12,001,800. Six of the eight projects included in the 2012 Approved General Capital Budget are recommended at reduced levels due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget. The Fleet Replacements project is recommended in the amount of \$5,240,600, representing an increase of \$494,400 over the 2012 approved amount. An increase of \$175,200 is also recommended for the Trash Receptacles project.

One new project, City Hall Courtyard Atrium, is recommended in the amount of \$2.4 million. This project will provide resources for the construction of an addition to City Hall over the west courtyard. The addition would create a new venue to hold special events for use by City agencies, private groups, and citizens, which will generate revenue. The total cost of the project is estimated to be \$4.4 million, with \$2.4 million recommended in 2012 and \$2.0 million recommended in 2013. To absorb this new project in 2012, funding is not recommended for the City Facility Renovation and Repairs project, which was included in the 2012 Approved General Capital Budget in the amount of \$2.2 million. Funding for the Replacement Facilities project is also reduced from the 2012 Approved General Capital Budget amount to provide resources needed for the City Hall Courtyard Atrium project. Replacement funding in 2013 is recommended as "mega" projects for the City Facility Renovation and Repairs project and the Replacement Facilities project. Consequently, the sub-projects scheduled for 2012 in the City Facility Renovation and Repairs project will be deferred until 2013. The City Hall Courtyard Atrium project is also recommended as a "mega" project in 2013 in the amount of \$2.0 million.

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Department of Health

The Department of Health's recommended 2012 General Capital Budget Update totals \$350,300, which is \$13,400 less than the 2012 Approved General Capital Budget. This decrease is recommended for the Facilities Renovation and Repairs project due to reductions in the 2012 General Capital Budget resources when compared to the 2012 Approved General Capital Budget.

Department of Fire

The Fire Department's recommended 2012 General Capital Budget Update totals \$381,400, which is \$14,500 less than the 2012 Approved General Capital Budget. The recommendation includes two new projects: the Center Learn IT Equipment project for \$121,500 and the PMDC Purchase and Installation project for \$107,800. The Center Learn IT Equipment project will provide resources to implement an online training environment to allow for training at firehouses, eliminating the need to travel to an offsite training facility. The PMDC Purchase and Installation project will provide resources to purchase and install ruggedized notebooks for Fire apparatus to access the proper communication and technology applications when responding to calls.

In order to meet the funding priorities of the department by recommending the two new projects, funding is not recommended for the Air Compressor Replacement project and the Apparatus Door Closures project. These projects were included in the 2012 Approved General Capital Budget and represent a reduction totaling \$243,800.

C. INCREASES AND DECREASES – 2012 RESTRICTED FUNDS CAPITAL BUDGET

This section provides explanations for recommended changes to the 2012 City Council Approved Restricted Funds Capital Budget. These recommended changes are outlined on a project-by-project basis in Exhibit 6 of this report [on page 330](#).

Parking Facilities Fund

The recommended 2012 Parking Facilities Fund (102) Capital Budget Update totals \$1,249,000, which is \$50,300 less than the 2012 Approved Capital Budget of \$1,299,300. The Gateway Garage Capital Improvements project is not recommended due to the sale of the garage. This represents a reduction of \$50,000 in the fund. The CFS Upgrade project is recommended in the amount of \$6,000, presenting a reduction of \$300 when compared to the 2012 Approved Capital Budget.

Convention Center Fund

The recommended 2012 Convention Center Fund (103) Capital Budget Update totals \$230,800, which is an \$800 increase when compared to the 2012 Approved Capital Budget of \$230,000. Funding for two new projects totaling \$130,000 is recommended and a reduction of \$129,200 is recommended for one project.

A total of \$75,000 is recommended for the Building Equipment project, which was not included in the 2012 Approved Capital Budget. This project would provide funding for HVAC upgrades and replacement at the Duke Energy Convention Center. Funding in the amount of \$55,000 is recommended for the Furniture, Fixtures, and Equipment project, which also was not included in the 2012 Approved Capital Budget. This project would provide funding in the amount of \$20,000 for a hot water carpet extractor in order to provide for the maintenance of new carpet that was recently installed at the convention center. This project would also provide funding in the amount of \$35,000 for the purchase of new tables in order to meet the additional demand of the Education Testing Service, a regular client of the convention center.



The Capital Maintenance project is recommended at a level of \$100,000, which is \$129,200 less than the 2012 Approved Capital Budget amount of \$229,200. This project would provide funding in the amount of \$50,000 for exterior expansion joint caulking and \$50,000 for interior and exterior leak repairs.

General Aviation Fund

The recommended 2012 General Aviation Fund (104) Capital Budget Update totals \$577,700, which is \$100 less than the 2012 Approved Capital Budget. The CFS Upgrade project is recommended in the amount of \$1,600, presenting a reduction of \$100 when compared to the 2012 Approved Capital Budget.

Stormwater Management Fund

The recommended 2012 Stormwater Management Fund (107) Capital Budget Update totals \$1,548,500, which is \$486,500 more than the 2012 Approved Capital Budget of \$1,062,000. The recommended 2012 Capital Budget Update includes one new project for \$300,000, four adjusted projects for a net increase of \$186,500, and three projects for \$232,000 that match the 2012 Approved Capital Budget.

The Duck Creek Channel Repair project is the recommended new project, which would provide funding to repair concrete floors and walls in the Duck Creek Channel that are deteriorating.

Adjustments to four existing projects are recommended in 2012. A decrease of \$250,000 is recommended for the Eatondale Stormwater Intake Improvements project and a corresponding increase of the same amount is recommended for the St. Leo Place Drainage Correction project. This project would provide funding to update the sewer intakes and improve drainage in the area around St. Leo Place. The 3674 Hillside Avenue Stormwater Intake Improvements project is recommended for a reduction of \$230,000 to address the needs of higher priority projects.

An increase of \$416,500 is also recommended for the Barrier Dam Facility Repairs project to address significant infrastructure and maintenance needs of the Barrier Dam. Record breaking rainfall in 2011, and the resulting increased demands on the Barrier Dam, highlighted major deficiencies in the functionality of the pumps at the facility.

MSD Capital Improvements Fund

The recommended 2012 MSD Capital Improvements Fund (704) Capital Budget Update is \$247,824,300, which is \$95,030,000 more than the 2012 Approved Capital Budget. The Recommended 2012 Capital Budget Update includes 49 new projects totaling \$167.6 million, the elimination of 10 projects totaling \$36.6 million, the deferral of 14 projects for a reduction of \$19.3 million, and decreases to 17 projects totaling \$16.7 million.

Major new projects include the Program Contingency project recommended for \$25.0 million. This project will be used for unforeseen or materially different project conditions, design shortfalls identified after funding is legislated, or emergencies. The contingency will be based on the annual cash flow forecast. The MCW-WTP Blower Energy Efficiency Upgrade project is recommended for \$15.6 million. This project will replace the existing blowers at the Mill Creek waste water treatment plant in Lower Price Hill with more energy efficient fine bubble diffusers as well as a new control air delivery system. The Great Miami WWTP project is recommended in the amount of \$11.0 million. This project will facilitate the planning and locating of the Great Miami waste water treatment plant, which will provide growth opportunities and water quality improvements to northwest Hamilton County.

Recommended 2012 Capital Budget Update

Analysis Of Updated Capital Expenditures



Water Works Capital Fund

The recommended 2012 Water Works Capital Fund (756) Budget Update is \$43,798,000, which is \$12,988,500 less than the 2012 Approved Capital Budget. The recommended 2012 Capital Budget Update includes six new projects totaling \$6.4 million and 30 projects totaling \$15.2 million have been delayed or cancelled. Eight projects have been modified for a net reduction of \$4.2 million. Although some projects have been added, deleted, or adjusted, the balance of the six-year projected cash flow plan is consistent with the established targets in the financial plan and the 2011 bond sale official statement.

Major new projects include the Kennedy Connector project recommended in the amount of \$4.2 million and two projects totaling \$1.8 million needed to install transmission mains to serve the city of Lebanon. The Kennedy Connector project will provide resources for the replacement of aging water mains along Ridge and Marburg Avenues to allow for the construction of the Kennedy Connector. For the city of Lebanon, the Lebanon Phase IV-B project and the Lebanon Phase V projects are recommended.

Conclusion

This Recommended 2012 Capital Budget Update is balanced and represents an \$85.8 million, or 31.1% increase over the Approved 2012 Capital Budget of \$275.6 million. The Recommended 2012 General Capital Budget Update totals \$54.7 million, which is \$0.8 million less than the 2012 Approved General Capital Budget. This decrease results from a \$3.0 million reduction in Property Tax Supported Bonds, which is partially offset by increases in Income Tax and Reprogramming resources. To absorb this net decrease in resources, each department with projects in the 2012 Approved General Capital Budget has realized reductions in this Recommended 2012 General Capital Budget Update. These cuts will impact projects in varying ways including, but not limited to, delayed infrastructure improvements, fewer resources to purchase much needed motorized and information technology equipment, and reduced funding for economic development initiatives. The Recommended 2012 General Capital Budget Update includes the reallocation of \$3.7 million to six new projects and five existing projects.

In the Recommended 2012 Restricted Funds Capital Budget Update, an increase of \$95.0 million is recommended in the Metropolitan Sewer District Capital Improvements Fund resulting from the addition of 49 new projects totaling \$167.6 million, which is partially offset by adjustments to other projects. Significant reductions are recommended in the Water Works Capital Fund, which reflect expected project expenditures, decreased revenue projections, and economic conditions that impact industrial water usage.



Recommended 2012 Capital Budget Update Analysis Of Updated Capital Expenditures

Exhibit 1: Recommended 2012 General Capital Investment Program

	2012 Approved	Adjustments	2012 Recommended Update
CAPITAL PROGRAM RESOURCES			
Income Tax-Capital Revenue	\$8,660,000	\$1,990,000	\$10,650,000
Property Tax-Supported Bonds	18,000,000	(3,000,000)	15,000,000
Southern Railway Note Proceeds	18,340,000	0	18,340,000
Income Tax Supported Debt	10,000,000	0	10,000,000
Reprogramming	500,000	240,000	740,000
TOTAL PROGRAM RESOURCES	\$55,500,000	(\$770,000)	\$54,730,000
PROGRAM EXPENSE			
Debt Service Payments	\$1,000,000	\$0	\$1,000,000
Economic Development	4,518,600	(149,900)	4,368,700
Environment	124,600	26,200	150,800
Equipment	6,958,900	674,900	7,633,800
Housing & Neighborhood Development	2,857,600	(14,500)	2,843,100
Infrastructure (Smale Commission)	39,115,300	(1,306,700)	37,808,600
New Infrastructure	925,000	0	925,000
TOTAL PROGRAM EXPENSE	\$55,500,000	(\$770,000)	\$54,730,000

Recommended 2012 Capital Budget Update

Analysis Of Updated Capital Expenditures



Exhibit 2: Recommended 2012 All Funds Capital Budget Update

	2012 Approved	2012 Recommended Update	Adjustments
General Capital	\$55,500,000	\$54,730,000	(\$770,000)
Restricted Funds Capital			
Parking Facilities	1,299,300	1,249,000	(50,300)
Convention Center	230,000	230,800	800
General Aviation	577,800	577,700	(100)
Stormwater Management	1,062,000	1,548,500	486,500
Telecommunications Services	30,000	30,000	0
Metropolitan Sewer District	152,794,300	247,824,300	95,030,000
Water Works	56,786,500	43,798,000	(12,988,500)
Income Tax Transit	100,000	100,000	0
Total Restricted Funds	\$212,879,900	\$295,358,300	\$82,478,400
Special Revenue Funds Capital			
Special Housing Permanent Improvement Fund	\$621,900	\$633,400	\$11,500
Matching Capital			
State-Federal-County Roads & Bridges	6,411,000	10,523,300	4,112,300
Federal Aviation Administration	150,000	150,000	0
Total Matching Funds	\$6,561,000	\$10,673,300	\$4,112,300
Total All Funds Capital Budget	\$275,562,800	\$361,395,000	\$85,832,200



Recommended 2012 Capital Budget Update

Exhibit 3: Recommended 2012 General Capital Budget Update Summary

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
General Capital			
City Manager			
Center Hill Gas & Leachate	104,200	104,200	0
Commercial & Industrial Public Improvements	400,000	373,000	(27,000)
Community Development Focus District	350,000	350,000	0
Neighborhood Bus. District Improvements	1,000,000	970,000	(30,000)
Neighborhood Business Property Holding	18,000	15,000	(3,000)
Port Authority	1,000,000	1,000,000	0
Regulatory Compliance & Energy Conserv.	20,400	46,600	26,200
Retail/Commercial Opportunities	1,390,600	1,310,700	(79,900)
Strategic Program for Urban Redevelopment	260,000	250,000	(10,000)
Tax Incentive/Enterprise Zone	100,000	100,000	0
Wheeled Recycling Carts	325,500	325,500	0
Department Total	4,968,700	4,845,000	(123,700)
Community Development			
Downtown Housing Development	680,000	652,500	(27,500)
Hazard Abatement/Demolition Program	225,000	297,500	72,500
Neighborhood Market Rate Housing	1,000,000	972,500	(27,500)
Strategic Housing Initiatives Program	863,400	836,100	(27,300)
Department Total	2,768,400	2,758,600	(9,800)
Enterprise Technology Solutions			
800 MHz Radios	20,000	20,000	0
Active Directory / Server Consolidation	0	105,000	105,000
CAGIS Infrastructure	147,900	76,200	(71,700)
Cincinnati Financial System Upgrades	40,000	40,000	0
Communications Master Plan	266,000	266,000	0
Data Infrastructure Security	160,000	87,500	(72,500)
Electronic Gov't (eGov) Web Enhancement	180,000	111,800	(68,200)
Department Total	813,900	706,500	(107,400)
Finance			
CFS Upgrade	237,400	228,000	(9,400)
Licensing Software & A/R Collection Sys.	50,000	46,600	(3,400)
Department Total	287,400	274,600	(12,800)
Fire			
Air Compressor Replacement	98,800	0	(98,800)
Apparatus Door Closers	145,000	0	(145,000)
CenterLearn IT Equipment	0	121,500	121,500
Fire Clothing Replacement	152,100	152,100	0
PMDC Purchase and Installation	0	107,800	107,800
Department Total	395,900	381,400	(14,500)
Health			
Dental Equipment Replacement	90,000	90,000	0
Facilities Renovation & Repairs	273,700	260,300	(13,400)
Department Total	363,700	350,300	(13,400)



Exhibit 3: Recommended 2012 General Capital Budget Update Summary

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Parks			
Cincinnati Riverfront Park	2,000,000	1,934,400	(65,600)
Park Infrastructure Rehabilitation	2,831,800	2,739,600	(92,200)
Department Total	4,831,800	4,674,000	(157,800)
Planning and Buildings			
IT Upgrades Permit Center	0	40,000	40,000
Neighborhood Studies	89,200	84,500	(4,700)
Department Total	89,200	124,500	35,300
Public Services			
City Facility Renovation and Repairs	2,200,000	0	(2,200,000)
City Hall Courtyard Atrium	0	2,400,000	2,400,000
Community Facility Improvements	600,000	579,100	(20,900)
Findlay Market Improvements	108,800	105,300	(3,500)
Fleet Replacements	4,746,200	5,240,600	494,400
I-75 Expansion/Public Services Relocate	2,500,000	2,418,400	(81,600)
Replacement Facilities	1,338,400	1,023,900	(314,500)
Sign Replacement	358,400	346,800	(11,600)
Trash Receptacles	150,000	325,200	175,200
Department Total	12,001,800	12,439,300	437,500
Recreation			
Aquatics Facilities Renovation	2,000,000	1,846,100	(153,900)
Athletics Facilities Renovation	721,500	721,500	0
Compliance with ADA	100,000	100,000	0
Outdoor Facilities Renovation	533,200	533,200	0
PC Replacement and Software Plan	0	100,000	100,000
Recreation Facilities Renovation	1,355,500	1,355,500	0
Department Total	4,710,200	4,656,300	(53,900)
Transportation & Engineering			
Bicycle Transportation Program	600,000	576,100	(23,900)
Bridge Rehabilitation Program	1,400,000	1,400,000	0
Colerain Ave. Imp. Virginia to Leeper	100,000	100,000	0
Colerain Corr. Imp. I-74 to Spring Grv	100,000	100,000	0
Columbia Parkway Enhancements	50,000	50,000	0
Computerized Traffic Signal System	200,000	200,000	0
Convention Center Expansion	1,000,000	1,000,000	0
Curb Ramps - Street Rehab	440,000	424,100	(15,900)
Downtown Infrast. Coord. & Implemnt	400,000	400,000	0
Downtown Public Paver Replacement	50,000	50,000	0
Duke Street Light Replacement Project	100,000	0	(100,000)
Gateways/Greenways Improvement	400,000	400,000	0
Hillside Stairway Rehab Program	250,000	0	(250,000)
Information Systems Acquisition	150,000	150,000	0
Innovative Transportation Strategies	500,000	500,000	0
LED Traffic and Pedestrian Signals	337,500	337,500	0
Ohio River Trail - Downtown to Salem	400,000	400,000	0
OKI Corridor Studies	200,000	200,000	0



Exhibit 3: Recommended 2012 General Capital Budget Update Summary

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Over-the-Rhine Streetscape Imprvmts	700,000	700,000	0
Pavement Management	170,000	170,000	0
Raised Pavement Markers	50,000	50,000	0
Riverfront Infra. Coord. & Implmnt	25,000	25,000	0
ROW Ordinance Implementation	100,000	75,000	(25,000)
Safety Improvements	100,000	100,000	0
SCIP Loan Repayment	215,000	215,000	0
Sidewalk Repair Program	750,000	675,000	(75,000)
Spot Infrastructure Replacement	740,000	740,000	0
Street Calming Program	200,000	200,000	0
Street Improvements	1,000,000	1,000,000	0
Street Light Replacement Project	75,000	75,000	0
Street Rehabilitation	10,500,000	10,163,300	(336,700)
Traffic Signal Controllers & Detectors	75,000	75,000	0
Traffic Signal Installation & Renovation	830,000	830,000	0
Uptown Access Imprmts West MLK Dr.	400,000	400,000	0
Wall Stab. & Landslide Correction	1,000,000	1,100,000	100,000
Western Hills Viaduct Repair/Replmnt.	661,500	638,500	(23,000)
Department Total	24,269,000	23,519,500	(749,500)
Grand Total	55,500,000	54,730,000	(770,000)



Exhibit 4: Recommended 2012 General Capital Projects by Expenditure Category

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Debt Service Payments			
Transportation & Engineering			
Convention Center Expansion	1,000,000	1,000,000	0
	<u>1,000,000</u>	<u>1,000,000</u>	<u>0</u>
Economic Development			
City Manager			
Commercial & Industrial Public Improvements	400,000	373,000	(27,000)
Community Development Focus District	350,000	350,000	0
Neighborhood Bus. District Improvements	1,000,000	970,000	(30,000)
Neighborhood Business Property Holding	18,000	15,000	(3,000)
Port Authority	1,000,000	1,000,000	0
Retail/Commercial Opportunities	1,390,600	1,310,700	(79,900)
Strategic Program for Urban Redevelopment	260,000	250,000	(10,000)
Tax Incentive/Enterprise Zone	100,000	100,000	0
	<u>4,518,600</u>	<u>4,368,700</u>	<u>(149,900)</u>
Environment			
City Manager			
Center Hill Gas & Leachate	104,200	104,200	0
Regulatory Compliance & Energy Conserv.	20,400	46,600	26,200
	<u>124,600</u>	<u>150,800</u>	<u>26,200</u>
Equipment			
City Manager			
Wheeled Recycling Carts	325,500	325,500	0
Enterprise Technology Solutions			
800 MHz Radios	20,000	20,000	0
Active Directory / Server Consolidation	0	105,000	105,000
CAGIS Infrastructure	147,900	76,200	(71,700)
Cincinnati Financial System Upgrades	40,000	40,000	0
Communications Master Plan	266,000	266,000	0
Data Infrastructure Security	160,000	87,500	(72,500)
Electronic Gov't (eGov) Web Enhancement	180,000	111,800	(68,200)
Finance			
CFS Upgrade	237,400	228,000	(9,400)
Licensing Software & A/R Collection Sys.	50,000	46,600	(3,400)
Fire			
Air Compressor Replacement	98,800	0	(98,800)
Apparatus Door Closers	145,000	0	(145,000)
CenterLearn IT Equipment	0	121,500	121,500
Fire Clothing Replacement	152,100	152,100	0
PMDC Purchase and Installation	0	107,800	107,800
Health			
Dental Equipment Replacement	90,000	90,000	0
Planning and Buildings			
IT Upgrades Permit Center	0	40,000	40,000



Recommended 2012 Capital Budget Update

Exhibit 4: Recommended 2012 General Capital Projects by Expenditure Category

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Public Services			
Fleet Replacements	4,746,200	5,240,600	494,400
Trash Receptacles	150,000	325,200	175,200
Recreation			
PC Replacement and Software Plan	0	100,000	100,000
Transportation & Engineering			
Information Systems Acquisition	150,000	150,000	0
	6,958,900	7,633,800	674,900
Housing_Neighborhood Development			
Community Development			
Downtown Housing Development	680,000	652,500	(27,500)
Hazard Abatement/Demolition Program	225,000	297,500	72,500
Neighborhood Market Rate Housing	1,000,000	972,500	(27,500)
Strategic Housing Initiatives Program	863,400	836,100	(27,300)
Planning and Buildings			
Neighborhood Studies	89,200	84,500	(4,700)
	2,857,600	2,843,100	(14,500)
Infrastructure(Smale Commission)			
Health			
Facilities Renovation & Repairs	273,700	260,300	(13,400)
Parks			
Cincinnati Riverfront Park	2,000,000	1,934,400	(65,600)
Park Infrastructure Rehabilitation	2,831,800	2,739,600	(92,200)
Public Services			
City Facility Renovation and Repairs	2,200,000	0	(2,200,000)
City Hall Courtyard Atrium	0	2,400,000	2,400,000
Community Facility Improvements	600,000	579,100	(20,900)
Findlay Market Improvements	108,800	105,300	(3,500)
I-75 Expansion/Public Services Relocate	2,500,000	2,418,400	(81,600)
Replacement Facilities	1,338,400	1,023,900	(314,500)
Sign Replacement	358,400	346,800	(11,600)
Recreation			
Aquatics Facilities Renovation	2,000,000	1,846,100	(153,900)
Athletics Facilities Renovation	721,500	721,500	0
Compliance with ADA	100,000	100,000	0
Outdoor Facilities Renovation	533,200	533,200	0
Recreation Facilities Renovation	1,355,500	1,355,500	0
Transportation & Engineering			
Bicycle Transportation Program	600,000	576,100	(23,900)
Bridge Rehabilitation Program	1,400,000	1,400,000	0
Colerain Ave. Imp. Virginia to Leeper	100,000	100,000	0
Colerain Corr. Imp. I-74 to Spring Grv	100,000	100,000	0
Columbia Parkway Enhancements	50,000	50,000	0
Computerized Traffic Signal System	200,000	200,000	0
Curb Ramps - Street Rehab	440,000	424,100	(15,900)
Downtown Infrast. Coord. & Implemnt	400,000	400,000	0



Exhibit 4: Recommended 2012 General Capital Projects by Expenditure Category

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Duke Street Light Replacement Project	100,000	0	(100,000)
Hillside Stairway Rehab Program	250,000	0	(250,000)
Innovative Transportation Strategies	500,000	500,000	0
LED Traffic and Pedestrian Signals	337,500	337,500	0
OKI Corridor Studies	200,000	200,000	0
Over-the-Rhine Streetscape Imprvmts	700,000	700,000	0
Pavement Management	170,000	170,000	0
ROW Ordinance Implementation	100,000	75,000	(25,000)
Safety Improvements	100,000	100,000	0
SCIP Loan Repayment	215,000	215,000	0
Sidewalk Repair Program	750,000	675,000	(75,000)
Spot Infrastructure Replacement	740,000	740,000	0
Street Calming Program	200,000	200,000	0
Street Improvements	1,000,000	1,000,000	0
Street Light Replacement Project	75,000	75,000	0
Street Rehabilitation	10,500,000	10,163,300	(336,700)
Traffic Signal Controllers & Detectors	75,000	75,000	0
Traffic Signal Installation & Renovation	830,000	830,000	0
Uptown Access Imprmts West MLK Dr.	400,000	400,000	0
Wall Stab. & Landslide Correction	1,000,000	1,100,000	100,000
Western Hills Viaduct Repair/Replmnt.	661,500	638,500	(23,000)
	39,115,300	37,808,600	(1,306,700)
New Infrastructure			
Transportation & Engineering			
Downtown Public Paver Replacement	50,000	50,000	0
Gateways/Greenways Improvement	400,000	400,000	0
Ohio River Trail - Downtown to Salem	400,000	400,000	0
Raised Pavement Markers	50,000	50,000	0
Riverfront Infra. Coord. & Implmnt	25,000	25,000	0
	925,000	925,000	0
	55,500,000	54,730,000	(770,000)

Recommended 2012 Capital Budget Update

Active Directory / Server Consolidation

Agency: 091 Enterprise Technology Solutions **Priority:** **Project Manager:** Zemites, R. **Stage:** EBC Recommended
Department: 090 Enterprise Technology Solutions **Priority:** 3 **Project Id:** 120900 **Fund:** 980 General Capital
Exp Category: Equipment

Description:	This project provides funding for upgrades to the City's existing Active Directory infrastructure to include: 1) continued installation and implementation of the Active Directory; 2) provision of redundant storage at strategic points on the Metropolitan Area Network (MAN); and 3) the upgrade of existing MAN monitoring equipment.
Purpose:	The purpose of this project is to provide for the purchase of hardware and software to make the network faster, more reliable, more secure, and compliant with financial audit recommendations.

Object	Start Date	Prior Year	2012 Request	2013 Request	2014 Request	2015 Request	2016 Request	Total	End Date
EQUIPMENT	01/01/2012	0	105,000	0	0	0	200,000	305,000	12/31/2016
Total		0	105,000	0	0	0	200,000	305,000	

Object	Start Date	Prior Year						Total	End Date
EST PERSONNEL									

Recommended 2012 Capital Budget Update

CenterLearn IT Equipment

Agency: 271 Department of Fire **Priority:** **Project Manager:** Freel, R. **Stage:** EBC Recommended
Department: 270 Fire **Priority:** 1 **Project Id:** 122704 **Fund:** 980 General Capital
Exp Category: Equipment

Description: This project provides the necessary IT equipment to allow the Fire Department to implement CenterLearn Learning Management, an online training solution for Basic Life Support (BLS), Advanced Life Support (ALS), and various other required Fire Training courses. Members will be able to conduct required training within their firehouse, instead of traveling to an offsite training facility.

Purpose: The purpose of this project is to provide the necessary IT equipment required to supply each Firehouse with CenterLearn online training system. This system will allow members to conduct training within their Firehouse, instead of traveling to an offsite location, reducing the chances of brownouts and reducing the costs of training (in-house or off-site). CenterLearn provides courses for Basic Life Support (BLS), Advance Life Support (ALS), EMS, OSHA, and other Fire courses. One Hundred and Sixty-Two (162) Desktops are required to provide this training network to each Firehouse.

Object	Start Date	Prior Year	2012 Request	2013 Request	2014 Request	2015 Request	2016 Request	Total	End Date
EQUIPMENT	01/01/2012	0	121,500	0	0	0	0	121,500	12/31/2012
Total		0	121,500	0	0	0	0	121,500	

Object	Start Date	Prior Year						Total	End Date
EST PERSONNEL									

Recommended 2012 Capital Budget Update

City Hall Courtyard Atrium

Agency: 255 Div Of City Facility Mgmt **Priority:** **Project Manager:** Koopman, J. **Stage:** EBC Recommended
Department: 250 Public Services **Priority:** 10 **Project Id:** 122510 **Fund:** 980 General Capital
Exp Category: Infrastructure(Smale Commission)

Description:	This project will provide resources for the construction of an addition with atrium ceiling in the west courtyard of City Hall.
Purpose:	The purpose of this is project is to create a venue to hold special events for use by City agencies, private groups and citizens. This project will be similar to the structure at the Ohio Capital Building.

Object	Start Date	Prior Year	2012 Request	2013 Request	2014 Request	2015 Request	2016 Request	Total	End Date
CONSTRUCTION	01/01/2012	0	2,000,000	2,000,000	0	0	0	4,000,000	12/31/2012
ENGINEERING	01/01/2012	0	400,000	0	0	0	0	400,000	12/31/2012
Total		0	2,400,000	2,000,000	0	0	0	4,400,000	

Object	Start Date	Prior Year	2012 Request	2013 Request	2014 Request	2015 Request	2016 Request	Total	End Date
EST PERSONNEL		0	100,000	0	0	0	0	100,000	12/31/2012

Recommended 2012 Capital Budget Update

Fleet Replacements

Agency: 256 Fleet Services **Priority:** **Project Manager:** Smith, M. **Stage:** EBC Recommended
Department: 250 Public Services **Priority:** 2 **Project Id:** 122505 **Fund:** 980 General Capital
Exp Category: Equipment

Description: This project will provide resources for the purchase of automotive and motorized equipment for City agencies supported by the General Fund.

Purpose: The purpose of this project is to provide the City's General Fund agencies with motorized equipment and an efficient automotive fleet that performs at the lowest possible operating and maintenance cost.

Object	Start Date	Prior Year	2012 Request	2013 Request	2014 Request	2015 Request	2016 Request	Total	End Date
EQUIPMENT	01/01/2011	4,301,900	5,240,600	4,904,400	4,940,600	4,976,700	4,855,200	24,917,500	12/31/2016
Total		4,301,900	5,240,600	4,904,400	4,940,600	4,976,700	4,855,200	24,917,500	

Object	Start Date	Prior Year						Total	End Date
EST PERSONNEL									

Recommended 2012 Capital Budget Update

Hazard Abatement/Demolition Program

Agency: 167 New Construction/Existing Building **Priority:** **Project Manager:** Cunningham, E. **Stage:** EBC Recommended
Department: 160 Community Development **Priority:** 1 **Project Id:** 121603 **Fund:** 980 General Capital
Exp Category: Housing_Neighborhood Development

Description:	This project would provide funding for the demolition of unsafe and public nuisance buildings and is targeted for areas where Community Development Block Grant (CDBG) funding is impractical, usually in commercial or historical districts.
Purpose:	The purpose of this project is to address public safety concerns of existing structures and to reduce the number of unsafe and blighted buildings in the City.

Object	Start Date	Prior Year	2012 Request	2013 Request	2014 Request	2015 Request	2016 Request	Total	End Date
OTHER	01/01/2012	225,000	297,500	250,000	250,000	275,000	275,000	1,347,500	12/31/2016
Total		225,000	297,500	250,000	250,000	275,000	275,000	1,347,500	

Object	Start Date	Prior Year						Total	End Date
EST PERSONNEL									

Recommended 2012 Capital Budget Update

IT Upgrades Permit Center

Agency: 172 Planning, Licenses & Permits **Priority:** **Project Manager:** Ghosh, A. **Stage:** EBC Recommended
Department: 170 Planning and Buildings **Priority:** 2 **Project Id:** 121701 **Fund:** 980 General Capital
Exp Category: Equipment

Description: This project will replace the servers located at the Permit Center which were purchased in 2005, the department spent \$50,000 to buy five servers with 584 GB hard drives each. In the last five years, the BUILDIMAGE and related databases have almost filled the storage capacity of the servers. The department is therefore requesting \$40,000 to buy two new servers each with 12TB hard drives (includes commissioning, technical support and fees for software) in order to strive toward a paperless operation.

Purpose: One server will be needed as a backup. The new server with 12 TB of storage will probably last considerably longer than five years.

Object	Start Date	Prior Year	2012 Request	2013 Request	2014 Request	2015 Request	2016 Request	Total	End Date
EQUIPMENT	01/01/2012	0	40,000	0	0	0	0	40,000	12/31/2012
Total		0	40,000	0	0	0	0	40,000	

Object	Start Date	Prior Year						Total	End Date
EST PERSONNEL									

Recommended 2012 Capital Budget Update

PC Replacement and Software Plan

Agency: 199 Recreation Administration **Priority:** **Project Manager:** Hemmings, J. **Stage:** EBC Recommended
Department: 190 Recreation **Priority:** 6 **Project Id:** 121909 **Fund:** 980 General Capital
Exp Category: Equipment

Description: This project will provide funding for the Recreation Department's information systems and software. Resources will be used to replace obsolete equipment. Additionally, resources will be used to upgrade or purchase application development software for web and web server applications, security video camera software, and management application software packages.

Purpose: The purpose of this project is to provide funding for the Recreation Department's information systems and software. This will increase efficiency and effectiveness by replacing obsolete equipment.

Object	Start Date	Prior Year	2012 Request	2013 Request	2014 Request	2015 Request	2016 Request	Total	End Date
EQUIPMENT	01/01/2012	0	100,000	0	0	0	0	100,000	12/31/2013
Total		0	100,000	0	0	0	0	100,000	

Object	Start Date	Prior Year						Total	End Date
EST PERSONNEL									

Recommended 2012 Capital Budget Update

PMDC Purchase and Installation

Agency: 271 Department of Fire **Priority:** **Project Manager:** Washington, M. **Stage:** EBC Recommended
Department: 270 Fire **Priority:** 3 **Project Id:** 122707 **Fund:** 980 General Capital
Exp Category: Equipment

Description:	This project provides funding to allow the Fire Department to purchase and install Ruggedized Notebooks (PMDCs) on 33 Fire Apparatus for access to Computer-Aided Dispatch (CAD) information, the Cincinnati Area Geographic Information System (CAGIS) Firebird application and global positioning systems (GPS) navigation guidance. These vehicles are currently using equipment that is six years old that is no longer under warranty and the failure rate is high.
Purpose:	The purpose of this project is to replace outdated PMDCs with newer models. PMDCs allows fire personnel to do their jobs better by having access to information from fire vehicles and ambulances, or via handheld devices. It improves safety with timely access to mission-critical information when and where it is needed. Through integration and real-time communication to critical data, PMDCs allows for communication and access to records that enable better decisions and optimal results. better decisions and optimal results.

Object	Start Date	Prior Year	2012 Request	2013 Request	2014 Request	2015 Request	2016 Request	Total	End Date
EQUIPMENT	01/01/2012	0	107,800	31,200	0	0	0	139,000	12/31/2013
Total		0	107,800	31,200	0	0	0	139,000	

Object	Start Date	Prior Year						Total	End Date
EST PERSONNEL									

Recommended 2012 Capital Budget Update

Regulatory Compliance & Energy Conserv.

Agency: 104 Office Of Environmental Quality **Priority:** 2 **Project Manager:** Mullin,M. **Stage:** EBC Recommended
Department: 100 City Manager **Priority:** **Project Id:** 121001 **Fund:** 980 General Capital
Exp Category: Environment

Description: This project provides funding to address regulatory compliance issues and energy efficiency projects. Project funding would 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.

Object	Start Date	Prior Year	2012 Request	2013 Request	2014 Request	2015 Request	2016 Request	Total	End Date
OTHER	01/01/2011	11,400	46,600	18,600	16,900	20,000	10,000	112,100	12/31/2016
Total		11,400	46,600	18,600	16,900	20,000	10,000	112,100	

Object	Start Date	Prior Year						Total	End Date
EST PERSONNEL									

Recommended 2012 Capital Budget Update

Trash Receptacles

Agency: 253 Division of Neighborhood Operator **Priority:** **Project Manager:** Callahan, C. **Stage:** EBC Recommended
Department: 250 Public Services **Priority:** 8 **Project Id:** 122506 **Fund:** 980 General Capital
Exp Category: Equipment

Description: This project will provide resources for the purchase of new trash receptacles and BigBelly solar trash compactors.

Purpose: The purpose of this project is to continue the replacement of worn and damaged receptacles as well as accommodate as-needed requests by communities. The new trash receptacles would minimize or prevent litter accumulation in areas of high visibility near the Central Business District (CBD) and near Neighborhood Business Districts(NBDs). The new trash receptacles would replace the old trash receptacles that have met their expected life cycle that are unattractive, and require ongoing maintenance. The cost of new trash receptacles is about \$500 each and the cost of the BigBelly solar trash compactors are approximately \$5,000 each. The number of and location of the BigBellies will be determined based upon a needs assessment.

Object	Start Date	Prior Year	2012 Request	2013 Request	2014 Request	2015 Request	2016 Request	Total	End Date
EQUIPMENT	01/01/2011	150,000	325,200	150,000	150,000	150,000	150,000	925,200	12/31/2016
Total		150,000	325,200	150,000	150,000	150,000	150,000	925,200	

Object	Start Date	Prior Year						Total	End Date
EST PERSONNEL									

Recommended 2012 Capital Budget Update

Wall Stab. & Landslide Correction

Agency: 233 Division Of Engineering **Priority:** 5 **Project Manager:** Pohana, R. **Stage:** EBC Recommended
Department: 230 Transportation & Engineering **Priority:** 13 **Project Id:** 122312 **Fund:** 980 General Capital
Exp Category: Infrastructure(Smale Commission)

Description: This project funds inspection, repair, rehabilitation, and replacement of retaining walls and appurtenances thereto and provides funding to stabilize landslides affecting the right-of-way at various citywide locations. This project funds labor, materials, tools, technology, and training needed to plan, design, acquire right-of-way, build, inspect, and maintain retaining walls and other hillside stabilization systems. The installation of various monitoring devices installed on marginally stable slopes throughout the City is also included.

Purpose: The purpose of this project is to preserve and improve the safety and stability of the City's public transportation system. Landslides and retaining walls are commonplace in the City of Cincinnati because of geology, topography, and former development practices. Timely replacement of deteriorated retaining walls and appurtenances thereto, and the stabilization of landslides are essential to protect the transportation and utility infrastructure and prevent hazardous conditions within the right-of-way. The City maintains 50.6 miles of retaining walls having an estimated replacement value of \$414 million.

Object	Start Date	Prior Year	2012 Request	2013 Request	2014 Request	2015 Request	2016 Request	Total	End Date
CONSTRUCTION	01/01/2011	510,000	900,000	600,000	600,000	800,000	800,000	3,700,000	12/31/2018
ENGINEERING	01/01/2011	120,000	180,000	180,000	180,000	180,000	180,000	900,000	12/31/2018
LAND	01/01/2011	20,000	20,000	20,000	20,000	20,000	20,000	100,000	12/31/2018
Total		650,000	1,100,000	800,000	800,000	1,000,000	1,000,000	4,700,000	

Object	Start Date	Prior Year	2012 Request	2013 Request	2014 Request	2015 Request	2016 Request	Total	End Date
EST PERSONNEL		0	180,000	180,000	180,000	180,000	180,000	900,000	12/31/2018

Recommended 2012 Capital Budget Update



Exhibit 6: Recommended 2012 Restricted Funds Capital Budget Update Summary

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Fund: Parking System Facilities			
Enterprise Services			
CFS Upgrade	6,300	0	(6,300)
Gateway Garage Capital Improvements	50,000	0	(50,000)
Structural Maintenance & Repair	1,243,000	1,243,000	0
Department Total	1,299,300	1,243,000	(56,300)
Finance			
CFS Upgrade	0	6,000	6,000
Department Total	0	6,000	6,000
Fund Total	1,299,300	1,249,000	(50,300)
Fund: Convention Center			
Enterprise Services			
Building Equipment	0	75,000	75,000
Capital Maintenance	229,200	100,000	(129,200)
CFS Upgrade	800	0	(800)
Furniture, Fixtures, and Equipment	0	55,000	55,000
Department Total	230,000	230,000	0
Finance			
CFS Upgrade	0	800	800
Department Total	0	800	800
Fund Total	230,000	230,800	800
Fund: General Aviation			
Finance			
CFS Upgrade	0	1,600	1,600
Department Total	0	1,600	1,600
Transportation & Engineering			
Airport Infrastructure Improvements	140,000	140,000	0
CFS Upgrade	1,700	0	(1,700)
FAA/ODOT Local Match	200,000	200,000	0
Facility Improvements	236,100	236,100	0
Department Total	577,800	576,100	(1,700)
Fund Total	577,800	577,700	(100)
Fund: Stormwater Management			
Sewers			
3674 Hillside Ave. Stormwtr. Intake Imp.	230,000	0	(230,000)
Barrier Dam Facility Repairs	100,000	516,500	416,500
Duck Creek Channel Repair	0	300,000	300,000
Eatondale Stormwater Intake Imprvmnts.	250,000	0	(250,000)
Hartwell Community Drainage Imprvmnts.	100,000	100,000	0
Hillside Avenue Drainage Improvements	100,000	100,000	0
Settle St. - Madison to Roe Drainage Imp	32,000	32,000	0
St. Leo Place Drainage Correction	250,000	500,000	250,000
Department Total	1,062,000	1,548,500	486,500
Fund Total	1,062,000	1,548,500	486,500



Recommended 2012 Capital Budget Update

Exhibit 6: Recommended 2012 Restricted Funds Capital Budget Update Summary

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Fund: Telecommunications Services			
Enterprise Technology Solutions			
Radio Communications Equipment	30,000	30,000	0
Department Total	30,000	30,000	0
Fund Total	30,000	30,000	0
Fund: MSD Capital Improvements			
Sewers			
Ardmore Ave. Sewer Replacement	0	1,674,000	1,674,000
Asset Rehab and Replacement Plan	500,000	0	(500,000)
Barrington Hills PS Elimination	5,004,700	0	(5,004,700)
Benson St. Sewer Replacement	0	226,000	226,000
Beverly Hill Drive Sewer Replacement	274,700	0	(274,700)
Bruestle Avenue Pump Station Elimination	0	105,300	105,300
Business Systems Equipment Room Upgrade	0	777,300	777,300
CIP Project Planning	0	2,300,000	2,300,000
CIP Project Planning 2012	2,000,000	0	(2,000,000)
Cora Avenue Sewer Replacement	0	668,600	668,600
CSO 123 Elimination	0	422,700	422,700
CSO 125 Stream Separation	0	6,347,000	6,347,000
CSO 179 Sewer Separation	198,400	207,100	8,700
CSO 214 Storage Facility	218,800	0	(218,800)
CSO 402-406 Regulator Improvements	0	1,861,600	1,861,600
CSO 404,405,410,411 Outfalls	0	758,400	758,400
CSO 512 Improvements	20,000	0	(20,000)
CSO 513 Sewer Separation	198,900	0	(198,900)
CSO 514 Sewer Separation	105,300	0	(105,300)
CSO 522 Conveyance Sewer	0	761,300	761,300
CSO 525 Mt. Airy Grating Sewer Separ.	0	2,657,600	2,657,600
CSO 551 Sewer Separation	59,800	0	(59,800)
CSO 553 Sewer Separation	59,800	0	(59,800)
CSO and SSO Overflow Monitoring	0	537,000	537,000
Dellers Glen PS Elimination	0	412,000	412,000
Dellway Ave. Sewer Replacement	0	2,486,000	2,486,000
DIW Office and Lab Improvement Phase 2	0	1,639,100	1,639,100
DIW Office and Lab Improvements Phase 1	0	692,000	692,000
Dry Run Sewers Contract RB	0	900,000	900,000
E. Mitchell Avenue Sewer Replacement	1,065,400	0	(1,065,400)
Eastern/Delta Sewer Separation Ph 3	0	6,070,100	6,070,100
Emergency Sewer Repairs	0	8,490,000	8,490,000
Emergency Sewer Repairs 2012	8,150,000	0	(8,150,000)
Fairmount Avenue Sewer Replacement	592,800	434,000	(158,800)
Flow and Water Quality Modeling	0	3,956,000	3,956,000
Flow Modeling 2012	2,100,000	0	(2,100,000)
Flow Monitoring and Rain Gauges	0	6,627,500	6,627,500
Flow Monitoring and Rain Gauges 2012	3,800,000	0	(3,800,000)
Glen Landing Pump Station Improvements	0	247,100	247,100



Exhibit 6: Recommended 2012 Restricted Funds Capital Budget Update Summary

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Great Miami WWTP	0	11,010,000	11,010,000
Harrison Ave Sewer Separation	0	1,190,300	1,190,300
High Risk Asset Renewal	0	4,320,000	4,320,000
High Risk System Asset Renewal 2012	5,150,000	0	(5,150,000)
Home Sewer Treatment System Extensions	1,897,900	155,000	(1,742,900)
Homelawn Estates PS Elimination	0	526,000	526,000
I-71 Reconstruction Sustainable Coordination	0	1,000,000	1,000,000
I-75 Reconstruction Sustainable Coordination	0	1,000,000	1,000,000
Indef. Delivery/Indef. Quantity 2012	120,000	0	(120,000)
Indian Creek WWTP Service Upgrades	0	4,917,600	4,917,600
Land Acquisition	1,500,000	3,000,000	1,500,000
Legends of Carpenters Run PS Elimination	0	241,600	241,600
Linwood Avenue Sewer Replacement	801,100	1,013,700	212,600
LMWWTP Planning Bundle	5,582,800	5,582,800	0
Lower Mill Creek HW/DW Protection	0	2,205,000	2,205,000
Lower Mill Creek Partial Remedy	7,500,000	10,300,000	2,800,000
Ludlow and Lafayette Parallel Sewer	126,100	0	(126,100)
Manhole Rehabilitation Program	1,355,600	1,000,000	(355,600)
MCWWTP Blower Energy Efficiency Upgrade	0	15,620,000	15,620,000
MCWWTP Power Building Upgrade	0	368,200	368,200
MCWWTP Raw Sewage PS Upgrade	7,944,200	0	(7,944,200)
Millbrook [#12 PS Upgrade	1,570,200	0	(1,570,200)
MSD Sustainable Infrastructure Program	34,000,000	26,870,000	(7,130,000)
MSD-Duke Sewer Televising Partnership	10,000,000	5,000,000	(5,000,000)
MuCrWWTP Grit Replacement	0	3,401,000	3,401,000
MuCrWWTP Sludge Processing Odor Control	0	554,000	554,000
Program Contingency	0	25,000,000	25,000,000
Queen City Ave Sewer Separation Phase 1	0	3,797,000	3,797,000
RDI/I Program	4,166,100	1,955,300	(2,210,800)
Remaining Asset Allowance	9,673,700	0	(9,673,700)
SCADA System Installs and Upgrades	0	9,528,300	9,528,300
Sewer Backup Response Program	2,750,000	2,835,000	85,000
Sewer Relining Program	8,133,200	5,130,000	(3,003,200)
SSO 603 and 704 Improvements	0	3,526,100	3,526,100
SSO 700 Storage Facility	5,639,200	0	(5,639,200)
Sunset Rapid Run Sewer Separation	0	8,532,000	8,532,000
Upper Duck Creek Bundle	0	1,000,000	1,000,000
Upper Duck Creek HRT Facility	648,800	0	(648,800)
Urgent Capacity Response	2,711,200	1,500,000	(1,211,200)
Value Engineering	375,000	375,000	0
Wasson Road Sewer Replacement	338,300	293,500	(44,800)
Wastewater Engineering Building Lease	1,200,000	0	(1,200,000)
West Branch Muddy Creek Interceptor	0	2,843,400	2,843,400
Westchase Park Pump Station Elim	322,700	0	(322,700)
Westport Village PS Elimination	0	351,400	351,400
White Street Sewer Separation	0	3,813,000	3,813,000



Exhibit 6: Recommended 2012 Restricted Funds Capital Budget Update Summary

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Wilder Avenue Sewer Replacement	0	743,400	743,400
Winton Woods Aerial Sewer Replacement	0	5,098,000	5,098,000
WWIP Development Studies and Reports	1,730,400	1,550,000	(180,400)
WWIP Management and Support Services	13,000,000	12,650,000	(350,000)
WWT Roofing and Paving Rehab/Replacement	209,200	327,000	117,800
WWT System Asset Renewal	0	4,425,000	4,425,000
Wyoming and Minion Avenues Sewer Separation	0	2,018,000	2,018,000
Department Total	152,794,300	247,824,300	95,030,000
Fund Total	152,794,300	247,824,300	95,030,000
Fund: Water Works PIF			
Water Works			
2012 Tank Coating	600,000	0	(600,000)
Backup Power Generator - Constance	600,000	600,000	0
Backup Power Generators	2,550,000	1,500,000	(1,050,000)
Battery, Charger, and DC Panel	50,000	0	(50,000)
Bolton Turbidimeters	102,000	0	(102,000)
Brecon Tank Coating	50,000	0	(50,000)
Budd-Eighth - Dalton to Evans	1,946,000	0	(1,946,000)
Castings/Street Improvements	365,000	300,000	(65,000)
Columbia/Turtlecreek - Lebanon Phase IV	2,200,000	750,000	(1,450,000)
Computers, Servers, and Software	415,000	300,000	(115,000)
Contamination Warning System	348,000	0	(348,000)
Continuous WQ Monitors Dist System 2006	60,000	0	(60,000)
Critical Backup Power Projects	600,000	0	(600,000)
Duke, Socialville Foster	703,000	0	(703,000)
Eden Park Feeder 2 - Parsons Martin	1,650,000	0	(1,650,000)
Electrical Transformers	85,000	0	(85,000)
Field App Replacement on GCWW Pump	125,000	0	(125,000)
Fume Hood Controllers	466,000	0	(466,000)
GCWW Card Reader Upgrade	0	60,000	60,000
Kemper Road Tank	3,500,000	2,000,000	(1,500,000)
Kennedy Connector	0	4,200,000	4,200,000
Kings Island Drive	350,000	0	(350,000)
Kings Mills/Columbia - Lebanon Phase II	200,000	0	(200,000)
Lebanon Feeder Phase V	0	50,000	50,000
Lebanon Phase IV-B	0	1,750,000	1,750,000
Lebanon Pump Station	920,000	1,950,000	1,030,000
Mack Tank Interior Coating 2011	351,000	0	(351,000)
Madison - Observatory to Isabella	1,850,000	0	(1,850,000)
Main Station Trans Switch Cont	60,000	0	(60,000)
Meter Interface Units (MIU)	829,000	0	(829,000)
Misc. Concrete Pavement Replacement	96,000	0	(96,000)
Miscellaneous Masonry Repairs	150,000	0	(150,000)
Montgomery and Kennedy Avenues	500,000	0	(500,000)
Motor Control Center Equipment	100,000	0	(100,000)
Private Development T1501	400,000	300,000	(100,000)



Exhibit 6: Recommended 2012 Restricted Funds Capital Budget Update Summary

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Regeneration Furnace Equipment	60,000	60,000	0
Rehabilitate Water Mains T1301	1,300,000	0	(1,300,000)
Replacement Water Mains T1201	16,248,000	16,248,000	0
RMTP Lamella Rapid Mix Pump Replacement	0	80,000	80,000
RMTP Sewers	0	300,000	300,000
Roof Replacement 2012	350,000	0	(350,000)
SCADA Remote Terminal Units	100,000	0	(100,000)
Station Valve Equipment	70,000	0	(70,000)
Storage Area Network Equipment	300,000	0	(300,000)
Street Improvements T1401	6,100,000	6,100,000	0
Ultraviolet Disinfection - Miller Plant	8,250,000	7,250,000	(1,000,000)
Valve Replacement Program	275,000	0	(275,000)
Water Main Relocation-Street Improvements	1,512,500	0	(1,512,500)
Department Total	56,786,500	43,798,000	(12,988,500)
Fund Total	56,786,500	43,798,000	(12,988,500)
Fund: Income Tax Transit			
Transportation & Engineering			
Transit/Rail Corridor Preservation Acq.	100,000	100,000	0
Department Total	100,000	100,000	0
Fund Total	100,000	100,000	0
Grand Total	212,879,900	295,358,300	82,478,400



Recommended 2012 Capital Budget Update

Exhibit 7: Recommended 2012 All Funds Capital Budget Program Allocation

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
City Manager			
Economic Development Division			
Commercial & Industrial Public Improvements	400,000	373,000	(27,000)
Community Development Focus District	350,000	350,000	0
Neighborhood Bus. District Improvements	1,000,000	970,000	(30,000)
Neighborhood Business Property Holding	18,000	15,000	(3,000)
Port Authority	1,000,000	1,000,000	0
Retail/Commercial Opportunities	1,390,600	1,310,700	(79,900)
Strategic Program for Urban Redevelopment	260,000	250,000	(10,000)
Tax Incentive/Enterprise Zone	100,000	100,000	0
	4,518,600	4,368,700	(149,900)
Office of Environmental Quality			
Center Hill Gas & Leachate	104,200	104,200	0
Regulatory Compliance & Energy Conserv.	20,400	46,600	26,200
Wheeled Recycling Carts	325,500	325,500	0
	450,100	476,300	26,200
Department Total	4,968,700	4,845,000	(123,700)
Community Development			
Housing Development			
Downtown Housing Development	680,000	652,500	(27,500)
Neighborhood Market Rate Housing	1,000,000	972,500	(27,500)
Strategic Housing Initiatives Program	863,400	836,100	(27,300)
	2,543,400	2,461,100	(82,300)
Property Maintenance Code Enforcement			
Hazard Abatement/Demolition Program	225,000	297,500	72,500
	225,000	297,500	72,500
Department Total	2,768,400	2,758,600	(9,800)
Enterprise Services			
Duke Energy Convention Center			
Building Equipment	0	75,000	75,000
Capital Maintenance	229,200	100,000	(129,200)
CFS Upgrade	800	0	(800)
Furniture, Fixtures, and Equipment	0	55,000	55,000
	230,000	230,000	0
Off-Street Parking			
Gateway Garage Capital Improvements	50,000	0	(50,000)
Structural Maintenance & Repair	1,243,000	1,243,000	0
	1,293,000	1,243,000	(50,000)
Parking Business Services			
CFS Upgrade	6,300	0	(6,300)
	6,300	0	(6,300)
Department Total	1,529,300	1,473,000	(56,300)

Recommended 2012 Capital Budget Update



Exhibit 7: Recommended 2012 All Funds Capital Budget Program Allocation

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Enterprise Technology Solutions			
CAGIS Consortium Operations			
CAGIS Infrastructure	147,900	76,200	(71,700)
	147,900	76,200	(71,700)
CIT-CO Operations			
Active Directory / Server Consolidation	0	105,000	105,000
Cincinnati Financial System Upgrades	40,000	40,000	0
Electronic Gov't (eGov) Web Enhancement	180,000	111,800	(68,200)
	220,000	256,800	36,800
CTS Operations			
800 MHz Radios	20,000	20,000	0
Communications Master Plan	266,000	266,000	0
Radio Communications Equipment	30,000	30,000	0
	316,000	316,000	0
ETS Administration			
Data Infrastructure Security	160,000	87,500	(72,500)
	160,000	87,500	(72,500)
Department Total	843,900	736,500	(107,400)
Finance			
Financial Reporting and Monitoring			
CFS Upgrade	237,400	236,400	(1,000)
	237,400	236,400	(1,000)
Licensing, Adm. Tax & Transient Occupancy Tax			
Licensing Software & A/R Collection Sys.	50,000	46,600	(3,400)
	50,000	46,600	(3,400)
Department Total	287,400	283,000	(4,400)
Fire			
Human Resources			
CenterLearn IT Equipment	0	121,500	121,500
	0	121,500	121,500
Response			
Air Compressor Replacement	98,800	0	(98,800)
Apparatus Door Closers	145,000	0	(145,000)
Fire Clothing Replacement	152,100	152,100	0
	395,900	152,100	(243,800)
Support Services			
PMDC Purchase and Installation	0	107,800	107,800
	0	107,800	107,800
Department Total	395,900	381,400	(14,500)
Health			
Health Administration			
Facilities Renovation & Repairs	273,700	260,300	(13,400)
	273,700	260,300	(13,400)



Recommended 2012 Capital Budget Update

Exhibit 7: Recommended 2012 All Funds Capital Budget Program Allocation

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Health Centers			
Dental Equipment Replacement	90,000	90,000	0
	90,000	90,000	0
Department Total	363,700	350,300	(13,400)
Parks			
Operations & Facility Management			
Cincinnati Riverfront Park	0	1,934,400	1,934,400
Park Infrastructure Rehabilitation	0	2,739,600	2,739,600
	0	4,674,000	4,674,000
Planning & Design			
Cincinnati Riverfront Park	2,000,000	0	(2,000,000)
Park Infrastructure Rehabilitation	2,831,800	0	(2,831,800)
	4,831,800	0	(4,831,800)
Department Total	4,831,800	4,674,000	(157,800)
Planning and Buildings			
Administration			
IT Upgrades Permit Center	0	40,000	40,000
Neighborhood Studies	89,200	84,500	(4,700)
	89,200	124,500	35,300
Department Total	89,200	124,500	35,300
Public Services			
Fleet Services			
Fleet Replacements	4,746,200	5,240,600	494,400
	4,746,200	5,240,600	494,400
Neighborhood Investment Services			
Trash Receptacles	150,000	325,200	175,200
	150,000	325,200	175,200
Property Management			
City Facility Renovation and Repairs	2,200,000	0	(2,200,000)
City Hall Courtyard Atrium	0	2,400,000	2,400,000
Community Facility Improvements	600,000	579,100	(20,900)
Findlay Market Improvements	108,800	105,300	(3,500)
I-75 Expansion/Public Services Relocate	2,500,000	2,418,400	(81,600)
Replacement Facilities	1,338,400	1,023,900	(314,500)
	6,747,200	6,526,700	(220,500)
Traffic Control, Pavement & Structure Maint.			
Sign Replacement	358,400	346,800	(11,600)
	358,400	346,800	(11,600)
Department Total	12,001,800	12,439,300	437,500
Recreation			
Aquatics			
Aquatics Facilities Renovation	2,000,000	1,846,100	(153,900)
	2,000,000	1,846,100	(153,900)

Recommended 2012 Capital Budget Update



Exhibit 7: Recommended 2012 All Funds Capital Budget Program Allocation

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Athletics			
Athletics Facilities Renovation	721,500	721,500	0
Outdoor Facilities Renovation	533,200	533,200	0
	1,254,700	1,254,700	0
Community Center Operations			
Compliance with ADA	100,000	100,000	0
PC Replacement and Software Plan	0	100,000	100,000
Recreation Facilities Renovation	0	1,355,500	1,355,500
	100,000	1,555,500	1,455,500
Planning & Development			
Recreation Facilities Renovation	1,355,500	0	(1,355,500)
	1,355,500	0	(1,355,500)
Department Total	4,710,200	4,656,300	(53,900)
Sewers			
Stormwater - Flood Control			
Barrier Dam Facility Repairs	100,000	516,500	416,500
	100,000	516,500	416,500
Stormwater - Operations & Maintenance			
Duck Creek Channel Repair	0	300,000	300,000
Hartwell Community Drainage Imprvmnts.	0	100,000	100,000
Hillside Avenue Drainage Improvements	0	100,000	100,000
Settle St. - Madison to Roe Drainage Imp	0	32,000	32,000
St. Leo Place Drainage Correction	0	500,000	500,000
	0	1,032,000	1,032,000
Stormwater - Planning/Design			
3674 Hillside Ave. Stormwtr. Intake Imp.	230,000	0	(230,000)
Eatondale Stormwater Intake Imprvmnts.	250,000	0	(250,000)
Hartwell Community Drainage Imprvmnts.	100,000	0	(100,000)
Hillside Avenue Drainage Improvements	100,000	0	(100,000)
Settle St. - Madison to Roe Drainage Imp	32,000	0	(32,000)
St. Leo Place Drainage Correction	250,000	0	(250,000)
	962,000	0	(962,000)
Wastewater Engineering			
Ardmore Ave. Sewer Replacement	0	1,674,000	1,674,000
Asset Rehab and Replacement Plan	500,000	0	(500,000)
Barrington Hills PS Elimination	5,004,700	0	(5,004,700)
Benson St. Sewer Replacement	0	226,000	226,000
Beverly Hill Drive Sewer Replacement	274,700	0	(274,700)
Bruestle Avenue Pump Station Elimination	0	105,300	105,300
Business Systems Equipment Room Upgrade	0	777,300	777,300
CIP Project Planning	0	2,300,000	2,300,000
CIP Project Planning 2012	2,000,000	0	(2,000,000)
Cora Avenue Sewer Replacement	0	668,600	668,600
CSO 123 Elimination	0	422,700	422,700
CSO 125 Stream Separation	0	6,347,000	6,347,000



Recommended 2012 Capital Budget Update

Exhibit 7: Recommended 2012 All Funds Capital Budget Program Allocation

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
CSO 179 Sewer Separation	198,400	207,100	8,700
CSO 214 Storage Facility	218,800	0	(218,800)
CSO 402-406 Regulator Improvements	0	1,861,600	1,861,600
CSO 404,405,410,411 Outfalls	0	758,400	758,400
CSO 512 Improvements	20,000	0	(20,000)
CSO 513 Sewer Separation	198,900	0	(198,900)
CSO 514 Sewer Separation	105,300	0	(105,300)
CSO 522 Conveyance Sewer	0	761,300	761,300
CSO 525 Mt. Airy Grating Sewer Separ.	0	2,657,600	2,657,600
CSO 551 Sewer Separation	59,800	0	(59,800)
CSO 553 Sewer Separation	59,800	0	(59,800)
CSO and SSO Overflow Monitoring	0	537,000	537,000
Dellers Glen PS Elimination	0	412,000	412,000
Dellway Ave. Sewer Replacement	0	2,486,000	2,486,000
DIW Office and Lab Improvement Phase 2	0	1,639,100	1,639,100
DIW Office and Lab Improvements Phase 1	0	692,000	692,000
Dry Run Sewers Contract RB	0	900,000	900,000
E. Mitchell Avenue Sewer Replacement	1,065,400	0	(1,065,400)
Eastern/Delta Sewer Separation Ph 3	0	6,070,100	6,070,100
Emergency Sewer Repairs	0	8,490,000	8,490,000
Emergency Sewer Repairs 2012	8,150,000	0	(8,150,000)
Fairmount Avenue Sewer Replacement	592,800	434,000	(158,800)
Flow and Water Quality Modeling	0	3,956,000	3,956,000
Flow Modeling 2012	2,100,000	0	(2,100,000)
Flow Monitoring and Rain Gauges	0	6,627,500	6,627,500
Flow Monitoring and Rain Gauges 2012	3,800,000	0	(3,800,000)
Glen Landing Pump Station Improvements	0	247,100	247,100
Great Miami WWTP	0	11,010,000	11,010,000
Harrison Ave Sewer Separation	0	1,190,300	1,190,300
High Risk Asset Renewal	0	4,320,000	4,320,000
High Risk System Asset Renewal 2012	5,150,000	0	(5,150,000)
Home Sewer Treatment System Extensions	1,897,900	155,000	(1,742,900)
Homelawn Estates PS Elimination	0	526,000	526,000
I-71 Reconstruction Sustainable Coordination	0	1,000,000	1,000,000
I-75 Reconstruction Sustainable Coordination	0	1,000,000	1,000,000
Indef. Delivery/Indef. Quantity 2012	120,000	0	(120,000)
Indian Creek WWTP Service Upgrades	0	4,917,600	4,917,600
Land Acquisition	1,500,000	3,000,000	1,500,000
Legends of Carpenters Run PS Elimination	0	241,600	241,600
Linwood Avenue Sewer Replacement	801,100	1,013,700	212,600
LMWWTP Planning Bundle	5,582,800	5,582,800	0
Lower Mill Creek HW/DW Protection	0	2,205,000	2,205,000
Lower Mill Creek Partial Remedy	7,500,000	10,300,000	2,800,000
Ludlow and Lafayette Parallel Sewer	126,100	0	(126,100)
Manhole Rehabilitation Program	1,355,600	1,000,000	(355,600)
MCWWTP Blower Energy Efficiency Upgrade	0	15,620,000	15,620,000



Exhibit 7: Recommended 2012 All Funds Capital Budget Program Allocation

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
MCWWTP Power Building Upgrade	0	368,200	368,200
MCWWTP Raw Sewage PS Upgrade	7,944,200	0	(7,944,200)
Millbrook [#]2 PS Upgrade	1,570,200	0	(1,570,200)
MSD Sustainable Infrastructure Program	34,000,000	26,870,000	(7,130,000)
MSD-Duke Sewer Televising Partnership	10,000,000	5,000,000	(5,000,000)
MuCrWWTP Grit Replacement	0	3,401,000	3,401,000
MuCrWWTP Sludge Processing Odor Control	0	554,000	554,000
Program Contingency	0	25,000,000	25,000,000
Queen City Ave Sewer Separation Phase 1	0	3,797,000	3,797,000
RDI/I Program	4,166,100	1,955,300	(2,210,800)
Remaining Asset Allowance	9,673,700	0	(9,673,700)
SCADA System Installs and Upgrades	0	9,528,300	9,528,300
Sewer Backup Response Program	2,750,000	2,835,000	85,000
Sewer Relining Program	8,133,200	5,130,000	(3,003,200)
SSO 603 and 704 Improvements	0	3,526,100	3,526,100
SSO 700 Storage Facility	5,639,200	0	(5,639,200)
Sunset Rapid Run Sewer Separation	0	8,532,000	8,532,000
Upper Duck Creek Bundle	0	1,000,000	1,000,000
Upper Duck Creek HRT Facility	648,800	0	(648,800)
Urgent Capacity Response	2,711,200	1,500,000	(1,211,200)
Value Engineering	375,000	375,000	0
Wasson Road Sewer Replacement	338,300	293,500	(44,800)
Wastewater Engineering Building Lease	1,200,000	0	(1,200,000)
West Branch Muddy Creek Interceptor	0	2,843,400	2,843,400
Westchase Park Pump Station Elim	322,700	0	(322,700)
Westport Village PS Elimination	0	351,400	351,400
White Street Sewer Separation	0	3,813,000	3,813,000
Wilder Avenue Sewer Replacement	0	743,400	743,400
Winton Woods Aerial Sewer Replacement	0	5,098,000	5,098,000
WWIP Development Studies and Reports	1,730,400	1,550,000	(180,400)
WWIP Management and Support Services	13,000,000	12,650,000	(350,000)
WWT Roofing and Paving Rehab/Replacement	209,200	327,000	117,800
WWT System Asset Renewal	0	4,425,000	4,425,000
Wyoming and Minion Avenues Sewer Separation	0	2,018,000	2,018,000
	152,794,300	247,824,300	95,030,000
Department Total	153,856,300	249,372,800	95,516,500

Transportation & Engineering

Director's Office

Information Systems Acquisition	150,000	150,000	0
	150,000	150,000	0

Engineering

Bicycle Transportation Program	600,000	576,100	(23,900)
Bridge Rehabilitation Program	1,400,000	1,400,000	0
Colerain Ave. Imp. Virginia to Leeper	100,000	100,000	0
Colerain Corr. Imp. I-74 to Spring Grv	100,000	100,000	0
Curb Ramps - Street Rehab	440,000	424,100	(15,900)



Recommended 2012 Capital Budget Update

Exhibit 7: Recommended 2012 All Funds Capital Budget Program Allocation

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Downtown Public Paver Replacement	50,000	50,000	0
Hillside Stairway Rehab Program	250,000	0	(250,000)
Ohio River Trail - Downtown to Salem	400,000	400,000	0
Pavement Management	170,000	170,000	0
ROW Ordinance Implementation	100,000	75,000	(25,000)
SCIP Loan Repayment	215,000	215,000	0
Sidewalk Repair Program	750,000	675,000	(75,000)
Spot Infrastructure Replacement	740,000	740,000	0
Street Improvements	1,000,000	1,000,000	0
Street Rehabilitation	10,500,000	10,163,300	(336,700)
Uptown Access Imprmts West MLK Dr.	400,000	400,000	0
Wall Stab. & Landslide Correction	1,000,000	1,100,000	100,000
Western Hills Viaduct Repair/Replmnt.	661,500	638,500	(23,000)
	18,876,500	18,227,000	(649,500)
General Aviation			
Airport Infrastructure Improvements	140,000	140,000	0
CFS Upgrade	1,700	0	(1,700)
FAA/ODOT Local Match	200,000	200,000	0
Facility Improvements	236,100	236,100	0
	577,800	576,100	(1,700)
Traffic Engineering			
Computerized Traffic Signal System	200,000	200,000	0
Duke Street Light Replacement Project	100,000	0	(100,000)
LED Traffic and Pedestrian Signals	337,500	337,500	0
Raised Pavement Markers	50,000	50,000	0
Street Light Replacement Project	75,000	75,000	0
Traffic Signal Controllers & Detectors	75,000	75,000	0
Traffic Signal Installation & Renovation	830,000	830,000	0
	1,667,500	1,567,500	(100,000)
Transportation Planning and Urban Design			
Columbia Parkway Enhancements	50,000	50,000	0
Convention Center Expansion	1,000,000	1,000,000	0
Downtown Infrast. Coord. & Implemnt	400,000	400,000	0
Gateways/Greenways Improvement	400,000	400,000	0
Innovative Transportation Strategies	500,000	500,000	0
OKI Corridor Studies	200,000	200,000	0
Over-the-Rhine Streetscape Imprvmts	700,000	700,000	0
Riverfront Infra. Coord. & Implmnt	25,000	25,000	0
Safety Improvements	100,000	100,000	0
Street Calming Program	200,000	200,000	0
Transit/Rail Corridor Preservation Acq.	100,000	100,000	0
	3,675,000	3,675,000	0
Department Total	24,946,800	24,195,600	(751,200)



Exhibit 7: Recommended 2012 All Funds Capital Budget Program Allocation

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
Water Works			
Commercial Services			
Meter Interface Units (MIU)	829,000	0	(829,000)
	829,000	0	(829,000)
Departmental Support Services			
Computers, Servers, and Software	415,000	300,000	(115,000)
GCWW Card Reader Upgrade	0	60,000	60,000
Storage Area Network Equipment	300,000	0	(300,000)
	715,000	360,000	(355,000)
Water Supply, Treatment and Distribution			
2012 Tank Coating	600,000	0	(600,000)
Backup Power Generator - Constance	600,000	600,000	0
Backup Power Generators	2,550,000	1,500,000	(1,050,000)
Battery, Charger, and DC Panel	50,000	0	(50,000)
Bolton Turbidimeters	102,000	0	(102,000)
Brecon Tank Coating	50,000	0	(50,000)
Budd-Eighth - Dalton to Evans	1,946,000	0	(1,946,000)
Castings/Street Improvements	365,000	300,000	(65,000)
Columbia/Turtlecreek - Lebanon Phase IV	2,200,000	750,000	(1,450,000)
Contamination Warning System	348,000	0	(348,000)
Continuous WQ Monitors Dist System 2006	60,000	0	(60,000)
Critical Backup Power Projects	600,000	0	(600,000)
Duke, Socialville Foster	703,000	0	(703,000)
Eden Park Feeder 2 - Parsons Martin	1,650,000	0	(1,650,000)
Electrical Transformers	85,000	0	(85,000)
Field App Replacement on GCWW Pump	125,000	0	(125,000)
Fume Hood Controllers	466,000	0	(466,000)
Kemper Road Tank	3,500,000	2,000,000	(1,500,000)
Kennedy Connector	0	4,200,000	4,200,000
Kings Island Drive	350,000	0	(350,000)
Kings Mills/Columbia - Lebanon Phase II	200,000	0	(200,000)
Lebanon Feeder Phase V	0	50,000	50,000
Lebanon Phase IV-B	0	1,750,000	1,750,000
Lebanon Pump Station	920,000	1,950,000	1,030,000
Mack Tank Interior Coating 2011	351,000	0	(351,000)
Madison - Observatory to Isabella	1,850,000	0	(1,850,000)
Main Station Trans Switch Cont	60,000	0	(60,000)
Misc. Concrete Pavement Replacement	96,000	0	(96,000)
Miscellaneous Masonry Repairs	150,000	0	(150,000)
Montgomery and Kennedy Avenues	500,000	0	(500,000)
Motor Control Center Equipment	100,000	0	(100,000)
Private Development T1501	400,000	300,000	(100,000)
Regeneration Furnace Equipment	60,000	60,000	0
Rehabilitate Water Mains T1301	1,300,000	0	(1,300,000)
Replacement Water Mains T1201	16,248,000	16,248,000	0



Recommended 2012 Capital Budget Update

Exhibit 7: Recommended 2012 All Funds Capital Budget Program Allocation

	2012 Approved Budget	2012 Update	Change 2012 Approved to Update
RMTP Lamella Rapid Mix Pump Replacement	0	80,000	80,000
RMTP Sewers	0	300,000	300,000
Roof Replacement 2012	350,000	0	(350,000)
SCADA Remote Terminal Units	100,000	0	(100,000)
Station Valve Equipment	70,000	0	(70,000)
Street Improvements T1401	6,100,000	6,100,000	0
Ultraviolet Disinfection - Miller Plant	8,250,000	7,250,000	(1,000,000)
Valve Replacement Program	275,000	0	(275,000)
Water Main Relocation-Street Improvements	1,512,500	0	(1,512,500)
	55,242,500	43,438,000	(11,804,500)
Department Total	56,786,500	43,798,000	(12,988,500)
Grand Total	268,379,900	350,088,300	81,708,400



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Recommended 2012 Consolidated Plan Budget Update

In each year of its five-year Consolidated Plan, the City submits an annual Consolidated Plan Budget. This budget provides funding for programs to help achieve Consolidated Plan goals. The current Consolidated Plan is a five-year plan for the period from 2010 to 2014 and is required for the receipt of grant funding from the U.S. Department of Housing and Urban Development (HUD). The 2012 Consolidated Plan Budget Update provides a summary of the elements in the Action Plan, a component of the five year plan. It includes the four entitlement grants received by the City: Community Development Block Grant (CDBG), Home Investment Partnerships Grant (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA).

The 2012 Consolidated Plan Budget Update provides recommended funding levels for programs within the 2010-2014 Consolidated Plan. Actual Consolidated Plan grant awards for 2012 will not be known until the FY 2012 Federal Budget is approved by the Congress, signed by the President, and awards are made by HUD. The Mayor and City Council may consider additional changes at that time. Due to delays in the approval of the 2011 Federal Budget the 2011 grant awards were not made official by HUD until late in June 2011. There were significant cuts of over 16% in the CDBG program and 12% in the HOME program funding from 2010 funding levels. Difficult reductions were made in the CDBG program over the summer under approved Ordinance no. 259-2011. Estimated Consolidated Plan resources for the 2012 Recommended Budget Update assume a continuation of the grant levels awarded in 2011 for CDBG, ESG and HOPWA. The HOME grant is anticipated to increase following the reduction in 2011 in repaying findings of the HUD Inspector General. CDBG continues to see lower levels of program income due to payoffs of old loans and this is reflected in the 2012 estimate of total resources. The Emergency Solutions Grant program supersedes the Emergency Shelter Grant program during 2011 and for 2012 and beyond. HUD has implemented a two-stage ESG allocation process for 2011 in order to address pressing local needs for immediate funding and to meet Congressional direction on funding ESG activities. Additionally, prior year unallocated funds in the ESG and HOPWA programs and new ESG Homeless Prevention activities will be recommended when directed by the Continuum of Care (CoC). The composition of grant resources including any changes is detailed on [Table 2 - Estimated Consolidated Plan Resources on page 347](#).

2012 Consolidated Plan Budget Update Overview

The 2012 Recommended Consolidated Plan Budget is consistent with the goals and objectives in the 2010-2014 Consolidated Plan and continues to focus on high impact projects that help transform neighborhoods. Program allocations in this budget reflect the needs of those neighborhoods where grant resources can most effectively leverage private investment, as identified in the 2010-2014 Consolidated Plan.



Table 1 - Recommended Budget Summary

Fund	2011 Approved	2011 Approved-Reconciliation	2012 Approved	2012 Recommended Budget Update
CDBG	\$16,832,580	\$14,686,327	\$14,998,780	\$12,761,746
HOME	\$3,206,576	\$3,598,901	\$4,158,428	\$3,650,000
ESG	\$563,250	\$563,250	\$539,993	\$479,661
HOPWA	\$720,253	\$549,789	\$637,767	\$759,002
Consolidated Plan Budget Total	\$21,322,659	\$19,398,266	\$20,334,968	\$17,650,409

The Recommended Budget totals \$17,650,409 in 2012. The 2012 recommendation is a net decrease of \$1,747,858 from the 2011 Approved-Reconciliation Consolidated Plan Budget total of \$19,398,266. This net decrease includes a decrease of \$1,924,581 in the recommended CDBG appropriation, a increase of \$51,099 in the recommended HOME appropriation, an decrease of \$83,589 in the recommended ESG appropriation, and an increase of \$209,213 in the recommended HOPWA appropriation. Resource changes by grant from the 2011 Estimate Actual resources are specified in [Table 2 - Estimated Consolidated Plan Resources on page 347](#).

The resources in the 2012 Recommended Budget Update are based on estimated grant funding and locally generated resources such as program income, operating savings, and the reallocation (sunset) of prior year unused funding as follows:

- Continuation entitlement grant levels in 2011 are projected for CDBG, the new Emergency Solutions Grant (ESG), and HOPWA;
- Estimated increase of 27% in HOME entitlement grant due to restoration in funding level following repayment of grant funds in 2011 due to Inspector General findings;
- Estimated program income is based on an annualized projection of year-to-date receipts, adjusted for programmatic and organizational changes;
- Estimated operating savings are based on the actual amounts from prior years; and
- Prior year carry over resources are based on actual unappropriated balances from prior year grants.

Federal entitlement grant amounts are determined by a formula using several variables including census data, growth lag, and age of housing stock. As a result, these amounts will be affected by the final congressional appropriations for HUD's various programs for Federal FY 2012. If actual grant allocations are different than estimated resources funding amounts for various programs in this budget will need to be



Recommended 2012 Consolidated Plan Budget Update
2012 Consolidated Plan Budget Update Overview

reconciled. Program income (primarily consisting of loan repayments, sales of loan portfolios, sales of property, and reimbursements) is estimated based on prior year amounts as well as an annualized projection of year-to-date receipts. A report reconciling the Recommended Budget amounts for 2012 will be submitted to the Mayor and the City Council in 2012 after final entitlement grant amounts are known and the actual amount of local resources, such as program income and operating savings, are determined. For Federal FY 2011, the actual funding amounts were officially awarded June 24, 2011. A similar reconciliation report will be done in 2012 when FY 2012 grant amounts are determined. [Table 3 on page 348](#) shows expenditures by category for 2012.

Table 2 - Estimated Consolidated Plan Resources

Grant	2011 Approved	2011 Estimated Actual	2012 Approved	2012 Estimate
CDBG				
Entitlement Grant	\$14,057,453	\$11,751,746	\$13,354,580	\$11,751,746
Program Income	\$1,600,000	\$1,600,000	\$1,600,000	\$1,000,000
Operating Savings	\$44,200	\$319,623	\$44,200	\$10,000
Sunset Resources		\$168,535		
Prior Year Carry Over	\$1,130,927	\$846,423	\$0	\$0
Total	\$16,832,580	\$14,686,326	\$14,998,780	\$12,761,746
HOME				
Entitlement Grant	\$3,056,576	\$2,554,534	\$4,008,428	\$3,500,000
Sunset Resources		\$894,367		
Program Income	\$150,000	\$150,000	\$150,000	\$150,000
Total	\$3,206,576	\$3,598,901	\$4,158,428	\$3,650,000
ESG				
Entitlement Grant	\$563,250	\$791,303	\$536,750	\$791,303
Unallocated Prior-year resources	\$0	\$0	\$3,243	\$7,592
Total	\$563,250	\$791,303	\$539,993	\$798,895
HOPWA				
Entitlement Grant	\$643,644	\$657,741	\$611,462	\$657,741
Unallocated Prior-year resources	<u>\$76,609</u>	\$0	<u>\$26,305</u>	<u>\$239,408</u>
Total	\$720,253	\$657,741	\$637,767	\$897,149
TOTAL	\$21,322,659	\$19,734,271	\$20,334,968	\$18,107,790

In 2012 CDBG Budget resources total \$12,761,746, a net decrease of \$1,924,581 from the 2011 Estimated Actual CDBG resources (See Table 2). This decrease from the 2011 Estimated Actual CDBG resources assumes no change in the entitlement grant from the 2011 level, a decrease of \$600,000 in program income, a decrease of \$309,623 in the Operating Savings, and \$0 in prior year unappropriated resources.

HOME Budget resources total \$3,650,000 in 2012. This represents a \$51,099 increase from the 2011 Estimated Actual HOME resources. This increase represents return to normal the entitlement grant levels and no change in program income. (See [Table 2 - Estimated Consolidated Plan Resources](#))

The 2012 Emergency Solutions Grant (ESG) Budget resources total \$791,303, a continuation level from the 2011 Estimated Actual ESG budget. There is also \$7,592 in prior-year unappropriated resources. (See [Table 2](#))

Recommended 2012 Consolidated Plan Budget Update

2012 Consolidated Plan Budget Update Overview



- Estimated Consolidated Plan Resources)

The HOPWA Budget resources total \$657,741 in 2012, a continuation level from the 2011 Estimated Actual HOPWA resources. There is also \$239,408 in prior-year unappropriated resources. (See Table 2 - Estimated Consolidated Plan Resources)

Table 3

Major Expenditure Category	2012 Recommended				
	CDBG	HOME	ESG	HOPWA	TOTAL
Housing Objectives					
Homeownership Housing Development Total	\$2,490,000	\$330,000	\$0	\$0	\$2,820,000
Rental Housing Development Total	\$125,000	\$972,500	\$0	\$0	\$1,097,500
Homeownership Supportive Services Total	\$0	\$300,000	\$0	\$0	\$300,000
Renters Supportive Services Total	\$347,500	\$500,000	\$0	\$0	\$847,500
Fair Housing Total	\$185,000	\$0	\$0	\$0	\$185,000
<i>TOTAL HOUSING DEVELOPMENT</i>	\$3,147,500	\$2,102,500	\$0	\$0	\$5,250,000
Economic Development					
Commercial and Industrial Development Total	\$920,000	\$0	\$0	\$0	\$920,000
Industrial Site Redevelopment/SPUR Total	\$700,000	\$0	\$0	\$0	\$700,000
Business Development Opportunities Total	\$1,004,050	\$182,500	\$0	\$0	\$1,186,550
Job Training and Placement Total	\$1,055,000	\$200,000	\$0	\$0	\$1,255,000
<i>TOTAL ECONOMIC DEVELOPMENT</i>	\$3,679,050	\$382,500	\$0	\$0	\$4,061,550
Quality of Life					
Slum & Blight Elimination Total	\$2,500,000	\$0	\$0	\$0	\$2,500,000
Services & Facility Improvements Total	\$0	\$0	\$0	\$0	\$0
Citizen Safety Total	\$85,000	\$0	\$0	\$0	\$85,000
<i>TOTAL QUALITY OF LIFE</i>	\$2,585,000	\$0	\$0	\$0	\$2,585,000
Homeless Housing					
Homeless Shelters & Other Homeless Housing Support					
Homeless Shelters & Other Homeless Housing Total	\$200,000	\$800,000	\$446,196	\$0	\$1,446,196
<i>TOTAL HOMELESS HOUSING</i>	\$200,000	\$800,000	\$446,196	\$0	\$1,446,196
Special Populations Housing					
Operating Support for HIV/AIDS Housing Total	\$0	\$0	\$0	\$189,868	\$189,868
Supportive Services for Persons with HIV/AIDS Total	\$0	\$0	\$0	\$252,358	\$252,358
Housing Assistance for Persons with HIV/AIDS Total	\$0	\$0	\$0	\$294,669	\$294,669
<i>TOTAL SPECIAL POPULATIONS HOUSING</i>	\$0	\$0	\$0	\$736,895	\$736,895
Planning, Administration & Debt Service					
Operating Budgets	\$2,517,566	\$365,000	\$33,465	\$22,107	\$2,938,138
Section 108 Debt Service	\$632,630	\$0	\$0	\$0	\$632,630
<i>TOTAL PLANNING, ADMIN. & DEBT SERVICE</i>	\$3,150,196	\$365,000	\$33,465	\$22,107	\$3,570,768
TOTAL*	\$12,761,746	\$3,650,000	\$479,661	\$759,002	\$17,650,409



Consolidated Plan Program Limits and Regulations

The CDBG Program has statutory funding limitations that must be considered in developing budget recommendations. HUD requires that at least 70% of CDBG funding spent on activities every year must meet the national objective of benefiting low- and moderate-income persons. Activities not directly benefiting low- and moderate-income persons must meet the national objective of eliminating slum and blighting conditions, and up to 30% of the CDBG project appropriation can be budgeted for this purpose over the three year reporting period. Public service activities may comprise no more than 15% of the sum of the entitlement grant amount and prior year program income. The only exception to this rule is that new (not currently provided) public services provided by a Community Based Development Organization (CBDO) may be funded in approved Neighborhood Revitalization Strategy Areas (NRSA). Those expenditures do not count against the regulatory cap on public services. Planning and general administration activities are limited to 20% of the sum of the entitlement grant amount and current year program income.

The other three Consolidated Plan grants have separate limits on administrative expenses as follows: HOME – 10% of grant amount and program income; ESG – 5% of grant amount which is anticipated to increase to 7.5% under new regulations; and HOPWA – 3% of grant amount.

Table 4 reflects the program limits and regulations as well as the City’s adherence to these requirements for the 2012 Recommended Budget Update. The City will closely monitor the program caps throughout 2012, and if changes are necessary, they will be included in the reconciliation report. Table 5 provides a listing of the public service activities in the 2012 Recommended Budget Update.

Table 4 - Consolidated Plan Program Caps

Program Cap	Limit	2011 Approved	2012 Approved	2012 Recommended Update
CDBG Low/Mod Income Benefit	70% Min	75.9%	75.3%	76.3%
CDBG Public Services	15% Max	13.4%	9.7%	10.9%
CDBG Planning & Admin	20% Max	24.4%	19.6%	19.7%
HOME Planning & Admin	10% Max	8.9%	10.0%	10.0%
ESG Planning & Admin	7.55% Max	5.0%	*	7.0%
HOPWA Planning & Admin	3% Max	2.8%	*	2.9%

*The Continuum of Care and the HOPWA Advisory Committee did not make budget recommendations for 2012 during the Biennial Budget process. Both Committees make budget recommendations on a year-to-year basis.



Table 5 - 2012 Recommended Public Service Activities

<i>CDBG funded Public Service Activities</i>			
PROJECT NAME	Approved 2011	Approved 2012	Recommended 2012
Blueprint for Success*	\$250,000	\$250,000	\$200,000
Drug Elimination Program	\$100,000	\$100,000	\$85,000
EITC Outreach	\$8,000	\$8,000	\$6,800
Emergency Mortgage Assistance	\$137,000	\$137,000	\$120,000
Fair Housing Services	\$214,500	\$214,500	\$185,000
Section 8 Tenant Counseling & Plcmt	\$55,000	\$55,000	\$47,500
Tenant Assistance	\$26,000	\$26,000	\$0
Tenant Representation	\$187,000	\$187,000	\$150,000
Youth Employment Programs	\$1,030,000	\$1,020,000	\$855,000
SUB TOTAL	\$2,007,500	\$1,997,500	\$1,649,300
<i>less exempt activities*</i>	<i>-\$250,000</i>	<i>-\$250,000</i>	<i>-\$200,000</i>
TOTAL	\$1,757,500	\$1,747,500	\$1,449,300
<i>Public Services Cap Amount (15.0%)</i>	<i>\$1,974,600</i>	<i>\$2,002,800</i>	<i>\$2,002,800</i>
Total as a % of budget	13.4%	13.1%	10.9%

*Operated by CBDO in NRSA (not included in cap calculations)

Recommended Consolidated Plan Highlights

1. \$12,761,746 million in Community Development Block Grant (CDBG) Funding in 2012 (See page 354 for funding detail). The 2012 Recommended CDBG Budget totals \$12,761,746 based on \$11,751,746 in entitlement grant (2012 estimated grant), \$1,000,000 in estimated program income, and \$10,000 in estimated operating savings. The actual 2011 grant amount was \$11,751,746, a decrease of \$2,305,707 from the 2010 CDBG grant award. The 2012 Recommended Budget Update assumes no change in the grant level received in 2011 for CDBG in 2012, however actual Consolidated Plan grant awards for 2012 will not be known until the FY 2012 Federal Budget is approved by the Congress, signed by the President, and awards are made by HUD.

In 2012, the recommended budget includes \$3.1 million for housing programs, \$3.7 million for economic development programs, \$2.6 million for quality of life, and \$3.2 million for Planning, Administration, and Debt Service. Due to budget cuts in 2011 many programs received reduced funding. As has been the case in recent years, most program allocations include resources for project delivery costs incurred by the implementing department. The 2012 Recommended CDBG Budget includes the following changes from the 2011 Approved Budget.

- Strategic Housing Initiatives decreased by \$449,800 compared to the 2011 Approved Budget. This is a result of reduced CDBG resources and will result in less funding available to produce needed housing projects.
- The Housing Maintenance Services Program decreased by \$105,000 compared to the 2011 Approved Budget. This is a result of reduced CDBG resources and will reduce emergency home repairs by approximately 5%.



Recommended 2012 Consolidated Plan Budget Update

Recommended Consolidated Plan Highlights

- The Tenant Assistance Program has ended but the Code Enforcement Relocation Program has been increased by \$16,000 to \$150,000 for 2012.
- Tenant Representation received a 20% reduction from 2011 levels and Section 8 Tenant Counseling and Placement and Fair Housing Services have received a 14 percent reduction from 2011 levels due to reduced CDBG resources. These decreases will impact the ability of these agencies to adequately provide service to clients.
- The NBD Improvement Program decreased by \$195,000 as a result of reduced CDBG resources slowing redevelopment of neighborhood business districts.
- The Strategic Program for Urban Redevelopment (SPUR) decreased \$50,000 compared to the 2011 Approved Budget allowing fewer resources for brownfield redevelopment.
- The Small Business Services & Technical Assistance Program decreased \$150,000. This is reduction is a result of reduced CDBG resources and will decrease in half the number of businesses provided assistance.
- The Small Business Loan Fund decreased by \$145,000, or 60%, from the 2011 Approved Budget due to reduced CDBG resources and will result in a significant decrease in loans.
- The Corporation for Findlay Market decreased by \$87,750 due to reduced CDBG resources, impacting the ability of the Market to function.
- The Neighborhood Capacity Building and Technical Assistance decreased by \$135,000 to \$250,000 due to reduced CDBG resources. An increase of \$42,500 for the Neighborhood Capacity Building and Technical Assistance in HOME resources is provided. Combined CDBG and HOME resources are \$432,500, which is a \$92,500 decrease from 2011. This reduction will result in fewer community development corporations being funded in 2012.
- The Blueprint for Success Program decreased \$50,000 due to reduced CDBG resources. This reduction will result in fewer youth being assisted in 2012.
- The Youth Employment Program funding decreased by \$175,000 from the 2011 Approved Budget and will result in a number of youth not finding employment.
- The Hazard Abatement Program decreased by \$155,000 from the 2011 Approved Budget. This is a result of reduced CDBG resources and will result in a delay in removing dangerous vacant buildings.
- The Lead Hazard Testing Program decreased by \$132,220 from the 2011 Approved Budget. This is a result of reduced CDBG resources and will result in a fewer homes being tested.
- The Historic Structures Stabilization Program is reduced \$150,000. This is a result of reduced CDBG resources. The reduction may result in some buildings being demolished that may have been secured.
- The Future Blooms Program is reduced \$250,000 due to reduced CDBG resources. Fewer areas will be served.
- The Public Facility Improvements Program is eliminated due to reduced CDBG resources.



Recommended Consolidated Plan Highlights

- The Drug Elimination Program decreased by \$15,000 from the 2011 Approved Budget due to reduced CDBG resources. This program has been an effective tool in reducing drugs in its service area and any decreases will hinder program effectiveness.

The City's Planning and Administration costs total \$3.1 million in 2012, which includes \$1.6 million in operating support for departments, \$0.9 million for employee benefits and non-departmental accounts, and \$0.6 million in Section 108 Debt Service. Overall the City's Planning and Administrative costs decreased by \$644,664, or 17.0%, from the 2011 Approved Budget due to a decrease in total CDBG resources.

2. \$3.6 million in HOME Investment Trust Fund resources (See page 357 for funding detail). The 2012 Recommended HOME Budget totals \$3,650,000 based on \$3,500,000 in entitlement grant (2012 estimated grant), and \$150,000 in program income. The actual 2011 grant amount was \$2,554,534, a \$1,664,864 decrease from the 2010 HOME grant, which included a decrease of \$1,162,822 due to the repayment of HUD Office of Inspector General findings and a 12% cut, or \$502,042 in HOME grant resources.

- Increase of \$319,042 for the Rental Rehabilitation Program compared to the 2011 Approved Budget to restore it to prior year levels. .
- An increase of \$37,542 in the Down Payment Initiative Program compared to the 2011 Approved Budget to meet ongoing demand of new homebuyers seeking to purchase housing in the City.
- An annual inclusion of \$500,000 for Tenant Based Rental Assistance. Beginning in 2011 this program received an annual allocation of HOME resources.
- An increase of \$42,500 for the Neighborhood Capacity Building and Technical Assistance in HOME resources. CDBG resources are decreased for this activity due to reductions in the grant. Combined CDBG and HOME resources are \$432,500, which is a \$92,500 decrease from 2011.
- HOME Administration is budgeted at \$365,000 or 10% of the grant in accord with HOME Program regulations.
- Funding for the following projects did not change from the 2011 Approved Budget: Single Family Homeownership Development, Blueprint for Success Program and Homeless to Homes – Transitional Housing.

The 2012 Recommended HOME Budget Update totals \$3,650,000, an increase of \$443,424. This increase reflects a return to normal grant levels after the reduction of the grant in 2011 for the repayment of HUD Office of Inspector General findings and the overall program cut. It should be noted the grant amounts for 2012 are only estimates and will not be known until the FY 2012 Federal Budget is approved by the Congress, signed by the President, and awards are made by HUD.

3. \$479,661 in Emergency Solutions Grant (ESG) Funding (See page 358 for funding details). The Emergency Solutions Grant program supersedes the Emergency Shelter Grant program during 2011 and for 2012. HUD has implemented a two-stage ESG allocation process for 2011 in order to address pressing local needs for immediate funding and to meet Congressional direction on funding ESG activities. HUD released an initial \$160 million nationally for the revised ESG program in July so grantees can proceed with plans to fund existing emergency shelters. Following the publication of amended ESG regulations HUD will release an additional allocation to the same grantees for homeless prevention activities. With this second ESG allocation, the City will be required to complete a substantial amendment to our Consolidated Plan/Action Plan to initiate the additional funding in the Emergency Solutions Grants Program. Until the amended ESG regu-



lations are published, the City will follow the current Emergency Shelter Grant regulations for activities under the first allocation. Recommended 2012 funding for ESG projects is based on the recommendations provided by the Continuum of Care process. The first phase of 2012 Recommended ESG funding totals \$479,661, which is an \$83,589 decrease from the 2011 Approved Budget. This decrease is in part due to the change from the Emergency Shelter Grant Program to the new Emergency Solutions Grant Program. No more than 60% of ESG funding may be expended on homeless shelters. Additional ESG funding is anticipated during 2012 to implement the new program, which will include specific funding for homeless prevention activities. Funding for ESG Administration in 2012 is \$33,465. It is anticipated ESG Administration will rise under the Hearth Act due to increased administrative requirements to 7.5%, which is beyond the current ESG regulatory limit of 5%.

4. \$759,002 in Housing Opportunities for Persons with AIDS (HOPWA) Funding (See page 358 for funding details). The City serves as the grantee for the eligible metropolitan statistical area (EMSA) that includes 12 counties in the tri-state region. Grant funds must be expended to benefit AIDS patients throughout the region. The HOPWA Advisory Committee makes project funding recommendations. The 2012 Recommended HOPWA budget totals \$759,002, which is a \$38,749 increase over the 2011 Approved Budget. This increase is due to receiving a higher grant level than projected in 2011 and carrying over prior-year unallocated resources in 2011. Funding for HOPWA Administration in 2012 is \$22,107, which is within the HOPWA regulatory limit of 3%.

Developing the Consolidated Plan Budget

The City offers many opportunities for citizen input and participation in budget development. Funding requests for neighborhood business district improvements are reviewed and recommended by the Cincinnati Neighborhood Business Districts United (CNBDU). Funding requests for homeless services are reviewed and recommended through the Continuum of Care process participants. Funding requests for Housing Opportunities for Persons with AIDS (HOPWA) programs are reviewed by the HOPWA Advisory Committee.

Public notice of the Public Hearing for all HUD funded programs has run in several publications including a paid advertisement in the October 11, 2011, Cincinnati Enquirer. Notices ran in the City Bulletin on October 11, 2011. The 2012 Requested Budget has been posted on the City's web site, Facebook Page, and Community Development's web page, since October 11, 2011. Notice of the Public Hearing was provided to all the Cincinnati Community Councils. The City held a public hearing on October 20, 2011, to receive public comments on the 2012 Consolidated Plan Requested Budget. Printed copies of the 2012 Requested Budget were made available at this meeting and at the Office of Budget and Evaluation. There were no comments made at the meeting and one was received by e-mail suggesting increasing demolition to the maximum percentage allowable under HUD regulation for slum and blight activities.. Any comments received would be considered and a response provided.

Recommended 2012 Consolidated Plan Budget Update
Community Development Block Grant (CDBG) by Goal and Objective



Community Development Block Grant (CDBG) by Goal and Objective

	2011 Approved Budget	2012 Approved Budget	2012 Recommended Budget Update
Housing Objectives			
Homeownership Housing Development			
Strategic Housing Initiatives Program	\$749,800	\$700,000	\$300,000
Homeowner Rehab Loan Program	\$104,000	\$104,000	\$75,000
Housing Maintenance Services	\$2,100,000	\$2,100,000	\$1,995,000
Emergency Mortgage Assistance	\$137,000	\$137,000	\$120,000
Section 108/Float Loan Delivery	\$5,000	\$5,000	\$0
Homeownership Total	\$3,095,800	\$3,046,000	\$2,490,000
Rental Housing Development			
Rental Rehabilitation Program	\$155,000	\$155,000	\$125,000
Rental Housing Total	\$155,000	\$155,000	\$125,000
Renters Supportive Services			
Tenant Assistance	\$26,000	\$26,000	\$0
Code Enforcement Relocation	\$134,000	\$134,000	\$150,000
Tenant Representation	\$187,000	\$187,000	\$150,000
Section 8 Tenant Counseling and Placement	\$55,000	\$55,000	\$47,500
Renters Supportive Services Total	\$402,000	\$402,000	\$347,500
Promote Fair Housing			
Fair Housing Services	\$214,500	\$214,500	\$185,000
Fair Housing Total	\$214,500	\$214,500	\$185,000
TOTAL HOUSING DEVELOPMENT	\$3,867,300	\$3,817,500	\$3,147,500
Other Community Needs			
Economic Development			
Promote Commercial and Industrial Development/Redevelopment			
NBD Improvement Program	\$1,115,000	\$1,000,000	\$920,000
Commercial and Industrial Development Total	\$1,115,000	\$1,000,000	\$920,000
Industrial Site Redevelopment/SPUR			
Strategic Program for Urban Redevelopment/GO Cincinnati	\$750,000	\$700,000	\$700,000
Industrial Site Redevelopment/SPUR Total	\$750,000	\$700,000	\$700,000
Promote Business Development Opportunities			
Small Business Services & Technical Assistance	\$300,000	\$300,000	\$150,000
Small Business Loan Fund (CSBLF)	\$245,000	\$245,000	\$100,000
Corporation for Findlay Market (CFFM)	\$585,000	\$585,000	\$497,250
Earned Income Tax Credit Outreach and Financial Literacy	\$8,000	\$8,000	\$6,800
Neighborhood Capacity Building & Technical Assistance	\$385,000	\$385,000	\$250,000
Business Development Opportunities Total	\$1,523,000	\$1,523,000	\$1,004,050



Recommended 2012 Consolidated Plan Budget Update Community Development Block Grant (CDBG) by Goal and Objective

	2011 Approved Budget	2012 Approved Budget	2012 Recommended Budget Update
Job Training, Placement Services, and Employment Opportunities			
Blueprint for Success	\$250,000	\$250,000	\$200,000
Youth Employment Programs	\$1,030,000	\$1,020,000	\$855,000
Job Training and Placement Total	\$1,280,000	\$1,270,000	\$1,055,000
<i>TOTAL ECONOMIC DEVELOPMENT</i>	\$4,668,000	\$4,493,000	\$3,679,050
Quality of Life			
Slum & Blight Elimination			
Concentrated Code Enforcement	\$575,000	\$575,000	\$575,000
Hazard Abatement Program	\$1,000,000	\$1,000,000	\$845,000
Millcreek Greenway Restoration	\$100,000	\$100,000	\$85,000
Lead Hazard Testing Program	\$727,220	\$700,000	\$595,000
Historic Structures Stabilization	\$350,000	\$350,000	\$200,000
Future Blooms	\$450,000	\$200,000	\$200,000
Slum & Blight Elimination Total	\$3,202,220	\$2,925,000	\$2,500,000
Service Facility Improvements			
Public Facilities and Improvements	\$1,000,000	\$0	\$0
Service Facility Improvements Total	\$1,000,000	\$0	\$0
Citizen Safety			
Drug Elimination Program	\$100,000	\$100,000	\$85,000
Citizen Safety Total	\$100,000	\$100,000	\$85,000
<i>TOTAL QUALITY OF LIFE</i>	\$4,302,220	\$3,025,000	\$2,585,000
Homeless Housing			
Mt Airy Shelter	\$200,200	\$0	\$200,000
Homeless Housing Total	\$200,200	\$0	\$200,000
<i>TOTAL HOMELESS HOUSING</i>	\$200,200	\$0	\$200,000
<i>PROJECTS TOTAL</i>	\$13,037,720	\$11,335,500	\$9,611,550

Recommended 2012 Consolidated Plan Budget Update
Community Development Block Grant (CDBG) by Goal and Objective



	2011 Approved Budget	2012 Approved Budget	2012 Recommended Budget Update
Planning, Administration & Debt Service			
Office of the City Manager/Contract Compliance	\$54,330	\$49,980	\$40,380
Budget & Evaluation	\$275,560	\$253,520	\$211,865
Accounts & Audits	\$117,020	\$107,660	\$84,052
Treasury	\$18,160	\$16,710	\$13,030
Economic Development	\$0	\$0	\$139,637
Community Development	\$1,182,550	\$1,087,950	\$832,459
Planning and Buildings	\$375,920	\$345,850	\$269,516
Internal Audit	\$19,810	\$18,230	\$14,279
<i>Personnel and Non-Personnel Operating</i>	\$2,043,350	\$1,879,900	\$1,605,217
Employee Benefits	\$414,000	\$419,570	\$469,997
City Pensions	\$428,560	\$445,360	\$418,076
Employee Benefit Reimbursements	\$0	\$0	(\$387,759)
PEAP	\$1,990	\$2,060	\$2,200
Workers' Comp Insurance	\$22,800	\$11,300	\$25,760
State Unemployment Comp.	\$560	\$570	\$0
Audit & Examiner's Fees	\$5,720	\$5,720	\$5,720
Indirect Costs	\$334,980	\$312,410	\$378,355
<i>Non-departmental Accounts</i>	\$1,208,610	\$1,196,990	\$912,349
<i>Section 108 Debt Service</i>	\$542,900	\$586,390	\$632,630
TOTAL PLANNING AND ADMINISTRATION	\$3,794,860	\$3,663,280	\$3,150,196
TOTAL CDBG BUDGET	\$16,832,580	\$14,998,780	\$12,761,746



Recommended 2012 Consolidated Plan Budget Update
HOME Investment Partnerships by Goal and Objective

HOME Investment Partnerships by Goal and Objective

	2011 Approved Budget	2012 Approved Budget	2012 Recommended Budget Update
Housing Objectives			
Homeownership Housing Development			
Single Family Homeownership Development	\$330,000	\$330,000	\$330,000
Homeownership Total	\$330,000	\$330,000	\$330,000
Rental Housing Development			
Rental Rehab Program	\$653,458	\$1,500,000	\$972,500
Rental Housing Total	\$653,458	\$1,500,000	\$972,500
Homeownership Supportive Services			
Down Payment Initiative	\$262,458	\$272,585	\$300,000
Homeownership Supportive Services Total	\$262,458	\$272,585	\$300,000
Renters Supportive Services			
Tenant Based Rental Assistance (TBRA)	\$500,000	\$500,000	\$500,000
Renters Supportive Services Total	\$500,000	\$500,000	\$500,000
<i>TOTAL HOUSING DEVELOPMENT</i>	\$1,745,916	\$2,602,585	\$2,102,500
Other Community Needs			
Economic Development			
Promote Business Development Opportunities			
Neighborhood Capacity Building & Technical Assistance	\$140,000	\$140,000	\$182,500
Promote Business Development Opportunities Total	\$140,000	\$140,000	\$182,500
Job Training, Placement Services, and Employment Opportunities			
Blueprint for Success	\$200,000	\$200,000	\$200,000
Job Training and Placement Total	\$200,000	\$200,000	\$200,000
<i>TOTAL ECONOMIC DEVELOPMENT</i>	\$340,000	\$340,000	\$382,500
Homeless Housing			
Homeless Shelters & Other Homeless Housing			
Homeless to Homes - Permanent Supportive Housing	\$800,000	\$800,000	\$800,000
<i>TOTAL HOMELESS HOUSING</i>	\$800,000	\$800,000	\$800,000
Planning, Administration & Debt Service			
	\$320,660	\$415,843	\$365,000
TOTAL HOME	\$3,206,576	\$4,158,428	\$3,650,000

Recommended 2012 Consolidated Plan Budget Update

Emergency Shelter Grant (ESG) by Goal and Objective



Emergency Shelter Grant (ESG) by Goal and Objective

	2011 Approved Budget	2012 Approved Budget	2012 Recommended Budget Update
Homeless Housing			
Homeless Shelters & Other Homeless Housing Support			
Bethany House	\$60,000	\$0	\$43,097
Cincinnati Center for Respite Care	\$15,000	\$0	\$12,822
Interfaith Hospitality Network	\$37,084	\$0	\$30,579
Lighthouse Youth Crisis Center	\$28,000	\$0	\$8,970
Lighthouse Young Adult Shelter	\$10,000	\$0	\$10,000
Mercy Franciscan/St. John's OTR Temporary Housing	\$45,276	\$0	\$49,000
Mercy Franciscan/St. John's Anna Louise Inn	\$63,640	\$0	\$51,193
Salvation Army Emergency Shelter	\$26,000	\$0	\$24,000
Shelterhouse/Drop Inn Center	\$200,000	\$0	\$171,306
YWCA Battered Women's Shelter	\$50,000	\$0	\$45,229
Homeless Shelters & Transitional Housing Support Total	\$535,000	\$0	\$446,196
<i>TOTAL HOMELESS HOUSING</i>	\$535,000	\$0	\$446,196
Planning, Administration & Debt Service	\$28,250	\$0	\$33,465
TOTAL ESG	\$563,250	\$0	\$479,661

Housing Opportunities for Persons with AIDS (HOPWA) by Goal and Objective

	2011 Approved Budget	2012 Approved Budget	2012 Recommended Budget Update
Special Populations Housing			
Operating Support for HIV/AIDS Housing Facilities			
Caracole House	\$124,132	\$0	\$189,868
Operating Support for HIV/AIDS Housing Facilities Total	\$124,132	\$0	\$189,868
Supportive Services for Persons with HIV/AIDS			
STOP AIDS Case Management	\$130,524	\$0	\$0
Caracole House Shelter Plus Services	\$125,109	\$0	\$148,353
Cincinnati Center for Respite Care	\$31,866	\$0	\$54,005
Northern Ky. Independent Health District	\$41,114	\$0	\$50,000
Supportive Services for Persons with HIV/AIDS Total	\$328,613	\$0	\$252,358
Housing Assistance for Persons with HIV/AIDS			
STOP AIDS Short-Term Housing Assistance	\$84,915	\$0	\$0
STOP AIDS Permanent Housing Placement	\$10,700	\$0	\$0
Northern Ky. Independent Health District	\$85,000	\$0	\$85,000
Caracole Tenant Based Rental Assistance & Housing Placement	\$66,640	\$0	\$209,669
Housing Assistance for Persons with HIV/AIDS Total	\$247,255	\$0	\$294,669
<i>TOTAL SPECIAL POPULATIONS HOUSING</i>	\$700,000	\$0	\$736,895
Planning, Administration & Debt Service	\$20,253	\$0	\$22,107
TOTAL HOPWA	\$720,253	\$0	\$759,002

*ESG and HOPWA funded programs do not request funding for 2012 as part of the biennial budget process.



Consolidated Plan Program Descriptions by Objective

2012 marks the third year of the City's 2010-2014 Consolidated Plan. In this section, projects and programs are generally organized by the Five-Year Consolidated Plan objectives. Under each Consolidated Plan objective are narrative descriptions and tables of the programs designed to meet the five-year goals outlined in the Consolidated Plan. These tables include funding information, goals, and accomplishment data for the 2010-2014 Consolidated Plan.

Accomplishment data for the 2011 program year will be included in the Consolidated Annual Performance and Evaluation Report (CAPER) that will be submitted to HUD by the end of March 2012. This report will be available for public review. To view proposed 2011 program goals by Consolidated Plan objective, please see the 2011 Approved Budget.

The 2012 Requested Budget and the 2010-2014 Consolidated Plan can be found in the City's web site at this link: <http://www.cincinnati-oh.gov/cmgr/pages/-12848/>.

Recommended 2012 Consolidated Plan Budget Update

2012 Consolidated Plan Budget by Objective



Housing Objectives

Strategic Housing Initiatives Program

The Strategic Housing Initiatives program provides for targeted investments in housing projects consisting of at least four housing units throughout the City's neighborhoods with a primary emphasis on homeownership opportunities.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$749,800	\$700,000	\$300,000	20	Housing Units	115	44
HOME	\$0	\$0	\$0	0			

Homeowner Rehab Loan Program

The Homeowner Rehab Loan program (HRLP) provides low-interest deferred loans and lead grants to low and moderate-income homeowners to correct building code violations; improve accessibility; enhance emergency conservation; and stabilize safe, sanitary housing citywide. This program currently services loans made in prior years. New rehabilitation work is on hold while the City reevaluates the program.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$104,000	\$104,000	\$75,000	300	Loans	2,000	0
HOME	\$0	\$0	\$0	0	Housing Units	0	0

Housing Maintenance Services

Housing Maintenance Services provide grants for emergency and critical repairs to very low-income homeowners. Emergency Services are limited to two emergencies per household per year and have a maximum of \$2,500. Critical repairs are those needed for the safety of the client and have a maximum of \$10,000. This program also provides forgivable loans and grants to low income, elderly homeowners to correct code violations issued pursuant to Neighborhood Enhancement Program exterior inspections.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$2,100,000	\$2,100,000	\$1,995,000	1,450	Housing Units	7,155	1,390

Emergency Mortgage Assistance

The Emergency Mortgage Assistance program provides up to three months of mortgage payments for low-income City of Cincinnati homeowners facing foreclosure due to job loss, illness, death of the primary wage earner, or other circumstances beyond their control. Homeowners may receive this assistance to bring their loan current if they have reestablished an income stream. All clients in mortgage trouble receive in-depth foreclosure prevention counseling and case management that links them with other social service agencies.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$137,000	\$137,000	\$120,000	45	Households	225	24



Recommended 2012 Consolidated Plan Budget Update

2012 Consolidated Plan Budget by Objective

Compliance Assistance Repair for the Elderly (CARE)

The CARE program provides forgivable loans and grants to low income, elderly homeowners to correct code violations issued pursuant to a Neighborhood Enhancement Program, "house to house" exterior property condition inspection and code enforcement action. Owner occupants would receive financial assistance in correcting common exterior code violations. This program is no longer funded separately, instead it has become a component of the Housing Maintenance Services Program.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$0	\$0	\$0	0	Housing Units	20	44

Single Family Homeownership Development-Cincinnati Habitat for Humanity

The program is designed to reimburse Habitat for Humanity for water and sewer tap fees, building permit fees, water permit fees, remote meter fees, a developer fee and other approved fees related to the construction of eligible new single family dwellings. The program also includes eligible infrastructure and construction costs for newly constructed or rehabilitated units, demolition costs, construction modifications to blend units with existing neighborhood styles or address accessibility issues, and homebuyer assistance.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
HOME	\$330,000	\$330,000	\$330,000	45	Housing Units	225	24

Property Holding Costs

This project account provides property maintenance for City-owned property held for redevelopment by the Department of Community Development. This program has been discontinued and the work associated with it will be funded from other City capital and operating resources.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$0	\$0	\$0	0	Public Facilities (Parcels)	225	0

Section 108/Float Loan Delivery

This project funds staff costs, permits, inspections, and other project delivery expenses associated with implementing Section 108 Loan and Float Loan projects.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$5,000	\$5,000	\$0	1	Loans	5	0

Recommended 2012 Consolidated Plan Budget Update

2012 Consolidated Plan Budget by Objective



Down Payment Initiative

The Down Payment Initiative program funds down payment assistance, which is used towards the purchase of single family housing by low- to moderate-income owner-occupant families who are first-time homebuyers. Eligible project costs include down payment and closing costs.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
HOME	\$262,458	\$272,585	\$300,000	45	Households	225	78

Rental Rehabilitation Program

The purpose of the Rental Rehabilitation Program is to increase the number of renovated rental housing units available to low-income families. Owners of housing units may receive up to 50% of the cost of rehabilitating a housing unit in the form of a deferred, forgivable loan as long as the housing unit remains available to low-income families for at least five years.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$155,000	\$155,000	\$125,000	100	Housing Units	500	62
HOME	\$653,458	\$1,500,000	\$972,500				

Tenant Assistance

Each year, approximately 3,000 to 4,000 persons contact the City of Cincinnati's Relocation Services Office requesting assistance in finding housing or seeking information about the various types of housing available. These persons are counseled on how and where to find housing. They are also provided with a list of housing managers and specific referrals may be given.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$26,000	\$26,000	\$0	3,900	People	18,000	4,110

Code Enforcement Relocation

This project allows the City of Cincinnati to pay the first month's rent or security deposit for persons moving to decent, safe and sanitary housing who have been displaced by code enforcement and/or the hazards of lead paint. Staff take applications from low-income persons and provide vacancy lists and management company lists to clients. Qualified participants receive up to \$650 for rental assistance and moving costs.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$134,000	\$134,000	\$150,000	216	Households	1,000	194



Recommended 2012 Consolidated Plan Budget Update

2012 Consolidated Plan Budget by Objective

Tenant Representation

The Tenant Representation Project (TRP) administered by the Legal Aid Society provides legal representation for low and moderate-income tenants in the City of Cincinnati. The TRP prevents homelessness by stopping unlawful evictions, corrects illegal lockouts and utility shutoffs, and requires landlords to complete repairs to make rental units decent, safe, and sanitary. The project also prevents retaliation against tenants who ask the City Building and Health Departments to inspect for code violations.

Funding Source	Approved	Approved	Recommended	2012 Goal	2010-2014 Accomplishments		
	2011	2012	2012		Indicator	Proposed	Completed
CDBG	\$187,000	\$187,000	\$150,000	550	People	2,750	826

Section 8 Tenant Counseling and Placement

The Section 8 Tenant Counseling and Placement program provides placement and transportation services to Section 8 voucher holders to assist them in securing affordable housing in low poverty neighborhoods outside of the City of Cincinnati. In addition to the services mentioned above, Housing Opportunities Made Equal (H.O.M.E.) also provides an outreach component to landlords.

Funding Source	Approved	Approved	Recommended	2012 Goal	2010-2014 Accomplishments		
	2011	2012	2012		Indicator	Proposed	Completed
CDBG	\$55,000	\$55,000	\$47,500	40	Households	200	44

Tenant Based Rental Assistance (TBRA)

The Hamilton County Department of Community Development will operate and provide Tenant Based Rental Assistance (TBRA) to eligible households within the City of Cincinnati. The TBRA will cover a portion of the household rent payment for a minimum of 85 client households over a 12-month period.

Funding Source	Approved	Approved	Recommended	2012 Goal	2010-2014 Accomplishments		
	2011	2012	2012		Indicator	Proposed	Completed
HOME	\$500,000	\$500,000	\$500,000	85	Households	170	0

Fair Housing Services

The City contracts with Housing Opportunities Made Equal (H.O.M.E.) to promote equal housing opportunities for all home seekers regardless of race, sex, color, nationality, religion, handicap, or familial status and to reduce unlawful discrimination in housing and increase integration throughout Cincinnati's neighborhoods. The program does complaint intake, investigation, counseling, and files legal complaints against persons, firms, or organizations suspected of discrimination in housing.

Funding Source	Approved	Approved	Recommended	2012 Goal	2010-2014 Accomplishments		
	2011	2012	2012		Indicator	Proposed	Completed
CDBG	\$214,500	\$214,500	\$185,000	1,100	People	5,500	1,491

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Other Community Needs

Neighborhood Business District (NBD) Improvement Program

The NBD Improvement program enhances the business environment in the City's NBDs by constructing streetscape public improvements, infrastructure improvements, property acquisition, or other development activities.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$1,115,000	\$1,115,000	\$920,000	75	Businesses	425	124

NBD Property Holding Costs

The NBD Property Holding Costs project addresses property maintenance issues for City-owned property held for redevelopment in NBDs. This program has been discontinued and the work associated with it will be funded from other City capital and operating resources.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$0	\$0	\$0	0	Public Facilities (Parcels)	10	0

Avondale/Burnet NBD Improvements

The Avondale/Burnet NBD Improvements project will make improvements to commercial structure(s) along Burnet Avenue in the Avondale Neighborhood.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$0	\$0	\$0	0	Organizations	1	0

Strategic Program for Urban Redevelopment/GO Cincinnati

The Strategic Program for Urban Redevelopment/GO Cincinnati Program facilitates the redevelopment of abandoned, vacant, or underutilized industrial and commercial sites where expansion or redevelopment may be complicated by environmental contamination. The funds will be used to acquire property, remediate contamination, construct public improvements, and perform activities to facilitate redevelopment of brownfield sites.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$750,000	\$700,000	\$700,000	1.5	Public Facilities (Acres)	3	66



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Small Business Services & Technical Assistance

The Small Business Services and Technical Assistance Program supports a system of accessible technical assistance to meet the start-up and growth needs of micro-enterprises and small businesses. Programs and services provided include capacity development, business education and coaching, entrepreneurial training, incubation and technical assistance in the form of loan packaging, accounting services, legal services, appraisals, environmental assessments, and inventory control audits.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$300,000	\$300,000	\$150,000	200	Businesses	1,000	318

Small Business Loan Fund (CSBLF)

The Cincinnati Small Business Loan Fund (CSBLF) is a revolving loan program that is used to fill financing gaps for small to mid-sized businesses located in the City of Cincinnati. These businesses must create or retain jobs for City residents, or provide benefit to residents of low and moderate-income neighborhoods.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$245,000	\$245,000	\$100,000	8	Jobs	30	10

Corporation for Findlay Market (CFFM)

The Corporation for Findlay Market (CFFM) has entered into a management agreement with the City of Cincinnati to assume responsibility for management and leasing of Findlay Market facilities. Project subsidy will be used to recruit new small businesses to the Market, develop existing businesses, and support daily operations of the facilities.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$585,000	\$585,000	\$497,250	1	Organizations	5	1

Earned Income Tax Credit Outreach and Financial Literacy

The purpose of the Earned Income Tax Credit Outreach and Financial Literacy Program is to improve the quality of life for low-income taxpayers who live in Cincinnati by expanding their awareness of the Federal Earned Income Tax Credit, by providing increased access to free tax preparation and filing services, and by facilitating programs to enhance their financial literacy.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$8,000	\$8,000	\$6,800	3,700	People	19,000	1,562

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Neighborhood Capacity Building & Technical Assistance

The Neighborhood Capacity Building and Technical Assistance Program is designed to build and strengthen the capacity of Community Development Corporations (CDCs) through three principal activities:

1. Supporting neighborhood-based CDCs by providing operating funds;
2. Providing technical assistance and training to CDCs; and
3. Providing administrative oversight of the programs.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$385,000	\$385,000	\$250,000	12	Organizations	60	0
HOME	\$140,000	\$140,000	\$182,500	4	Organizations	35	0

Blueprint for Success

The Blueprint for Success Program is based on the Youth Build model, to assist ex-offenders and at-risk young adults ages 16-30 in obtaining their high school diploma (or GED) as well as marketable construction skills. Participants will be recruited from the Empowerment Zone and other approved Neighborhood Revitalization Strategy Areas (NRSA), and will be trained in all aspects of residential construction through the rehabilitation.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$250,000	\$250,000	\$200,000	50	People	250	45
HOME	\$200,000	\$200,000	\$200,000	1	Housing Units	10	45

Youth Employment Programs

The Youth Employment Program trains youth in the areas of work place etiquette and basic work skills by utilizing workshops, presentations, and on the job experiences. The program provides youth with opportunities to explore their interests and career options.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$1,030,000	\$1,020,000	\$855,000	500	People	1,893	628

Quality of Life

Concentrated Code Enforcement

Inspections of homes and businesses are conducted in targeted areas and areas in transition. Corrections achieved through Concentrated Code Enforcement involve repairing porches, windows, and siding; painting; and removal of dilapidated garages, fences and sheds, junk cars and weeds. Owners receiving orders are informed of funding availability through the Department of Community Development to correct violations. This program provides for complaint driven inspections of unsafe conditions in targeted areas as well.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$575,000	\$575,000	\$575,000	3,880	Housing Units	14,920	0



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Hazard Abatement Program

The mission of the Hazard Abatement Program is the preservation of the public health, safety, and welfare through demolition and barricading or repair of abandoned buildings. The Barricade Program was initiated in 1993 for the purpose of securing vacant abandoned buildings against entry by trespassers. Under the Hazard Abatement Program, condemned buildings citywide are demolished or repaired after normal code enforcement activities have been exhausted.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$1,000,000	\$1,000,000	\$845,000	600	Housing Units	2,990	0

Millcreek Greenway Restoration

The Mill Creek Greenway Restoration Program creates a greenway system within the riverine-riparian corridor of the Mill Creek. This project provides planning and coordination services for greenway projects, volunteer recruitment for cleanup, and environment enhancing projects. The project's goals are to create innovative and sustainable greenway trails, parks, and other amenities within the riparian corridor of the Mill Creek and help revitalize neighborhoods located near the river's floodplain.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$100,000	\$100,000	\$85,000	1	Public Facilities	5	1

Lead Hazard Testing Program

The Lead Hazard Testing Program provides funding for lead inspections of residences occupied by children who have been identified as having an elevated blood lead level (EBL). The State of Ohio has lowered the blood lead criteria level, which requires intervention to 15 ug/dl of blood. In addition, the program responds to complaints from households where a child may be exposed to lead but has not yet been diagnosed. The program then provides access to services to remediate lead.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$727,220	\$700,000	\$595,000	250	Housing Units	1,225	101

Historic Structures Stabilization

The Historic Structures Stabilization Program would abate public nuisance conditions and stabilize historic properties. Under Ohio Law if there is a historic building that is deemed a public nuisance, the City has the right to take action to abate the public nuisance conditions without taking ownership of the property. The City would use this right under the law to maintain the public health, safety, and welfare while at the same time preserve the historic structures for potential future rehabilitation.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$350,000	\$350,000	\$200,000	5	Housing Units	28	0

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Future Blooms

The Future Blooms Program focuses on enhancing the aesthetics' of Neighborhood Enhancement Program focus areas and other targeted areas by painting windows and doors on boarded up buildings, and improving vacant lots by growing grass, adding trees where appropriate, and using a fence to define the space as a "Future Blooms" project. In addition, in 2011 this program will start an Urban Farming employment training program to provide sustainable employment options to low-income individuals and encourage productive use of vacant land within the City.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$450,000	\$200,000	\$200,000	11,500	People	57,500	11,468

Public Facilities and Improvements

The Public Facilities and Improvements Program would provide funding for design, acquisition, construction, and for rehabilitation of public facilities, such as recreation centers, homeless shelters, or parks that service income eligible neighborhoods or populations.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$1,000,000	\$0	\$0	2,000	People	2,000	0

Drug Elimination Program

The Drug Elimination Program provides funding for increased law enforcement activity in Over-the-Rhine. These officers engage in drug enforcement activities, including investigation, surveillance, and arrest of drug traffickers. It is anticipated that these enforcement activities will also lead to the arrests of criminals for offenses other than and/or related to drug trafficking and abuse.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$100,000	\$100,000	\$85,000	5,338	People	21,352	5,338

Homeless Housing / Special Populations Housing

Mt Airy Shelter

This program funds operating support/administration costs for the Mount Airy Shelter. The shelter will provide emergency shelter, short term transitional housing and social services for homeless men.

Funding Source	Approved 2011	Approved 2012	Requested 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
CDBG	\$200,200	\$0	\$200,000	65	Beds	65	0



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Homeless Housing / Special Populations Housing*

**ESG and HOPWA funded programs do not Recommended funding for 2012 as part of the biennial budget process.*

Homeless to Homes - Permanent Supportive Housing

The Homeless to Homes Permanent Supportive Housing Program will provide partial financing for the construction or rehabilitation of new transitional housing units and new permanent supportive housing units.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
HOME	\$800,000	\$800,000	\$800,000	67	Housing Units	600	0

Bethany House

Bethany House Services, Inc. (30 beds/ES-families) provides emergency shelter, meals, and transportation assistance to approximately 400 homeless, single parent females with children. The agency provides supportive services, including case management, which helps families access public benefits; mental/physical health services; employment referrals; daily life skills training; and other family stabilization services. All services offered are to help the homeless family move to permanent housing and self-sufficiency.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
ESG	\$60,000	\$0	\$43,097	150	Households	750	143

Caracole House

Since 1993, Caracole has been the City's provider of Shelter Plus Care tenant-based rental assistance for homeless persons with HIV/AIDS through HUD's Continuum of Care funding process. The Shelter Plus Care program will continue to provide subsidies for homeless individuals and families with HIV/AIDS and HOPWA funds will, in part, match the value of those subsidies with outreach services, case management, supportive services for clients, additional tenant based rental assistance, and housing placement services.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
HOPWA	\$315,881	\$0	\$547,890	125	Households	775	231

Cincinnati Center for Respite Care

The Cincinnati Center for Respite Care (15 beds/ES indiv.) program provides emergency shelter for homeless persons who require medical care not available within a regular shelter bed. Services include 24-hour residential, recuperative adult care services for homeless men and women clients. Clients are referred from shelters through the Health Resource Center clinic or the Medical Van, from hospital emergency rooms, and from inpatient units of various hospitals in Greater Cincinnati. About 14% of Center for Respite Care's population is HIV positive.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
ESG	\$15,000	\$0	\$12,822	130	Households	750	123
HOPWA	\$31,866	\$0	\$54,005				

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Interfaith Hospitality Network

Interfaith Hospitality Network (32 beds/ES) provides emergency shelter, food, and supportive services for homeless families with children. The services include meals, sleeping areas, guest phone, lounge, laundry, family counseling, housing assistance, job assistance, client advocacy, parenting skills training, budget management, nutrition training, thrift store, transportation to appointments and/or schools, and after-school tutoring for children.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012 Goal	2010-2014 Accomplishments		
					Indicator	Proposed	Completed
ESG	\$37,084	\$0	\$30,579	100	Households	500	130

Lighthouse Youth Crisis Center

Lighthouse Youth Crisis Center (20 beds/ES youth) is a twenty-four hour accessible emergency residential facility that provides respite and stabilization, crisis intervention, and family and individual counseling for runaways and other youth. The goal of the program is to enable homeless youth to learn skills needed to live on their own by reinforcing practical self-sufficiency skills and by providing counseling. Other supportive services include vocational assistance, job preparation, and job referrals. Reunification with the family is also attempted.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012 Goal	2010-2014 Accomplishments		
					Indicator	Proposed	Completed
ESG	\$28,000	\$0	\$8,970	900	Households	4,000	817

Lighthouse Young Adult Shelter

Lighthouse Young Adult Shelter (28 beds/ES youth) is a new residential facility that will provide shelter and stabilization services to homeless youth who make a commitment to engage in planning and services directed toward self reliance and self sufficiency. Supportive services provided include case management, job readiness training, and GED tutoring and preparation. The program will be physically and programmatically integrated with the drop-in storefront program presently known as Anthony House.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012 Goal	2010-2014 Accomplishments		
					Indicator	Proposed	Completed
ESG	\$10,000	\$0	\$10,000	300	Households	1,200	0

Mercy Franciscan at St. John Over-the-Rhine Temporary Housing

The Temporary Housing Program (32 beds/ES families) operated by Mercy Franciscan assists persons in crisis with shelter, food, clothing, and personal care items. The Temporary Housing Program provides families with money for documents needed for housing and bus tokens or gas money for transportation. The program provides supportive services as well as preventive services to families in crisis and moves families from homelessness to transitional or permanent housing.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012 Goal	2010-2014 Accomplishments		
					Indicator	Proposed	Completed
ESG	\$45,276	\$0	\$49,000	75	Household	400	75



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Mercy Franciscan at St. John Anna Louise Inn

The Temporary Housing Program (45 beds/ES families) operated by Mercy Franciscan replaces the emergency shelter beds for single parent and two parent families at the closed Chabad House shelter. Mercy rents a wing of Anna Louise Inn to provide emergency shelter, meals and supportive services.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
ESG	\$63,640	\$0	\$51,193	134	Household	650	137

Salvation Army Emergency Shelter

The Salvation Army Emergency Home (24 beds/ES families) provides temporary housing for homeless families. The main goal of the program is to keep families intact and children in school, while improving the participant's financial stability. Case workers develop case plans with their clients in order to assist them in obtaining childcare, employment, access to welfare benefits, and housing.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
ESG	\$26,000	\$0	\$24,000	125	Household	750	89

Shelterhouse/Drop Inn Center

The Drop Inn Center (242 beds/ES families) provides emergency shelter and services, including meals, showers, and clothing. In addition, the Drop Inn Center provides a continuum of services from survival needs to early intervention to long-term treatment and transitional housing for the homeless.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
ESG	\$200,000	\$0	\$171,306	2,250	Household	12,500	2194

YWCA Battered Women's Shelter

The YWCA Battered Women's Shelter (65 beds/ES d.v. families) provides emergency shelter and supportive services to families who are homeless or in need of protective shelter or crisis assistance because of domestic violence. The goal of the Battered Women's Shelter is to provide safe, protective shelter and the necessary supportive services for homeless battered women and their children to move them towards self-sufficient and independent living. Funds for this project will support operating costs for shelter services and supportive services.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012	2010-2014 Accomplishments		
				Goal	Indicator	Proposed	Completed
ESG	\$50,000	\$0	\$45,229	420	Household	2,365	336

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STOP AIDS Case Management

STOP AIDS provides case management, supportive services, permanent housing placement, and short-term rent/mortgage/utility assistance to persons with HIV/AIDS in the Greater Cincinnati EMSA. Special attention is given to clients who are dually diagnosed with an additional disability, such as substance abuse or mental illness. This process is facilitated through STOP AIDS's Case Management Coordinator.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012 Goal	2010-2014 Accomplishments		
					Indicator	Proposed	Completed
HOPWA	\$226,139	\$0	\$0	140	Households	750	125

Northern Ky. Independent Health District

These short-term rent/mortgage/utility funds assist individuals and families with HIV/AIDS throughout Northern Kentucky in remaining in independent living situations and maintaining their existing housing. This funding provides for assistance in locating and securing housing when persons with HIV/AIDS are homeless. Due to the absence of an application from any Indiana-based HOPWA provider, the Northern Kentucky District Health Department receives funds designated specifically for providing assistance to eligible clients living within the Indiana counties of Cincinnati's EMSA.

Funding Source	Approved 2011	Approved 2012	Recommended 2012	2012 Goal	2010-2014 Accomplishments		
					Indicator	Proposed	Completed
HOPWA	\$126,114	\$0	\$135,000	90	Households	375	84