

City of Cincinnati
Ohio

2013 All Funds Budget

Volume I:
City Manager's Message
Recommended Operating Budget



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City of Cincinnati

2013 All Funds Budget



Volume I: **City Manager's Budget Message** **Recommended Operating Budget**

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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.

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City Contractual Boards

Cincinnati Human Relations Committee
Southwest Ohio Regional
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Mayor & City Council

City Manager

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

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: Convention Center

Boards and Commission Departments

Board of Health

Park Board

Recreation Commission

Retirement

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Mayor Mark Mallory:

November 26, 2012

Accelerating Growth The Path to Sustainable Improvement

INTRODUCTION

This budget and its prescribed process will be different from any that we have experienced during my tenure. That is because in addition to the numbers and proposed allocations, we are also going through a change in the Fiscal Year. Under a separate cover we have outlined the chronology of how we transition from a calendar year to a July 1 – June 30 time frame beginning in 2013. As part of that transitioning process, members of Cincinnati City Council are only being asked to **appropriate** funds for the six-month period from January 1 – June 30, 2013. There will be a subsequent vote taken prior to June 30 that will appropriate funds consistent with the new fiscal year.

In addition, we have become accustomed to giving attention to the Tentative Tax Budget in June of each year. Due to the budget transitioning we are doing, it is required that we address the Tentative Tax Budget for 2014 by January 16, 2013. Therefore, the Administration's request for proposed action on that item is included as part of this document.

Once we work through all of the necessary steps we will be able to have a restored sense of normalcy (predictability), and as policymakers you can once again get used to when things are coming. This has all been a learning process for staff and we have repeatedly gone over it to ensure that all of the required touch points are being hit.

BUDGET FRAMING

The Administration has continued to approach budget development from an analytical, methodical, and opportunistic perspective. Not only are we **not** wedded to presenting the same options year in and year out, we exhaust partial or comprehensive scenarios` to help us meet the statutory requirement of balancing the budget.

Last year, the renegotiation of the Convergys agreement proved to be the pivotal move that enabled the City to finish in the black and to come into 2012 on a high note. We said then that the transaction that helped bridge our gap then would not be available to us one year hence.

Several months ago, the Finance Department indicated that the projected deficit for 2013 is \$34 million. The deficit number was exacerbated by the policy shift at the state level – the 50% reduction of the Local Government Fund and the elimination of the tangible personal property tax reimbursement and Estate Tax-- eliminating \$22.2 million from the revenue side of the ledger for 2013. While these reductions have been phased in over the past two years, we will realize their full elimination in 2014 and beyond. If we did not have the loss of these three income sources, the City of Cincinnati's short-term budget outlook would be very different. In fact, we could essentially be balanced without extraordinary measures.

That being said, the Administration first probed the feasibility and practicality of closing the estimated deficit solely with cuts. In the strictest sense, it could be done. However, in our view, it would bring a devastating and demoralizing set of circumstances to the City that would interrupt the momentum that many people both inside and outside local government have worked hard to create.

This point bears extensive explanation. The cumulative effect of all the permanent and one-time cuts that have been made over the past several years are still being felt. As a result service delivery and performance in many areas is slower and occurs without enough people, requiring a focused effort to keep errors to a



minimum. A good example of this is the Purchasing Division in the Finance Department. In 2007, there were six employees serving as buyers to help procure services and goods under contract. In 2012, there are four, a difference of 4,176 hours of staff time lost per year in that area. Contracts for services such as street rehabilitation, demolitions, and professional services now take longer to process. In effect, this slows down work getting done in the neighborhoods because we cannot procure what we need to get it done as fast. I have said many times that the bench is thin. For those who might say we are simply reluctant to cull the ranks, it must be noted what those cuts represent – a harsh impact to the public we serve. In fact, because the City government is such a valuable partner in the continued growth Cincinnati is experiencing, it threatens the very growth we need to help achieve long-term financial stasis.

To balance this budget exclusively with cuts would require the elimination of 344 positions. The Plan B scenario, as it came to be called within the Administration, was developed but in our professional judgment it is to be AVOIDED. A number this high would affect employees all over the government including Police and Fire, Emergency Operations, Public Services, Economic Development, as well the usually hit areas.

We need revenue to grow into a structurally balanced budget and invest in our future. And cutting us to bear bones will affect public safety as well as public services. Even both rating agencies (Moody's and Standard & Poor's) continue to take notice and comment on the City's recent trend of passing structurally imbalanced budgets.

Just as we have built destinations of density and revenue throughout downtown from The Banks to Fountain Square, from Washington Park to the new Casino, we now must continue that growth so we can connect the neighborhoods to the vitality of the core. If we continue to cut city staff, we are at risk of disrupting that synergy before its full impact can be realized.

Even if we did elect to travel that path it would not be a cure for what ails us. We have expenses we must cover as the cost of doing business. Such staffing decimation would simply hold us in place for a year before requiring the next set of deep cuts. In the meantime, government would slow down to the brink of a situation it would take years to recover from.

The following shows the changes in key cost factors affecting the budgets when comparing year over year as a percentage of the total budget for that item.

	Key Cost Expense Cost Drivers				
	2009	2010	2011	2012	2013
Misc. Non-personnel	2.8%	1.0%	2.2%	1.8%	3.1%
Gas	9.0%	0.0%	0.2%	0.0%	0.0%
Utilities	6.6%	2.0%	0.2%	0.0%	1.7%
Fuel	29.0%	6.0%	31.9%	36.0%	0.0%
Health Care	7.4%	8.6%	35.0%	13.5%	10.3%
Pension Contribution	0.0%	0.0%	0.0%	5.9%	11.1%

MOMENTUM

Cuts level our trajectory and then plunge us into a nosedive.

Growth propels our trajectory skyward and takes advantage of the gains we have made to date. Though growth continues to occur because of the strategic moves the City of Cincinnati made during the recession,



it is not occurring fast enough to offset state-level policy changes that eliminate revenue coupled with the cost escalators that are driving the expense side – fuel, healthcare, pension, and lack of internal investment in operational items such as technology and fleet that, if invested in, would save us money in the long run.

City government has been very aggressive in creating and retaining jobs to increase our tax base, rather than our tax rate. While this as a long-term strategy, the results just since the last biennial budget are noteworthy. The chart below shows the major deals that just the Economic Development Division has done. What it does not show are the support systems from other departments to get those deals done including staff from finance, zoning, permitting, water, sewer, budget, contract compliance, purchasing, environmental quality, traffic engineering, communications, real estate and law. **Again, cuts in these areas would retard the very growth we need to expand the revenue pie.**

The following chart shows just the Economic Development Division's Deals since the last biennial budget:

Business Name	Private Investment	Jobs Created	Jobs Retained	Total Jobs	Year
200 and 300 Medpace Way - Buildings 2 & 3	\$ 11,100,000	52		52	2011
21c Museum Hotel	\$ 51,000,000	120		120	2011
4138 Hamilton Avenue, LLC	\$ 315,590	0	37	37	2012
4777 Spring Grove, LLC	\$ 1,750,000	6	60	66	2011
7th Street Garage/Holiday Inn	\$ 14,000,000	37		37	2011
Bam Realty Group, LLC	\$ 2,338,423	3	0	3	2012
Bruce D. Robinson Design, Inc.	\$ -	2		2	2012
Calmego	\$ 1,000,000	10	10	20	2012
Camargo Capital LLC	\$ 284,000	12		12	2011
Cincinnati Concession Company	\$ -	4		4	2012
Culinart			5	5	2011
Daffin Investments Ohio, LLC	\$ 800,000	12		12	2011
DotLoop	\$ 713,000	70		70	2011
dunnhumby	\$ 200,000,000	450	550	1,000	2012
Elberon Senior Apartments, LLC	\$ 7,417,000			0	2011
Enquirer Building	\$ 27,300,000	35		35	2012
First Financial Bancorp	\$ 4,000,000	150		150	2011
Former Barlycorn's & Maisonette	\$ 12,800,000	165		165	2011
Future Life Now, LLC			2	2	2011
Goessling Enterprises, LLC	\$ 550,000	30		30	2011
Hallmark Student Housing Cincinnati, LLC	\$ 11,600,000	3		3	2011
Harriet Beecher Stowe Museum – Rehab Grant	\$ 2,210	1		1	2011
Healthy Hands Creative Learning Center, LLC		15		15	2011
Hyatt	\$ 17,000,000		200	200	2012

City Manager's Message

Momentum



Business Name	Private Investment	Jobs Created	Jobs Retained	Total Jobs	Year
In Between Tavern		9		9	2011
Jefferson Ventures, LLC	\$ 3,800,000			0	2011
KAO	\$ 15,000,000	161		161	2012
Kennedy Height Cultural Center	\$ 635,000	15	15	30	2012
Lease of 2010 Auburn Avenue		15		15	2011
Lucy Blue Pizza		2	22	24	2011
Mahogany's @ The Banks	\$ 984,000	20		20	2012
Mercer Commons OTR, LLC	\$ 5,310,000	5	0	5	2012
Mercer Supply, LLC	\$ 486,860	12	0	12	2012
Meyer Tool	\$ 2,000,000	50	586	636	2012
NBDC I, LLC	\$ 2,541,000	40		40	2011
Nielsen		670		670	2011
Noah's Ark Child Care Center		2		2	2011
North Rhine Heights Limited Partnership	\$ 1,964,000			0	2011
Oakley Station	\$ 120,000,000	1,767		1,767	2011
Omicare	\$ 3,067,355	484		484	2011
OTR Predevelopment, LLC	\$ 1,908,000	40		40	2011
Race, Republic & Green, LLC	\$ 1,826,000			0	2011
Rockfish	\$ 1,100,000	75		75	2011
Rough Brothers	\$ 13,300,000	120		120	2012
Schiel Building	\$ 13,000,000	2		2	2012
Scripps	\$ 3,100,000	142	170	312	2012
Seilkop Industries, Inc.	\$ 2,100,000	25	62	87	2011
Starbuck-Pape Family LTD	\$ 1,176,380	1	0	1	2012
SV Apartments, LLC	\$ 8,850,000	1		1	2011
Taft Buidling	\$ 3,400,000		1	1	2012
The Electronic Ark, Ltd.	\$ 529,000	14		14	2011
U Square Development	\$ 75,425,000	480		480	2011
WestCURC/MadCap - Bell Building Acquisition	\$ 340,000	30	15	45	2012
Woodburn Pointe, LLC	\$ 3,955,000			0	2011
Total (54 Companies)	\$ 649,767,818	5,359	1,735	7,094	

These City-led deals, along with the projects like Washington Park, the Smale Riverfront Park, and The Banks (1,231 new permanent jobs directly created) serve as leverage for other investments that are critical in the momentum this community is experiencing. Projects in other city neighborhoods such as Citirama in



Northside, the redevelopment of the Elberon in East Price Hill, the Kennedy Connector in Oakley and Pleasant Ridge, and the new fire station in Westwood are adding value throughout the entire city. These also require staff from departments such as Community Development, Transportation & Engineering, Public Services, Finance, Law, Budget, Planning, and Water and Sewer to be engaged in their success and in partnership with others.

The 2013 budget maintains the \$5,000 allocation to each neighborhood as well as other "momentum" partners including the Greater Cincinnati Chamber of Commerce, the African American Chamber of Commerce, the Port Authority and the Greater Cincinnati Film Commission.

If we cannot continue to make the deals and increase development in all 52 neighborhoods, we risk going backwards because we cannot maintain and service the growth we have established. Nor, can we achieve the vision laid out in Plan Cincinnati, the City's comprehensive plan that had unprecedented civic engagement. The Administration's recommended budget is consistent with Plan Cincinnati.

Focus 52 Fund

Still, growth is what we need, and we need to accelerate it to bring stability and more efficiency into our operations. Accelerated growth expands the tax base but it also moves us to a position of strength by helping provide an environment that facilitates repopulating the City. That is why the Administration has crafted a creative solution that ensures worthwhile projects can proceed. The Administration provided details of the program to the Mayor and Members of Council on November 19, under separate cover. The Focus 52 Program will provide funding for redevelopment projects that will grow the City's revenue base, create new jobs, and/or increase the population of the City. All 52 neighborhoods will be eligible for the program. Funds will be granted or loaned on a case-by-case negotiated basis (maintaining a 1/3 public/private investment ratio).

The sources for the Program will be two parts:

Part A: Economic Development Bond Fund:

This source will allow the City to create approximately \$54 million dollars of capital capacity for the City to stimulate investment throughout the City's 52 neighborhoods. This capacity will be generated from a series of bonds that the City will issue on a deal-by-deal basis as projects are underwritten by the Administration and submitted to Council for approval. The City will pledge \$4 million of non-tax revenue over the next twenty years to support this effort. The Administration has identified non-tax revenue sources for this commitment, which is included the recommended budget. In order to create capacity to issue new debt and maintain sufficient debt service coverage ratios, the Economic Development Division will additionally place \$2 million in existing capital funding with the trustee of the bond fund.

Part B: Section 108 Economic Development Loan Pool:

There are a number of types of economic development projects that can be funded through the Section 108 loan pool. Some of these include:

- Industrial expansion
- Capitalization of a small business revolving loan fund
- Construction of a neighborhood shopping center or grocery store
- Funding a business incubator
- Construction of an office building
- Rehab of a commercial building



- Direct loan to a company

The Economic Development Division would primarily focus Cincinnati's Section 108 Economic Development loan pool on (1) lending directly to businesses to create and retain jobs and (2) assisting catalytic commercial or mixed-use development in the neighborhoods. Highest priority will be given to projects creating the most jobs and projects that align with our existing strategies to focus our neighborhood investment in the following areas:

- GO Cincinnati Plan – New Growth Opportunity Areas
 - Seymour/Reading Corridor
 - Madison Road Corridor
 - South Mill Creek Corridor
- **Walnut Hills** – Peebles Corner/ E. McMillan corridor
- **College Hill** – Hamilton/North Bend corner & middle business district
- **Madisonville** – Madison/Whetsel corner
- **Avondale** – MLK/Reading corridor
- **Fresh Food Initiative** – Urban food deserts

PRIORITY-BASED BUDGETING

While we want to continue on the trajectory of growth, we know that we must make some cuts in order to address the deficit.

Over the past year the City of Cincinnati, with the assistance of a consultant, implemented a citizen engagement process to ascertain what kind of a community people want. Listening to the public's comments helped staff to focus on the community attributes that were most important. From this engagement, the citizens told us that they want:

- A City that is Inclusive, Thriving and Livable
- A City that has Well Planned and Developed Infrastructure
- A City that is Safe
- A City that has a Sustainable Built and Natural Environment
- A City that supports Commerce and Jobs
- A City with Leadership and Financial Stewardship
- A City that offers Efficient and Effective Basic Services

The resulting tool provided data to start staff's discussions about the programs and services we provide. Staff throughout the organization was then engaged to help analyze programs and services for cost savings, revenue enhancements and budget reductions. All of the analysis conducted allowed the City to more strategically allocate resources, as well as a clearer understanding of the budget decisions as we move forward.

While it is the first year Cincinnati has engaged in priority-driven budgeting to this extent, it provides a foundation for examining the services and programs that we provide going forward.

Appendix A shows the status of each program in terms of which are increased, decreased, receive no funding change, become reorganized, or are under review.

BUDGET BALANCING

So to bring things together and frame this budget, the Administration is relying on five factors:



1. Cuts
2. Savings (from departments)
3. Revenue
4. Embedded Growth
5. One-Time Sources

These five areas together are the Administration's Plan A. It is viable and we recommend it.

Quick Summary

Upfront the Administration is presenting a Manager's Recommended General Fund Operating Budget totaling \$368,906,520. It is for a one-year period from January 1 – December 31, 2013. However, because of our transitioning to a new fiscal year we are only requesting an appropriated budget for a six-month period. The six-month appropriation totals \$177,603,950. The explanation for the Administration's recommendation is explained over the next several sections.

CUTS AND COST SHIFTING

Though cuts as a sole approach (the "Plan B" approach) is rejected as the preferred path, it is inevitable that reductions be a part of the budget strategy. The "cuts" aspect of the Manager's Proposed Budget totals \$11.3 million. However, these cuts are partially offset elsewhere in the budget by a one-time cost increase to implement the fiscal year change, and additional costs in fleet charges, as well as other miscellaneous increases to provide the 2012 level of service. The Administration has long viewed across the board cuts as not only a race to mediocrity but also a race to the bottom of the competitive barometer. Therefore, where we could, categorical cuts were made. While these are indeed painful, taking them helps to preserve the stability of what is left. This aspect of the work was also influenced by the results of the Priority Driven Budget (PDB) process. The following Priority Driven Budgeting Quartile 4 programs are reduced or eliminated in this budget:

- Media Bridges Support is eliminated (\$300,000)
- Downtown and Neighborhood Gateways Program is eliminated (\$57,480)
- Child Seat Installation Service is eliminated (\$200 in direct costs plus time and training)
- Juvenile Firesetter Program is eliminated (\$84,100)
- Mounted Patrol is eliminated (\$188,350)
- Arts Grants is eliminated (\$50,000)
- Human Services Funding is reduced (\$610,770)

In evaluating the Human Services area, we looked at the entirety of what was delivered. Just like we don't advocate across the board cuts for the government, we don't recommend them for Human Services area either. Again, we've tried to the categorical approach. The Self-Sufficiency category is eliminated which includes Financial Stability and Promoting Self-Sufficiency sub categories.

The Case for Fire and Police

Fire

When the projected deficit is \$34 million it is not efficient to start with \$2 here and \$1,000 there, so we began with a probative examination of the Fire and Police Departments. They were chosen because it has been well documented that they take 67% of the **General Fund departmental total**.



By design the City has been allowing attrition to occur in the Fire Department without replacements in order to realize savings from those positions. That attrition, coupled with sick time usage, has led to regular brown outs, in which one piece of fire apparatus remains idle. It has also contributed to overtime usage. Allowing attrition to trend over a period of years without countering with a recruit class has reduced costs but it has also influenced a trend of slower response times. Permitting this trend unabated runs counter to a city striving for repopulation. It further detracts from the Department's capacity to meet or exceed the response time standard for the industry. Over the past five years, 106 firefighters have left the department without replacement. During that same period, the City of Cincinnati has enabled the development of new housing, hotels, commercial establishments, parks, industrial facilities, and other destination points. That has elevated the need for medical responses. During that same five year period, the City has also had 161 two, three, and four-alarm fires, requiring the deployment of between 31 and 65 personnel per incident.

A close examination of our current and future needs rendered the elimination of the recently begun recruit class as unwise. To be clear, the Administration strongly considered eliminating the class, but concluded that was not consistent with a strategy of Accelerated Growth. Fortunately, we were able to secure a SAFER grant to defray the costs of the class and are pursuing a subsequent grant to field a second recruit class. However, these will have long-term employee costs.

As we go through this process 38.4% of the department has 20+ years of service. So we can see that under normal circumstances people will continue to go out the door, and with the DROP program, it is a certainty.

Police

Within the Police Department there are a variety of factors affecting the big picture. It has not been a matter of whether or not there have been reductions to their budget, but rather how they have occurred and the impact moving forward.

As indicated previously, the City is in a growth mode. In fact, the City is evolving itself into a much stronger destination point, both regionally and nationally. With the casino complementing the other venues that have been developed we should expect to have an even more robust capacity to land conventions. As we continue to add attractions we are also solidifying that we will have multiple locations designed for **dense** socialization. We should not presume that if the casino is hopping that The Banks will be sparse. If a Washington Park concert is full we should not presume there is not also a crowd at Fountain Square.

Vibrant cities expect to have a lot going on in multiple locations. At the same time, we have neighborhood districts that require police services as well as specialty units that are regularly deployed in response to a need.

All of this is not to say the Police Department should have no ceiling to their expansion or resources.

Like the Fire Department, the Police Department is experiencing attrition that cannot go unaddressed.



A quick glance at the attrition numbers yields the following:

Separations 2010	30
Separations 2011	48
Expected Separations 2012	46 (43 as of this writing)
Expected Separations 2013	31
Expected Separations 2014	<u>32</u>
	187

Chief Craig has reduced the number of Assistant Chiefs from five to three (two currently vacant). In all, 12 management positions have been eliminated.

We have also reduced the number of other managerial ranks. However, we cannot lose sight that there is still a body of work that must be performed. The Chief and I have been working on a plan for civilianization of certain functions. The Police leadership has identified a total of 38 positions for civilianization. The Administration views that as a good thing. But that means 38 or nearly that number of civilians would need to be brought on board. The bottom line is we are trading one cost for another, albeit lower as civilians cost us less in salary and benefits than sworn personnel.

Presently we have the following profile within the Department:

21 - 25 years of service	139
26 - 30 years of service	62
30+ years of service	39

That represents another 240 employees who are within range of retirement. Given that, the process of fielding a recruit class and training them before they hit the street is another 18 months or so it stands to reason that we need to begin replenishing the ranks.

The Police Department averages nearly 38 people a month being out for the following reasons:

- Military Leave
- Light Duty
- Extended Sick Leave

From the beginning of the year through the first week of October 2012, the Police Department fielded 370,313 calls for service:

- 70% of the calls were dispatched within 10 minutes
- 85% of the calls were dispatched within 30 minutes

It is important to note that on-duty officers can be unavailable for periods of time performing other duties. For example, if they are another call for service they are unavailable for an average of 45 minutes, while transporting and processing a prisoner can take them out of available service for an additional 60 to 90 minutes.



Savings

The numbers are meant to demonstrate a clearer picture of what is going on within the Department. We believe the case has been made that we are past the period of continued unabated reduced staffing. They have requested a recruit class of 50.

Based on the total situation that we are managing, the Manager's Proposed Budget recommends a recruit class of 40.

We further recommend the elimination of the Mounted Patrol Unit, which will provide the Chief with nine people he can redeploy.

We are also negotiating a long-term agreement to provide police services at University Hospital, which will require a deployment of ten.

In 2013, the Administration will look into moving the responsibility for inspecting and licensing taxicabs from the Police Department to the Department of Public Services to more fully utilize a new facility that they have.

SAVINGS

Last fiscal year, departments were asked during the last quarter to save as much of their appropriated budget as possible. We were pleased with their cooperation. They turned back \$9.2 million. A similar request was made during the latter part of 2012 and we expect to realize \$5 million, which will help close the gap.

There are also functions that the Administration is looking at to see where we can realize additional savings. The biggest example of this in 2013 will be the solid waste function in Public Services.

Semi-Automated Solid Waste: A First Step

After months of study at the direction of City Council, an internal task force has devised a plan that will reduce worker's compensation costs, further standardize the solid waste function, facilitate cleaner neighborhoods, expand efficiency, and promote higher levels of recycling.

To make this first step toward semi-automated solid waste, the Administration proposes the following:

- Reverse the decision to co-mingle yard waste with trash.
- Limit what the public can put out for collection by issuing them a 95 or 64 gallon cart and restricting set out beyond that limit unless a special bulky item pick-up is scheduled.
- Reduce worker injuries by modifying the standards.
- Bringing the delivery, maintenance, and storage of the carts in-house.
- Develop a plan to add side loading vehicles in the future, which would enable one person operator vehicles.
- Pursue a partnership to expand our marketing efforts to achieve higher recycling rates.
- Save money by reducing routes.
- Eliminate commercial waste collection.

Due to several factors the City will never be able to go to a fully automated solid waste function, but by implanting this approach we will achieve the next best thing. Collectively this first step of this program using capital investments to secure the carts and produces operating savings from reduced worker injuries, route reductions and increased recycling diversion. Due to the timing of the roll-out of the program along



with upfront one-time costs to implement the program, the first year represents a net cost to the operating budget. Savings will occur in later years after the initial investment.

A note about eliminating commercial waste collection. Currently, the City does not regulate commercial waste companies. By eliminating City hauling of commercial waste, and providing a franchise to waste disposal companies, the City can ensure high quality service for customers of commercial waste haulers, reduce City operations expended at businesses that can be redeployed, while leveraging revenue for the City.

This budget recommends that commercial waste haulers obtain a franchise and pay a franchise fee to the City for the privilege of doing business in Cincinnati equal to 10% of the company's gross revenues from commercial waste collection, transportation, and handling in Cincinnati.

While we don't have precise data from which to make projections until we can issue the RFP, we are estimating that a commercial waste franchise fee will raise approximately \$1.9 million per year.

As part of the RFP process, the City can ensure quality service, which may be especially important to entities that previously received their trash service from the City, and have no experience in contracting for and overseeing commercial waste services. By franchising under a unified program, the City can ensure not only quality of service to customers, but that environmental conditions along the routes, in transit and at the destination are maintained and in good repair.

REVENUE

After considering the decisions of the past, including the revenue recommendations that have and have not garnered support, the Administration stepped back to revisit our mission and our role in leading the community. When doing that, it was not a great leap to acknowledge that managing the parking function is not a core city government function.

To that end, as we have explained under separate cover, the Administration has put a Request for Proposals (RFP) on the street to determine the revenue potential the City of Cincinnati might realize from a third-party managing this function.

As a reminder, the parking function is broken down into three areas: meters, surface lots, and garages.

For various reasons there are a small number of garages that were excluded from the RFP. So although not a complete divestiture of the parking function, this move can accurately be depicted as a partial privatization. Full-time employees of the Parking Division will have the option of interviewing with the selected third party or they will have a job with the City of Cincinnati, should they not move over to the new parking manager.

Of the three areas of the parking function, meter revenue can be used to address the operating needs of the city.

This is **NOT** a proposed sale of the asset, but rather the 30-year leasing of a revenue stream from the parking function.

Revenue would come to the City in two ways – an upfront lump sum payment and a negotiated share of the revenue stream over the life of the agreement. The required floor for the RFP respondents is \$40 million.



It is the intent of the Administration to complete the negotiation leg of the bid process during the first quarter of 2013 and submit for approval a partnership agreement.

Furthermore, we intend to take \$21 million from the meter portion of the lump-sum payment to apply toward the 2013 deficit. Since it is premature to know the total compensation from the transaction, a detailed proposal for the balance will be presented under a separate cover in a manner that does not jeopardize the negotiation process.

In addition to the Parking Meter Franchise lump sum payment, this budget includes the elimination of the income-tax reciprocity credit, this would generate \$6.5 million of which \$4.8 million benefits the General Fund.

The budget also includes a commercial solid waste collection fee which would go into affect April 1st and apply to all private haulers. It will be based on 10% of gross revenue and is expected to generate \$1.9 million a year of which \$950,000 would be received in the second half of 2013.

Health Policy Impact

For the past several years we have had a major struggle with the Health Department's ability to absorb the ongoing cuts that has befallen most departments. Once we moved past the philosophical discussion, we labored to be supportive of their quest to achieve FQHC status. This was a multi-year effort and embracing it meant that stripping away service offerings from the clinics was not feasible. Though closing down a clinic was also debated a time or two, in the end it was always avoided.

With the Supreme Court ruling on the federal American Care Act legislation, it has cleared the path for the Health Department to begin to receive higher levels of reimbursement beginning in 2014, if implementation is as planned. As a result, the Administration plans to begin decreasing the General Fund allocation to the Health Department during Fiscal Year 2015. That action should serve as a recovered revenue option enabling us to have up to \$1.3 million in 2014 and over \$4 million in 2015 and beyond to redistribute to other areas.

Over the next few years the change in policy should help us realize millions of dollars of savings.

EMBEDDED GROWTH

The Finance Department has forecasted growth in Income Tax for 2013 at 2.8% over the 2012 revised estimate. This stems in part from the various economic development initiatives that have come to fruition, as well as the successes of our local business community. Embedded growth is expected to account for \$4.8 million of new revenue.

ONE-TIME SOURCES

The Manager's Proposed Budget contains the use of one-time sources totaling \$11.6 million from 2012 General Fund carryover balance. This aspect of balancing the budget only accounts for 28% of the total.

TENTATIVE TAX BUDGET

This budget supports momentum and growth by leveraging the City's staffing and financial resources. We want to continue on that path. Therefore, under separate cover you are receiving the Administration's recommendation that the City secure the full revenue available from the operating property taxes and stop rolling back the tax rate to the levels of 13 years ago.



The Tentative Tax Budget must be acted upon by January 16, 2013 in order to deliver to the County by January 20. For 2014, this Tax Budget shows General Fund revenues of approximately \$351.7 million and General Fund expenditures of \$387.9 million less \$1.9 million in expenditure savings resulting in a gap of \$34.3 million, excluding any use of carryover balance. This assumes that Council adopts the Manager's recommended budget, including the use of \$21 million from the Parking Operations lump sum payment.

Given the forecast, it is the Manager's recommendation that the estimated operating property tax millage is set at 6.1 mills. This results in property tax revenues increasing \$7.5 million, from \$23.5 million to an estimated \$31.0 million. When calculated on a \$100,000 residential property, the millage rate of 6.1 mills would increase the property tax by \$46 when compared to the 2013 millage rate.

CLOSING

This budget has a lot of parts to it. There will be pages of numbers and a lot of detail. The overarching take-away that the Administration would encourage is that we are confronted with a budget challenge and a lot of thought was put into options for resolving it, without sacrificing the momentum we all have worked so hard to achieve. There was no interest in simply repeating a series of conversations that have been had before.

When we look at what is in front of us, we must balance both sides of the budget. We historically keep focusing on cuts. That only addresses half the picture. If Council chooses to cut more than the Administration recommends, we respect that but there are consequences to the momentum. We must increase our revenue while always adjusting spending. This budget doesn't get us there all the way, but we believe it is a reasonable approach that balances all sides.

The Administration believes that continual but accelerated growth is our only path to sustainable financial improvement. Our long-term prospects are good but we do have some short-term issues to resolve. Plan A does that. We do not expect this process to be debate-free, but believe this budget allows it to be done so commotion free. This not to say that difficult and impactful decisions were not made – they were.

Many people have lodged hundreds of hours over several months to develop and pull this together. The staff under the leadership of Budget Director Lea Eriksen has once again risen to the occasion and should be commended. This finished product though could not have been done without the significant contributions from Finance, Law, Human Resources, and the City Manager's Office. We have enjoyed full cooperation from the Directors as well, and I am very appreciative of their patience and professionalism.

We pledge to work with the policymakers as we transition this government through a fiscal year change.

Respectfully submitted,

Milton Dohoney, Jr.
City Manager



CITY MANAGER'S MESSAGE ADDENDUM
ALL FUNDS BUDGET

The following sections describe the Recommended 2013 All Funds Budget. Each of the three components of the all funds budgets are highlighted (Operating Budget, Capital Budget, Consolidated Plan Budget).

Table I - 2013 All Funds Recommended Budget

<i>(\$ in Millions)</i>	2011 Approved Budget	2012 Approved Update	2013 Recommended Budget	\$ Change	% Change
Operating Budget					
General Fund	\$355.9	\$363.7	\$368.9	\$5.2	1.4%
Restricted Funds	\$546.1	\$580.0	\$587.8	\$7.8	1.3%
Subtotal Operating Budget	<u>\$902.0</u>	<u>\$943.7</u>	<u>\$956.7</u>	<u>\$13.0</u>	<u>1.4%</u>
Capital Budget					
General Capital Budget	\$55.8	\$54.8	\$95.3	\$40.5	73.8%
Restricted Funds Capital	\$266.0	\$295.4	\$400.4	\$105.0	35.5%
Special Revenue/Matching Capital	\$11.5	\$11.3	\$1.5	(\$9.8)	-86.7%
Subtotal Capital Budget	<u>\$333.2</u>	<u>\$361.5</u>	<u>\$497.2</u>	<u>\$135.7</u>	<u>37.5%</u>
Consolidated Plan Budget	\$21.3	\$17.7	\$17.6	(\$0.1)	-0.3%
Total Budget	<u><u>\$1,256.6</u></u>	<u><u>\$1,322.8</u></u>	<u><u>\$1,471.5</u></u>	<u><u>\$148.7</u></u>	<u><u>11.2%</u></u>

My Recommended 2013 All Funds Budget totals \$1.5 Billion and represents an increase of \$148.7 million, or 11.2% more than the 2012 Approved All Funds Budget Update. This increase is primarily attributable to a \$105.0 million increase within the Restricted Funds Capital Budget due primarily to the fiscal year change and timing of approval of capital projects along with the Consent Degree's impact on the Sewer District as well as a \$40.5 million increase in the General Capital Budget due to the fiscal year change. A description of the major changes in the Operating, Capital, and Consolidated Plan Budgets follow with additional details available within the corresponding budget update documents.



OPERATING BUDGET

Table II - Recommended 2013 Operating Budget

<i>(\$ in Millions)</i>	2012 Approved Update	2013 Recommended Budget	Change From 2012
General Fund	\$363.7	\$368.9	1.4%
Restricted Funds ¹	<u>\$580.0</u>	<u>\$587.8</u>	<u>1.3%</u>
Total Operating Budget	\$943.7	\$956.7	1.4%

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 is \$368.9 million for 2013. The 2013 General Fund Operating Budget represents a \$5.2 million, or 1.4%, increase over the 2012 Approved Budget Update. The 2013 Restricted Funds Operating Budget represents an \$10.9 million, or 1.9% increase over the 2012 Approved Budget Update. This is primarily due to increases in the Water Works Fund, the Income Tax-Infrastructure Fund, the Metropolitan Sewer District Fund, and the Income Tax-Transit Fund. These increases are offset by the dissolution of Parking System Facilities Fund 102 and Parking Meter Fund 303 due to the City's parking franchise and due to the dissolution of the Cable Communications Fund due to the general nature of the revenue source. All funds are balanced to resources in 2013. More details on the Restricted Funds changes are in the 2013 Restricted Funds Resources and Expenditures section of the Operating Budget Document.

Table III - General Fund 2013 Continuation Budget / 2013 Recommended Update Comparison

<i>(\$ in Millions)</i>	2013 Continuation Budget	2013 Recommended Update	Increase / (Decrease)	% Change 2013 Cont. to 2013 Rec
Public Safety Total	\$233.1	\$231.4	(\$1.8)	-0.8%
Non-Public Safety Total	<u>\$115.3</u>	<u>\$113.1</u>	<u>(\$2.2)</u>	<u>-1.9%</u>
Total Departmental Budgets	\$348.4	\$344.5	(\$3.9)	-1.1%
Employee Benefits Total	\$11.2	\$10.3	(\$0.9)	-8.1%
Non-Departmental Total	\$16.6	\$14.1	(\$2.5)	-14.8%
Total General Fund Operating Budget	<u>\$376.2</u>	<u>\$368.9</u>	<u>(\$7.3)</u>	<u>-1.9%</u>

As shown in Table III, the forecasted 2013 General Fund continuation budget (a budget to provide the same level of services in 2013 as in 2012 and includes anticipated inflationary increases and assumptions for wage increases), totaled \$376.2 million. Of this amount, public safety departments comprised a total of \$233.1 million, and non-public safety departments comprised a total of \$115.3 million. In contrast, the 2013 Recommended General Fund Budget Update totals \$368.9 million and includes \$231.4 million for public safety



departments and \$113.1 million for non-public safety departments. The public safety departments and non-public safety departments reflect budget decreases of \$1.8 million, or 0.8%, and \$2.2 million, or 1.9%, respectively.

Table III shows that expenditure reductions of \$7.3 million are recommended in 2013 when compared to the 2013 Continuation Budget. This decrease is primarily due to:

- \$3.9 million: Public Safety Attrition and Turnover

A total of \$3.9 million will be saved in 2013 as part of the overall impact of attrition and turnover on the Police Department and Fire Department. Sworn vacancies stemming from attrition in both departments will save a total of \$3.8 million in 2013. A 2013 recruit class is recommended in 2013 for both departments in order to mitigate the effects of additional attrition and maintain public safety. The total 2013 cost associated with these classes total \$1.7 million; however, overtime savings of \$1.8 million will result to totally defray these costs.

- \$3.2 million: Transfer of Expenditures to Other Eligible Funds

The transfer of expenditures to other eligible funding sources will save \$3.2 million in 2013. Examples of such transfers include shifting \$1.6 million in eligible expenses to the Income Tax-Infrastructure Fund within numerous departments, charging \$0.8 million in eligible personnel expenses to capital projects within numerous departments, the reimbursement of an additional \$0.3 million for emergency communications staff and expenses from the 911 Cell Phone Fees Fund within the Police Department.

- \$1.4 million: Reductions in Funding to Outside Entities

These savings will be achieved by reducing funding to outside entities. Examples include a \$0.6 million reduction in the projected costs for Property Investment Reimbursement Agreements between the City and employers within the City and a \$0.6 million reduction in Human Services Policy funding to area not-for-profit organizations.

- \$1.0 million: Miscellaneous Personnel/Position Reductions

Reductions to miscellaneous personnel expenditures and positions will save \$1.0 million in 2013. A total of \$0.5 million and 6.0 FTE will be reduced through elimination of vacant positions in various departments. An additional \$0.5 million reduction to the Lump Sum payment non-departmental account is also recommended to align resources in that account to anticipated separations in 2013.

- \$0.9 million: Miscellaneous Non-Personnel Reductions

The reduction of miscellaneous non-personnel items within numerous departments will result in \$0.9 million in savings in 2013. The majority of these savings are the result of the reduction of salt and ice control items within the Department of Public Services, which are the result of higher than anticipated current salt inventories mitigating the need for additional salt purchases in 2013.

- \$0.4 million: Service Reductions/Eliminations

Service reductions and eliminations will save \$0.9 million in 2013. Eliminated services include the Mounted Patrol Unit within the Police Department, the Downtown and Neighborhood Gateways program within the Department of Transportation and Engineering, and the Child Seat Installation Service and the Juvenile Firesetter Program within the Fire Department. These latter two service eliminations are justified due to the duplication of services provided to the public by other entities. Service reductions include the elimination of a Domestic Violence Advocate position with the Department of Law.



- \$0.3 million: Position Vacancy Savings

Holding miscellaneous positions vacant for all or part of 2013 will result in savings of \$0.3 million in 2013.

- \$0.0 million: Efficiency Initiatives

The institution of efficiency initiatives will initially save approximately \$52,500 Citywide in 2013. Initial reductions of \$0.6 million will result from the elimination of an Assistant Police Chief position and the civilianization of sworn positions within the Police Department, pursuing open market purchasing agreements to reduce utility costs for street lighting within the Department of Transportation and Engineering, replacing City Hall security with Police Officers that are on light duty assignments, and use of the NeoGov system to streamline the City's hiring process within the Department of Human Resources. A total initial investment of \$0.6 million is needed for the implementation of Hosted Email, the creation of three Fire Safety Captains within the Fire Department, and the automation of prevailing wage monitoring within the Office of Contract Compliance. All of these efficiency initiatives are expected either directly or indirectly generate additional ongoing savings beyond 2013 that will result in the City recouping any initial investment costs.

+ \$0.3 million: Gas and Electric Aggregation Costs

This includes the additional costs to be incurred by the City in relation to gas and electric aggregation. These costs include funding for additional legal services, funding for the Greater Cincinnati Energy Alliance to assist homeowners with energy efficiency improvements, and the creation of an Energy Manager position to implement additional energy savings within the City organization. These costs are fully offset by additional revenue that will be generated by the City's gas and electric aggregation contracts in 2013.

+ \$0.3 million: Solid Waste Collection Changes

A net need of \$0.3 million and 10.0 FTE will result in 2013 as a result of the recommended changes to the City's solid waste collection services. The discontinuation of commercial solid waste collection for all commercial buildings/premises, which include buildings containing five or more housing units, will save \$0.4 million in 2013. The conversion to a semi-automated trash collection methodology will result in an additional one-time need of \$0.2 million in 2013. The semi-automated trash collection methodology will require funding for additional customer service and maintenance in relation to the trash carts that will be necessary for implementation. The purchase of these trash carts will be funded from the City's General Capital Budget. Semi-automated trash collection will allow for some route efficiencies, which partially offset the aforementioned trash cart costs in 2013. The remaining need of \$0.5 million is associated with the restoration of yard waste collections from April to December, costs associated with bulky item pickup, and the need to add a position for enforcement of new trash collection regulations that will be included as part of the Cincinnati Municipal Code.

+ \$0.7 million: Fleet Maintenance

This includes additional costs for fleet maintenance that are primarily related to an increase in the hourly Fleet Services labor rate for 2013. This increase in hourly labor rate is required to bring charges line with the actual costs of providing services and will ensure that the Fleet Services Fund remains solvent.

+ \$0.9 million: Effect of the Proposed Parking Franchise

These additional costs represent the shift of costs formerly funded by the Parking System Facilities Fund and the Parking Meter Fund into the General Fund. These costs are associated with activities that will not be eliminated as part of any franchise agreement and require continued funding. Both the Parking System Facilities Fund and the Parking Meter Fund will be dissolved for 2013 due to the proposed parking franchise.



+ \$2.0 million: Program Increases/Contingencies

Recommended program increases will result in the need for an additional \$2.0 million for 2013. Examples of these increases/contingencies include \$0.7 million necessary to replace personnel reimbursements for which the Police Department is no longer eligible; \$0.5 million for temporary staff, auditor fees, etc. necessary to implement the City's fiscal year change in 2013; \$0.2 million to adequately fund the Aquatics program within the Department of Recreation, and \$90,000 for additional collection agency fees.

The specific changes previously noted, in addition to a net decrease of \$0.2 million in other personnel and non-personnel areas of the operating budget, including employee benefits, account for the \$7.3 million decrease from the 2013 continuation budget. On [page 55](#), there is a comparison of each department's continuation budget to the recommended budget.

FISCAL YEAR CHANGE

Operating Budget and Tentative Tax Budget

Previously the Administration outlined the transition from a calendar year to a July 1 –June 30 time frame beginning in 2013. As part of that transitioning process, while this budget provides a full calendar year budget for comparison purposes to 2012, members of Cincinnati City Council are only being asked to appropriate funds for the six-month period from January 1 – June 30, 2013. In the General Fund Forecast section, the six month period is discussed in greater detail.

Most likely in May 2013, the Administration will bring before Council the appropriation ordinances for the second half of 2013 that correspond to the budget passed in December 2012. Any appropriate or needed adjustments will be made to those ordinances. Also in May, the Administration will bring forward the biennial budget for 2014-2015. This will cover the time period from July 1, 2013 through June 30, 2015.

In order to meet the timelines necessary for Hamilton County and the State of Ohio, and to provide Council with a more comprehensive view of the City's overall budget picture, the General Fund Forecast section includes a projection for calendar year 2014 revenue and expenditures. The 2014 calendar year Tentative Tax Budget must be acted upon by January 16, 2013 in order to deliver to the County by January 20th. This assumes that the budget recommendations for 2013 are carried over. If Council chooses to make changes to the Manager's recommended budget or to reject the recommendation to restore the property tax millage in 2014, those adjustments will need to be factored into the 2014 projections.

Consolidated Plan Budget

Like the Operating Budget the entire 2013 Consolidated Plan budget is included in this document. City Council will be asked to approve via resolution the entire year of recommendations, yet only appropriate funding for the first six-months of 2013. The first six months of 2013, represents roughly half of the project/program budgets for 2013. Because final grant awards are not typically known until spring, there is an annual reconciliation process for the consolidated plan grants in May or June each year. Starting with 2013, City Council will use the actual grant amounts as the basis of the budget approved for the 2014 Fiscal Year (July 1, 2013 to June 30, 2014).

Capital Investment Program

Due to the importance of long-term planning for capital projects, this budget includes a full six year capital investment program. Therefore, the recommended 2013 Capital Budget actually represents the 18 months from January 1, 2013 through June 30, 2014 to adjust for the transition to the new fiscal year. City Council will be asked to approve two set of Capital Budget ordinances as part of the budget: one set for items that will be effective in January 2013, for those items which must begin the first part of the year; and one set of items that will be effective beginning July 1, 2013 for the second part of the year.



PRIORITY DRIVEN BUDGETING AND THE POLICY BUDGET DIRECTION

Cincinnati's Priority-Driven Budgeting Initiative

As we adjust to the "new normal" of limited resources, Cincinnati, like cities across Ohio, has been faced with the dilemma of how to maximize the efficiency of its funding allocations. As part of the solution to that dilemma, the City of Cincinnati has undertaken a Priority-Driven Budgeting initiative with the assistance of the Center for Priority Based Budgeting.

Priority-Driven Budgeting is a structured process that will help City Council make funding allocation decisions based on analytical data about how programs and services help achieve results. In the past, we established targeted departmental budget cuts while preparing their biennial budgets.

Identified Strategic Priorities

The first stage in the process was to identify strategic priorities for the City government. Cincinnati engaged the public in this process using focus groups; open public meetings; and Facebook and Wiki pages to find out what programs and services citizens feel are most important for government to provide.

Over 240 people attended the sessions outlined below. Focus group sessions were held with the following targeted populations: City Board and Commission members; Community Council leaders; large employers; small business enterprise owners; socially disadvantaged; United Way service recipients; City Health Clinic patients; and senior citizens. Open to the public meetings were held at various locations throughout the City, including: Main Library (Downtown); Pleasant Ridge Recreation Center; Hartwell Recreation Center; Dunham Recreation Center (West Price Hill); Avondale Library; and College Hill Recreation Center.

As a result of these sessions, seven priorities were identified -- five community-oriented priorities (Safe Community; Commerce and Jobs; Well Planned and Developed Infrastructure; Inclusive, Thriving, and Livable Community; and Sustainable Built and Natural Environment) and two that are government-oriented (Leadership and Financial Stewardship and Efficient and Effective Basic Services).

Define Strategy Maps

The second stage was to define "strategy maps" to show the cause and effect between programs and strategic priority Results. Using words and/or images, these maps help viewers understand the cause-effect connection between activities, strategies, factors and the outcome. Summary of the strategy maps follow below:

Safe Community

Cincinnati recognizes that creating a safe community requires a *holistic approach to crime prevention*. In addition to maintaining *professional and responsible public safety* services, the City provides opportunities for *positive youth development, enforcement of chronic nuisance ordinances, neighborhood preservation,* and well-maintained infrastructure.

Commerce and Jobs

Cincinnati maintains an *attractive and thriving environment for businesses of all sizes*. The City invests in programs, incentives, and technology that support economic development and *business retention*. *Small businesses are fostered*, including those that directly support the basic needs of neighborhoods. The City is a leader in *regional development opportunities*, particularly those that result in *job creation* and encourage more individuals to locate and stay in our City. *Transportation networks* help Cincinnati residents get to their places of employment.



Well Planned and Developed Infrastructure

Cincinnati provides for *timely maintenance, repair and replacement of our physical assets*. Adequate planning, funding, and *construction oversight* is provided to ensure our infrastructure remains *safe and accessible*. Affordable and reliable *multi-modal transportation* is planned for and promoted, and density is encouraged near transportation hubs.

Inclusive, Thriving, and Livable Community

Cincinnati is a community comprised of *healthy, attractive, and livable neighborhoods* that *embrace our diversity* and offer a *variety of housing options* for all ages and income levels. The City *cares for our most vulnerable populations* by ensuring health, welfare, and social services are provided *equitably* across the community. The City provides *quality parks* and a variety of *recreational opportunities* and *cultural amenities* that contribute to a high quality of life.

Sustainable Built and Natural Environment

Cincinnati has developed a reputation for *high environmental standards* by implementing and encouraging *sustainable practices* and exploring new *green technology*. Our *historical assets are properly maintained*, and a *proactive code enforcement* program ensures our residents live in safe and healthy buildings. Education and opportunities for *citizen and business participation* in environmentally sensitive initiatives is provided. The City aggressively *maintains its active and passive open spaces* and *leverages its natural assets* to beautify the City.

Leadership and Financial Stewardship

City leaders model *civility, cooperation, and open-mindedness* in seeking *long term financial solutions* that benefit the community. Our leaders instill *trust*, demonstrate *accountability*, and exercise *stewardship* as they deliberate with *transparency*, ensuring that all residents have *equal access to information* about their City government. The City *supports our public education system* and *works collaboratively with other elected officials* from all government sectors throughout the region to identify long-term regional solutions. They actively engage with the community and recognize the value of *citizen input and interaction*. The City *fosters and supports aspiring leaders* throughout the community.

Efficient and Effective Basic Services

Cincinnati ensures the delivery of *high quality basic services* by maintaining an *effective, efficient and well-trained workforce*, regularly *investing in technology, equipment* and other resources, and *communicating with residents and businesses regularly* to understand how responsiveness may be enhanced to meet the needs of the community. The City makes decisions to increase its operational efficiency and reduce redundancies based on *data and proven results*. This includes *regularly reporting on performance indicators* and pursuing *alternatives methods of service delivery* when they are in the community's best interest.

Identified Departmental Programs and Services

The third stage was to identify programs and services within each department. Differentiating programs and services across the entire city organization, as opposed to comparing the departments which provide those services, allowed for better prioritization. We identified all programs and services that the City offers and defined discrete decision units for evaluation. Department staff played a key role in creating this list, describing the programs, and estimating the current cost to provide each of these programs and services.

Scored Programs and Services and Peer Review

In the fourth stage, departments scored the programs based on several factors, including the effectiveness in achieving each of the strategic priorities, as well as the program's basic attributes: the degree to which it



impacts the strategic priorities, whether or not the City is mandated to provide the service/program; any changes in the demand for the service/program; the level of cost recovery for the service/program; and whether or not other options exist to provide the service/program.

Once each department had completed its self-measurement process, a peer-review Team reviewed each department's programs to confirm the rankings and correct any discrepancies that may have occurred. Members of the peer-review team could not review their own department, ensuring objectiveness and "quality control" throughout the process.

Surveyed Residents for Program and Service Weights

The fifth stage of the process involved assigned weights to each of the Strategic Priorities. We included a second round of public engagement through a web-based survey, in-person survey, and statistically valid mail survey to find out what is most important to Cincinnati residents and businesses. The surveys were designed with two goals in mind – to determine the validity of the Strategic Priorities; and to evaluate the relative weight of each of the seven Strategic Priorities.

In this step, citizens were also asked to rank the community-oriented Strategic Priorities. In the survey, each resident was given a total of \$100 to spend on city services. The respondent could spend the \$100 on any combination of five categories, with more money representing a higher priority. The consultants then measured the number of respondents who spent money towards a service and how much money was spent.

This allowed Cincinnati to quantify public sentiment and move forward on a budget process that was representative of the wants of the population. We had over 2,400 respondents - 1,672 to the web-based survey, 665 to the statistically valid mail survey, and 66 to the in-person survey - and all surveys validated the Strategic Priorities and ranked them in the same order of importance. The scored and weighted programs were compiled and separated into quartiles in order to compare the programs. This will evaluate how the services/programs achieve the Strategic Priority Results, and to what degree this occurs.

Analyzed Results in Diagnostic Tool

In the sixth stage, we received the Center for Priority Based Budgeting's Resource Allocation Diagnostic Tool to provide City leaders a way to analyze the quantifiable information about our programs. We can filter by the Basic Attributes, by Fund, by Department, by Strategic Priority area, etc., and see the program rankings in quartiles one through four. Those programs that are most relevant to achieving results are in the higher quartiles. The tool presented a visual representation of the results of the Priority-Driven process and allowed officials to more easily compare priorities and allocations.

Analyzed Results Based on City Council Policy Direction

In June, the City Council received the results of the Priority-Driven Budgeting initiative and provided this budget policy motion with direction for formulating the 2013/2014 Operating Budget: *"That the Administration construct a budget based on the following factors:*

- *Use the information from the Priority-Driven Budget process to recommend elimination or reduction of functions based upon whether other organizations or entities are serving the same populations or providing the same function. If this is the case, the administration should outline a method of transitioning individuals to the other services or programs.*

City Manager's Message

Priority Driven Budgeting and the Policy Budget Direction



Administration Response: Departments were asked to review this policy direction. Ultimately, the Administration did not eliminate many programs as part of the Plan A budget. However, both the Juvenile Firesetter program and the Child Seat Installation program are services provided by other entities.

- *Recommend changes to mandated programs that exceed the minimum requirements of the mandate.*

Administration Response: Departments were asked to review this policy direction. There are 19 programs in the General Fund which are ranked quartile 3 or 4 but which are mandated. Of these 19 programs, four programs in Human Resources (Civil Service Commission, Civil Service Testing and Selection, Classification and Compensation, and Employee Relations) are under review to use technology to provide more efficient cost effective service, one is in Health (Vital Statistics) and is under review to establish new sites and methods to issue birth and death certificates, which will generate additional revenues, and one in Police (Evidence & Property Management Section: Court Property Unit) is under review for a service sharing arrangement; two of Health's programs (Health Centers - Pharmacy Services and Sexually Transmitted Disease Prevention and Treatment) fall into the category of cost shifting because they will generate more fee revenue from the American Care Act; one program (Cemetery Maintenance) increased due to the costs from removing trees infected with the Emerald Ash Borer; while the remaining 11 programs are anticipated to change significantly as part of this budget.

- *Identify functions that can be shared with other political jurisdictions.*

Administration Response: Departments were asked to review this policy direction. This budget includes the co-location of the Hamilton County Permitting function at the City's One Stop Permitting Center. In addition to this, there are 17 programs/services which departments propose to be candidates for service sharing with other jurisdictions. Because service sharing arrangements take time implement, these are not reflected in the budget. However, the administration is pursuing the proposals in Table V for implementation during the next two years.

Table IV - Service Sharing Proposals

Lead Department	Initiative Name	Brief Description	Key Stakeholders	Target Date
Community Development	Municipal Demolition Crew	This proposal would create a municipal demolition crew as part of the Moving Ohio Forward Grant which could be shared with the Port Authority.	Community Development; Private Demolition Companies	2013
Finance	Expand Procurement Services to Other Municipalities	City procurement would offer services to other municipalities in the region.	Finance; Other Local Jurisdictions	2013
Finance	Centralize Printing Stores	Printing Stores would handle all large printing services for City departments. Savings will be realized by other City agencies by reducing duplicate staff duties and equipment and by receiving the discounted rates negotiated by Printing Stores with postage (bulk rates), reproduction, and office supply suppliers.	Finance; Other City Departments	1/1/2014
Finance	Expand Taxpayer Services to Other Municipalities	The Income Tax Division would perform tax collection services for other local municipalities. A fee would be charged to the municipalities for this service.	Finance; Other Local Jurisdictions	N/A



City Manager's Message

Priority Driven Budgeting and the Policy Budget Direction

Lead Department	Initiative Name	Brief Description	Key Stakeholders	Target Date
Fire	Usage of Training Facilities by Other Entities	Currently other entities utilize Fire Department Training Facilities under a shared agreement but are not charged. This proposal would add a service charge for use of the Training Facilities.	Fire Department; Other Regional Fire Departments; Other Local Jurisdictions	1/1/2014
Human Resources	Cincinnati Human Resources Information System (CHRIS) Joint Licensing Venture	This proposal would provide access to the Cincinnati Human Resources Information System (CHRIS) to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford a large expenditure for their Human Resources Information System.	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	2013
Human Resources	Civil Service Commission Cost Sharing with Cincinnati Board of Education	This proposal would provide Civil Service Commission services and share related expenses with the Cincinnati Public Schools (CPS) and the Cincinnati Board of Education.	Human Resources; Cincinnati Public Schools (CPS); Cincinnati Board of Education	2013
Human Resources	Civil Service Testing Services	This proposal would provide Civil Service Testing to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for this service.	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	2013
Human Resources	Service Provider of Compensation and Classification Expertise	This proposal would provide Compensation and Classification services to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for these services.	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	2013
Human Resources	Service Provider of Investigations and Policy Writing Expertise	This proposal would provide Investigations and Policy Writing services to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for these services.	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	2013
Human Resources	Service Provider of Contract Negotiations Expert Services	This proposal would provide Contract Negotiations services to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for these services.	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	2013
Human Resources	Service Provider of Training Expertise	This proposal would provide Training services to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for this service.	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	2013
Police	Regional Crime Lab	A Regional Crime Lab would be pursued to be shared by the Police Department and the Hamilton County's Sheriff's Office to achieve economies of scale in forensic science. Other Police Departments could gain access to the services of the Crime Lab.	Police Department; Hamilton County Sheriff's Office; Other Police Departments	2013

City Manager's Message

Priority Driven Budgeting and the Policy Budget Direction



Lead Department	Initiative Name	Brief Description	Key Stakeholders	Target Date
Public Services	Greenspace Service Betterment	This proposal would utilize greenspace maintenance staff from the departments of Parks and Recreation and the Hamilton County Sheriff's Office. These crews would supplement the Department's greenspace crews. Anticipated incremental savings cannot be determined at this time.	Public Services; Parks; Recreation Department; Hamilton County Sheriff's Office; Keep Cincinnati Beautiful (KCB); Citizens	1/1/2014
Transportation & Engineering	Bicycle Infrastructure Cost Sharing	Bicycle Infrastructure Cost Sharing with neighboring municipalities that share or may share access to the infrastructure is being pursued. Cost savings will be primarily capital in nature.	Department of Transportation & Engineering (DOTE); Hamilton County; Other Local Jurisdictions Adjacent to the City of Cincinnati; Bicycle Riders	1/1/2014
Transportation & Engineering	Traffic Signal Cost Sharing	Currently, the Department Transportation & Engineering (DOTE) has agreements with various public and private entities to operate and service certain traffic signals where the signals are situated across the corporation line or where the signals are interdependent in their operation. DOTE could pursue agreements to operate and service additional traffic signals to neighboring municipalities. This proposal is in the early stages of conceptualization, and demand for these services would be investigated in 2013. Therefore, estimated savings are not available at this time. Depending on the scope of these agreements additional personnel may be required.	Department of Transportation & Engineering (DOTE); Hamilton County; Other Local Jurisdictions Adjacent to the City of Cincinnati; Citizens	1/1/2014
Transportation & Engineering	Client Services Cost Sharing	The department offers project design, engineering, construction management, and project management services to other City departments. The department is reimbursed at the prevailing salary of the staff providing the work plus benefits. By the continued use of Client Services, costs to other City departments are less than if an outside consultant is hired to provide these services. These services may be marketable to other agencies outside the City.	Department of Transportation & Engineering (DOTE); Hamilton County; Other Local Jurisdictions	1/1/2014

- *Identify functions that, rather than eliminate them, can be made self sufficient through the establishment of a fee structure."*

Administration Response: Departments were asked to review this policy direction. There are seven programs/services that are increasing fees or establishing fees to cover their costs. Please see the Taxes and Fees section of this document for more details. In addition, there are an additional seven programs/services where new or expanded fee structures in order to cover their costs are being explored. These are not reflected in the budget, but the administration is pursuing the proposals in Table V for implementation during the next two years.



Table V – Revenue Generation Proposals

Lead Department	Initiative Name	Brief Description	Key Stakeholders	Target Date
Emergency Communications Center (ECC)	E9-1-1 Cell Phone Fee Funding Extension/ Changes	The 9-1-1 Cell Phone Fee is collected by the State of Ohio via a charge on each individual cell phone bill. These funds are then distributed to the counties who, in turn, distribute them to Public Safety Access Points (PSAPs). This fee is scheduled to sunset on December 31, 2012. Legislation is being considered that would either extend the current legislation or replace the current legislation with a new system for collecting and distributing the 9-1-1 Cell Phone Fee.	Emergency Communications Center (ECC); Citizens	01/01/13
Finance	Implement an Online Storefront for Printing Stores	This proposal would implement an online storefront and market Printing Stores for reproduction and supply needs to other entities. Printing Stores would be a "one stop" shop with fast and effective online ordering and competitive rates to allow outside agencies to receive the City's discounted pricing.	Finance; Enterprise Technology Solutions (ETS); Other Local Jurisdictions	06/01/13
Finance	Increase Employee Contribution to Healthcare	Medical deductibles would increase to \$500 in network / \$1,000 out of network, a spousal surcharge of \$50 per month for health insurance would be applied, and the employee health insurance premium cost share would increase from 5% to 10%.	Finance; Human Resources; Budget & Evaluation; City Employees	01/01/14
Health	Vital Statistics Satellite Sites	The department is exploring how to establish new sites and methods to issue birth and death certificates. In 2012, the State of Ohio implemented a new software system that allows local health departments to issue birth certificates from the state database of scanned certificates. The Vital Statistics group is exploring options on how this change will allow the city to open satellite sites. Also, the city is also deploying an unmanned kiosk for taking orders at UC Health. While this kiosk does not issue any certificates (they are mailed), this process allows the person ordering the certificate to avoid a trip to the Vital Statistics' office. There is no projected revenue enhancement.	Health Department; Citizens; Business Community	2013
Metropolitan Sewer District (MSD)	Incineration Services	The Metropolitan Sewer District (MSD) is seeking additional customers to sell excess capacity in the incinerators at the Mill Creek and the Little Miami Wastewater Treatment Plants. MSD currently sells excess capacity to Butler County for a fee.	Metropolitan Sewer District (MSD); Other Wastewater Treatment Facilities in the Area; Ratepayers	Mid-Year 2013
Police	Alarm Registration Fee	The Police Department is researching an alarm registration fee for all new and renewed residential alarms within the City. This action would require City Council to amend the False Alarm Ordinance.	Police Department; Finance Department; Citizens	2013
Police	Background Investigation Fee	The Police Department currently provides background investigations to other city departments at no charge. This proposal would implement a fee charged to other city departments for cost reimbursement.	Police Department; Other City Departments	2013

City Manager's Message

General Fund Multi-Year Forecast



Lead Department	Initiative Name	Brief Description	Key Stakeholders	Target Date
Public Services	Dumpster Service to City Departments	This proposal would charge fees to other City Departments who utilize the Department's dumpster service. Anticipated incremental savings cannot be determined at this time.	Public Services; Parks; Recreation Department; Health Department; Greater Cincinnati Water Works (GCWW); Metropolitan Sewer District (MSD); Fleet Services	01/01/14

Budget Balancing

Senior leadership evaluated the City-wide results with a focus of review quartile 3 and 4 programs at a City Manager's Retreat held in late August to determine additional program reductions, changes and/or eliminations. Based in part on that retreat, the following Priority Driven Budgeting Quartile 4 programs are reduced or eliminated in this budget:

- Media Bridges Support is eliminated (\$300,000)
- Downtown and Neighborhood Gateways Program is eliminated (\$57,480)
- Child Seat Installation Service is eliminated (\$200 in direct costs plus time and training)
- Juvenile Firesetter Program is eliminated (\$84,100)
- Mounted Patrol is eliminated (\$188,350)
- Arts Grants is eliminated (\$50,000)
- Human Services Funding is reduced (\$610,770)

Priority Driven Budgeting Community Engagement

Community Engagement didn't stop with the identification of the seven community priorities. Budget staff held four follow-up meetings with a group of community leaders, community council leaders, the public at large, and a focus group related to the Office of Environmental Quality programs to discuss the results and next steps in the budget process.

The Diagnostic Tool provided data to start discussions about the programs and services we provide to help the City analyze programs and services for cost savings, revenue enhancements and budget reductions. All of the analysis conducted allowed the City to more strategically allocate resources, and provide citizens more transparency, as well as a clearer understanding of the budget decision as we move forward.

While it is the first year Cincinnati has engaged in priority-driven budgeting to this extent, it provides a foundation for examining the services and programs the City provides that are important to the people the City serves.

GENERAL FUND MULTI-YEAR FORECAST

The 2013 Budget for the General Fund is recommended in the context of a multi-year financial forecast of resources and expenditures. Table VI shows the initial forecast presented to the City Council in June 2012 as amended for reduced casino revenues and property tax. Table VII shows the November forecast which is a result of this recommended budget. The revisions are based on: 1) updated expenditures for 2012; 2) new revenue estimates for the forecast period beginning in 2013; 3) new revenue enhancements beginning in 2013; and 4) recommended expenditure reductions for the forecast period beginning in 2013.



Table VI – June 2012 General Fund Forecast 2013-2016

(\$ in Thousands)	2011 Actual	2012 Estimate	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast
Resources						
Operating Revenues	\$348,485	\$338,058	\$339,592	\$344,143	\$354,629	\$363,603
Transfers-in	\$4,847	\$11,000	\$0	\$0	\$0	\$0
Total Resources	<u>\$353,331</u>	<u>\$349,058</u>	<u>\$339,592</u>	<u>\$344,143</u>	<u>\$354,629</u>	<u>\$363,603</u>
Expenditures						
Operating Expenditures	\$346,655	\$363,655	\$370,591	\$383,876	\$394,743	\$404,978
Transfers-out	\$2,375	\$1,000	\$11,694	\$17,504	\$14,860	\$15,560
Total Expenditures	<u>\$349,030</u>	<u>\$364,655</u>	<u>\$382,285</u>	<u>\$401,380</u>	<u>\$409,603</u>	<u>\$420,538</u>
Expenditure Savings	\$0	(\$1,669)	(\$1,853)	(\$1,919)	(\$1,974)	(\$2,025)
Yearly Balance	<u>\$4,301</u>	<u>(\$13,928)</u>	<u>(\$40,839)</u>	<u>(\$55,317)</u>	<u>(\$53,000)</u>	<u>(\$54,911)</u>
Prior Year Cancelled Encumbrances	\$1,976	\$149	\$0	\$0	\$0	\$0
Previous Year Carryover Balance	\$15,999	\$22,276	\$8,498	(\$32,342)	(\$87,658)	(\$140,659)
Non-GAAP Carryover Balance	\$22,276	\$8,498	(\$32,342)	(\$87,658)	(\$140,659)	(\$195,570)

Table VII– November 2012 General Fund Forecast 2013-2016

(\$ in Thousands)	2011 Actual	2012 Estimate	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast
Resources						
Operating Revenues	\$348,485	\$341,058	\$339,592	\$344,143	\$354,629	\$363,603
Revenue Changes 2012/2013			\$24,219	\$7,528	\$0	\$0
Transfers-in	\$4,847	\$11,000	\$1,520	\$0	\$0	\$0
Total Resources	<u>\$353,331</u>	<u>\$352,058</u>	<u>\$365,331</u>	<u>\$351,671</u>	<u>\$354,629</u>	<u>\$363,603</u>
Expenditures						
Operating Expenditures	\$346,655	\$360,155	\$376,196	\$389,481	\$394,743	\$404,978
Transfers-out	\$2,375	\$2,300	\$9,872	\$12,672	\$10,028	\$10,728
Expenditure Changes 2012/2013		\$0	(\$7,289)	(\$14,272)	(\$14,272)	(\$14,272)
Expenditure Changes 2014/2015/2016			(\$34,334)	(\$34,334)	(\$33,968)	(\$35,878)
Total Expenditures	<u>\$349,030</u>	<u>\$362,455</u>	<u>\$378,779</u>	<u>\$353,547</u>	<u>\$356,531</u>	<u>\$365,556</u>
Expenditure Savings	\$0	(\$1,508)	(\$1,845)	(\$1,876)	(\$1,902)	(\$1,954)
Yearly Balance	<u>\$4,301</u>	<u>(\$8,889)</u>	<u>(\$11,603)</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$0)</u>
Prior Year Cancelled Encumbrances	\$1,976	\$215	\$0	\$0	\$0	\$0
Previous Year Carryover Balance	\$15,999	\$22,276	\$13,602	\$2,000	\$2,000	\$2,000
Non-GAAP Carryover Balance	\$22,276	\$13,602	\$2,000	\$2,000	\$2,000	\$2,000

Structural Imbalance

The June 2012 multi-year forecast in Table VI shows an operating deficit each year during the forecast period (2013-2016). Furthermore, the size of the annual deficit increases each year through 2016. With annual deficits increasing in most years of the forecast period, the General Fund is structurally out of balance with revenues growing at a slower pace than expenditures. Revenues were projected to grow by an average of 1.8% while the average expenditure growth rate for the same period was 2.7%. This structural imbalance resulted in a projected accumulated General Fund deficit of \$195.6 million deficit by the end of 2016.

The City has relied on carryover and one time reductions to compensate for the structural imbalance in the General Fund for several years. We are again relying on this for 2013, but these measures will not be sufficient in 2014 to balance the budget.



Table VII on the preceding page shows the November 2012 multi-year General Fund Forecast incorporating the revised revenue and expenditure estimates for 2012 - 2016. Revenues are expected to grow by an average 1.7% for the forecast period (2013-2016) and average expenditures are expected to increase by 2.2%.

Budget Forecast Changes

For 2012, the total estimated General Fund revenues and expenditures have changed since June. The revenue has increased by \$3.0 million due to Casino revenues and Estate Tax payments. For expenditures, departments have saved \$3.5 million which has been cut from their budgets. An additional \$1.5 million in expenditure savings along with prior year cancelled encumbrances in the amount of \$215,000 are also included. The result is a carryover balance of approximately \$13.6 million compared to the previous forecast of \$8.5 million.

The 2013 revenue estimate of \$363.8 million is an upward revision of \$24.2 million from the June 2012 estimate. This increase is due to proposed revenue enhancements in the recommended budget. The revenue changes are described more in the Taxes and Fees section and the General Fund Revenues section of the Operating Budget. The primary changes are the \$21,750,000 in parking meter franchise revenue, an increase of \$4.8 million for Income Tax reciprocity, \$0.95 million for Commercial Solid Waste franchise fee, along with many other miscellaneous increases and decreases. The 2014 revenue estimate of \$381.3 million is an upward revision of \$7.5 million. Starting in 2014, the forecast assumes a restoration of the property tax rate to 6.1 mills. This would generate an additional \$7.5 million.

The recommended 2013 General Fund expenditure level reflects a decrease of \$1.7 million from the original forecast. This is a result of the recommended expenditure reductions reflected in the Recommended Budget which are partially offset by expenditure increases and other cost shifting. The Expenditures changes line for 2014 shows that \$34.3 million in cuts would be needed to balance the 2014 calendar year despite the restoration of the property tax.

Cautions for the Multi-Year Forecast

Based the recommended 2013 budget the General Fund budget is balanced for 2013 and results in an approximate \$2.0 million carryover balance in 2013 for 2014. The 2013 carryover amount provides total reserves of about 7.0% 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.



STUB BUDGET

As stated earlier due to the fiscal year, the City Council will only appropriate the first six months of 2013 (Stub Budget). The chart below shows what the six months appropriation.

Table VIII – 2013 Stub Budget

<i>(\$ in Thousands)</i>	2013 Stub Budget 1/1/13 to 6/30/13	Comments
Resources		
Operating Revenues	\$166,346	This was adjusted for timing and assumes all tax and fee increases except the Parking Meter Franchise resource
Transfers-in	\$1,520	This assumes the dissolution of the Parking Meter Fund and the Cable Communications Fund
Total Resources	\$167,866	
Expenditures		
Operating Expenditures	\$177,604	This was adjusted for timing and includes all expenditures cuts with the exception of elimination of commercial solid waste collection which would occur in October 2012
Transfers-out	\$2,000	This assumes General Fund revenue in the equivalent amount to the projected Casino Tax Revenues is transferred out and used for Focus 52 and other purposes
Total Expenditures	\$179,604	
Expenditure Savings	(\$888)	This reflects 0.5% expenditure savings
Yearly Balance	(\$10,850)	This is the structural imbalance and reflects the use of 2012 carryover balance.
Prior Year Cancelled Encumbrances	\$0	
Previous Year Carryover Balance	\$13,602	This is the fund balance from the end of 2012
Non-GAAP Carryover Balance	\$2,753	This is ending fund balance that will carryover into the 2014 fiscal year (July 1, 2013 to June 30, 2014).

BUDGET ASSUMPTIONS

The following summary includes the major assumptions used in developing the Recommended 2013 Budget.

1. In 2013, all employees are budgeted for a 0% increase. As existing labor contracts expire in 2013, the Administration will continue to negotiate with that position.
2. Step increases are funded pursuant to union contracts. Step increases 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 2013. Of all full-time City employees, over 90% are represented and less than 10% are non-represented.



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

Table IX – Budgeted Overtime

Department Type	General Fund	Non-General Funds	All Funds
Public Safety	\$ 6,581,170	\$ -	\$ 6,581,170
Non-Public Safety	\$ 798,501	\$ 3,773,293	\$ 4,571,794
Grand Total	\$ 7,379,671	\$ 3,773,293	\$ 11,152,964

- 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 a 20% employer contribution rate for 2013. This is an increase from the 18% pension employer contribution rate in 2012. 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 is 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 10.25% in 2013. The employee’s premium share is anticipated to increase by approximately 8.25%. In 2013, non-represented employees may voluntarily enroll in the City’s Medical Expense Reimbursement Plan (MERP). The MERP requires these employees to be covered by health insurance policies available through their spouses’/equal partners’ employers. In return for enrolling in these alternative healthcare plans, the City will reimburse these employees for certain costs incurred under these alternative plans. The MERP is expected to mitigate future healthcare insurance premium increases for both the City and its employees. Also new for 2013, the City’s healthcare insurance can be extended to qualified equal partners of City employees. At this time, the additional costs to be incurred by the City through this coverage extension are not known.
- The ratio of supervisors to employees in the Recommended 2013 Budget has decreased. Table X 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 5.48 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 X – Supervisor to Employee Ratio

Department	CODE & Non-Represented Total	Supervise?		Number of Employees Supervised	Number of Employees Per Supervisor
		No	Yes		
Citizen Complaint/Internal Audit	10	7	3	9	3
City Manager's Office	53	39	14	53	3.79
Community Development	29	20	9	54	6.00
Enterprise Technology Solutions	79	60	19	85	4.47
Finance	61	38	23	98	4.26
Fire	16	12	4	22	5.50
Health	130	59	71	398	5.61
Human Resources	17	13	4	19	4.75
Law	68	59	9	67	7.44
Parks	42	10	32	269	8.41
Planning & Buildings	34	24	10	69	6.90
Police	33	25	8	118	14.75
Public Services	58	22	36	375	10.42
Recreation	60	14	46	286	6.22
Retirement	9	6	3	9	3.00
Sewers	278	163	115	555	4.83
Transportation & Engineering	93	41	52	158	3.04
Water Works	195	73	122	537	4.40
Grand Total	1265	685	580	3181	5.48

8. Training expenditures have increased in the General Fund in the 2013 Recommended Budget. 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). General Fund non-local travel expenditures decreased by a total of \$831 in the 2013 Recommended Budget. Since 2002, General Fund non-local travel and training budgets have decreased by 70.7% and 75.1%, respectively. Table XI 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.

Table XI – Training and Non-Local Travel Comparison

	2012 Approved	2013 Recommended	\$ Change	% Change
Training - General Fund	\$ 103,810	\$ 176,142	\$ 72,332	69.7%
Training - Non-General Funds	\$ 948,948	\$ 780,387	\$ (168,561)	-17.8%
Training - All Funds	\$ 1,052,758	\$ 956,529	\$ (96,229)	-9.1%
Non-Local Travel - General Fund	\$ 84,211	\$ 83,380	\$ (831)	-1.0%
Non-Local Travel - Non-General Funds	\$ 574,051	\$ 521,390	\$ (52,661)	-9.2%
Non-Local Travel - All Funds	\$ 658,262	\$ 604,770	\$ (53,492)	-8.1%



Capital Budget

9. Car allowances and take home car privileges are funded in the budget; however, these continue to be reduced where possible within the 2013 Recommended Budget.
10. Fuel costs are budgeted at \$3.90 per gallon. The Administration continues to use fuel hedging as a tool to help with level budgeting for fuel purchases in 2013; 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. While the City experienced a reduction of salt usage for 2011-2012, it resulted in an unfulfilled obligation to purchase the minimum tons of salt based on the City's 2012 granular salt contract. The City was able to negotiate a contract extension until April 2013 under the terms of which the 2013 granular salt contract cost is now \$64.02 per ton, which is a 4.0% increase from the 2012 amount of \$61.56 per ton. As the City was able to negotiate a contract extension with the vendor and purchase the salt using 2012 funds, the 2013 Recommended Budget includes no additional funding for salt to be purchased by the City for 2013. 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, and calcium chloride, which can melt snow and ice faster at lower temperatures.
12. The 2013 Recommended Budget includes funds for the following heritage events:

<u>Event</u>	<u>Event Cost Share</u>
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 2013 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 and Cincinnati Human Relations Commission (CHRC) funding, is decreased from \$2.09 million in 2012 to \$1.56 million in 2013, which represents 0.4% of the 2013 estimated General Fund revenue of \$363.8 million. This reduction reflects the elimination of funding for Human Services Agencies which are in the Self Sufficiency priority area.
14. No arts funding is budgeted for 2013 due to the limited nature of General Fund resources.

CAPITAL BUDGET

The Capital Budget provides funding for the improvement or purchase of City assets. The City has dedicated more than one-half of the General Capital Budget to infrastructure projects such as street repair and facility improvements. In addition, the City has used utility fees and charges for Restricted Fund Capital Budget infrastructure projects such as replacement of water and sewer lines and facilities. The Capital budget is consistent with advancing Plan Cincinnati, the City's comprehensive plan.



In 2013, the City will change from a calendar fiscal year to a fiscal year that begins July 1, 2013 and ends June 30, 2014. For this recommended 2013/2014 Capital Budget, the period for 2013 represents the 18 months from January 1, 2013 through June 30, 2014 to adjust for the transition to the new fiscal year.

Table XII – Recommended 2013/2014 Capital Budget

<i>(\$ in Millions)</i>	2012 Approved Budget	2013 Recommended Budget	% Change From 2012	2014 Recommended Budget	% Change From 2013
General Capital	\$54.8	\$95.3	73.9%	\$53.1	-44.3%
Restricted Funds Capital	295.4	400.4	35.5%	332.1	-17.1%
Special Revenue Capital	0.6	0.4	-33.3%	0.3	-25.0%
Federal/State Capital Matching Funds	<u>10.7</u>	<u>1.1</u>	<u>-89.7%</u>	<u>21.1</u>	<u>1818.2%</u>
Total All Funds Capital Budget	\$361.5	\$497.2	37.5%	\$406.6	-18.2%

As shown in Table XII, the recommended 2013/2014 Biennial All Funds Capital Budget totals \$903.8 million: \$497.2 million for 2013 and \$406.6 million for 2014. Included are budgets for General Capital projects, Restricted Funds Capital projects, Special Revenue Capital projects, and projects supported with Federal and State Capital Grant Matching Funds.

The following highlights the recommended expenditures in the General Capital Budget.

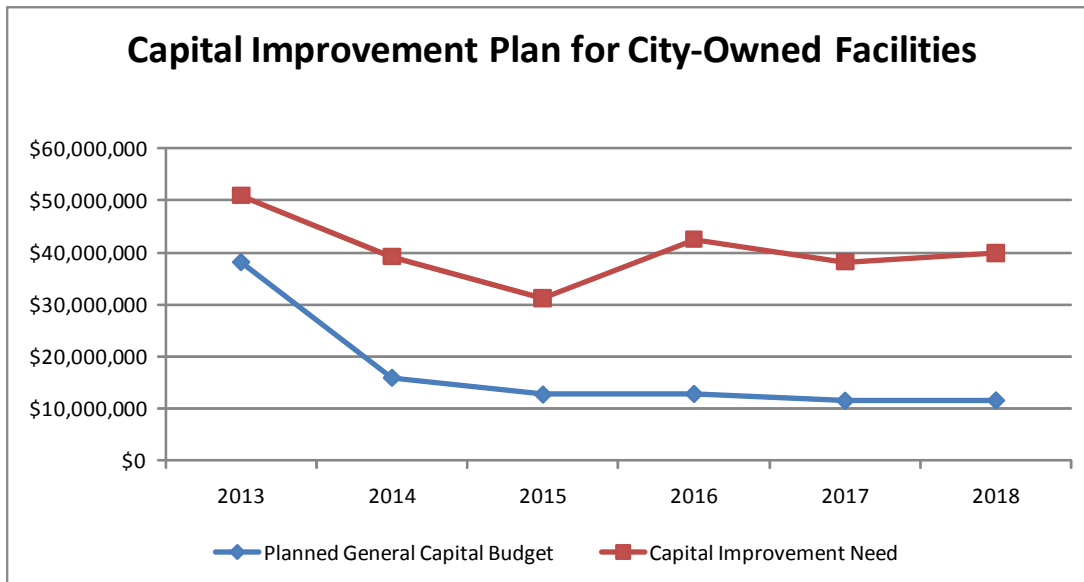
1. **\$54.1 Million to Renovate/Replace City Facilities.** The recommended 2013/2014 Capital Budget includes \$38.1 million in 2013 and \$16.0 million in 2014 to renovate or replace existing City-owned facilities. Renovation funding within this recommendation includes \$12.0 million for Recreation facilities (which includes the Roselawn Park upgrade), \$10.4 million for Park facilities (which includes \$4.0 million for the Cincinnati Riverfront Park project), and \$468,900 for Health facilities. The City Facility Renovation and Repairs project is recommended at a funding level of \$8.6 million over the biennium and includes the Music Hall Renovations project, recommended for \$4.0 million (this is funding allocated from the former courtyard atrium project). This project will support major renovations to Music Hall in partnership with the Music Hall Revitalization Company. The Community Facilities Improvement project is included for \$800,000 and the Findlay Market Improvement project is recommended for \$210,600.

The recommended funding for replacement of City facilities is \$17.6 million over the biennium. Included in this recommendation is \$15.2 million in 2013 to replace Police District Three on the west side of Cincinnati. Funding for this project was approved by the City Council for 2013 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012). The remaining funding for the replacement of City facilities over the biennium will be used for land acquisition, design, and construction of a replacement fire station in Pleasant Ridge, Madisonville, or South Fairmount. The Fire Department is evaluating each facility before determining which station is replaced first.

It should be noted that the total estimated capital improvements “need” for City-owned facilities for 2013-2018 totals \$241.9 million, while the planned allocation amount for improvements to City facilities is \$102.9 million, generating a shortfall of \$139.0 million. In just the biennium, the total need is \$90.2 million, the recommendation totals \$54.1 million, and the estimated shortfall for capital improvements for City facilities is \$36.1 million. The following chart illustrates the gap between the planned General Capital Budget spending over the 2013-2018 Capital Investment Program and the need for capital improve-



ments. Planned spending in 2013 includes an increase in General Capital Budget resources related to a one-time increase in the City’s property tax millage that was approved by the City Council.



- \$37.3 Million for Street Rehabilitation and Street Improvement Projects.** The recommended General Capital Budget for rehabilitation and improvement of existing streets and roads totals \$22.2 million in 2013 and \$15.1 million in 2014. This recommendation includes \$16.4 million and \$9.6 million for the Street Rehabilitation Program in 2013 and 2014, respectively. Recommended funding for the Street Rehabilitation Program in 2013 includes an additional \$2.4 million to ensure adequate resources are allocated to the Department of Transportation and Engineering to rehabilitate a full 100 lane miles. This recommendation complies with the budget policy motion adopted by the City Council on June 26, 2012 (Doc. #201201019). Over the six-year plan, \$100.2 million is recommended for street rehabilitation and street improvements, which includes \$65.1 million for the Street Rehabilitation Program.

It should be noted that after 2013, the rising cost of construction combined with decreasing General Capital and outside grant resources may impact the Department of Transportation and Engineering’s ability to achieve the goal established by the City Council to rehabilitate 100 lane miles each year. In recent years the department has been successful in leveraging outside grants to extend resources. Due to decreasing revenues on the state level, the department anticipates reduced grant resources for street rehabilitation in 2014. The recommendation for the Street Rehabilitation project in 2014 is estimated to provide enough resources to rehabilitate 62.3 lane miles, excluding grant resources.

Also included in this recommendation is \$3.3 million in 2013 and \$2.5 million in 2014 for various street and road improvement projects. Major project recommendations include \$1.8 million for the Street Improvements project; \$1.6 million for the Over-the-Rhine Streetscape Improvements project; \$635,000 for the Oregon Street Improvements project; \$385,600 for the Pavement Management project; \$377,900 for the Curb Ramps-Street Rehabilitation project; and \$336,000 for the Uptown Access Improvements West MLK Drive project.

In addition to the Street Rehabilitation and Street Improvement projects recommended in the 2013/2014 biennium, there is a recommendation of \$5.5 million for annual infrastructure projects that are not related to streets and buildings. This recommendation includes the following projects: \$1.8 million for the Bridge Rehabilitation Program; \$1.3 million for the Wall Stabilization and Landslide Correction Pro-



gram; \$1.1 million for the Spot Infrastructure Replacement Program; \$1.1 million for the Sidewalk Repair Program; and \$236,000 for the Hillside Stairway Rehabilitation Program.

The All Funds Biennial Capital Budget also includes \$1.1 million in 2013 and \$21.1 million in 2014 from State and Federal transportation matching funds. In 2013, the City expects to receive \$1.0 million for improvements to Reading Road and \$150,000 for Federal Aviation Administration (FAA) grant funding. In 2014, construction and right-of-way acquisition funding is anticipated for the following projects: \$6.0 million for the Lick Run project in Westwood; \$5.9 million for improvements to the railroad bridge at the intersection of Madison Road and Kenwood Road in Madisonville; \$4.0 million for signal system upgrades in the Downtown Central Business District; \$4.0 million for improvements to the Ohio River Trail on Kellogg Avenue from Salem Road to Sutton Avenue in Mt. Washington; and \$1.0 million for improvements to Colerain Avenue in Mt. Airy and additional improvements to Kellogg Avenue in California. FAA grant funding in the amount of \$150,000 is also expected in 2014.

3. **\$17.9 Million for Equipment.** The General Capital Budget recommendation for equipment is \$12.3 million and \$5.6 million in 2013 and 2014, respectively. This recommendation includes \$9.9 million over the biennium to replace automotive equipment in agencies supported by the General Fund, \$4.7 million for the Wheeled Trash Carts project, \$1.0 million for the Wheeled Recycling Carts project, \$750,000 for the Radio Equipment Replacement project, \$373,000 for the Trash Receptacles project, and \$336,000 for the Computerized Traffic Signal System project. Various other projects totaling \$778,300 are included in this recommendation. Over the six-year plan, \$42.6 million is recommended for equipment. (Please note: Funding for the Radio Equipment Replacement project in the amount of \$750,000 was approved by the City Council for 2013 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects [Resolution No. 42-2012]).

The Fleet Replacements capital project supports the replacement of automotive and motorized equipment for City agencies supported by the General Fund. Currently, 516 out of 1,034 General Fund vehicles are out of lifecycle in General Fund agencies because they have exceeded the established standards for maximum mileage, age, or maintenance costs. An additional \$4.2 million a year for ten years would be needed to initiate a program to bring the fleet into lifecycle. Maintaining equipment beyond the recommended lifecycle increases departmental operating budgets for fleet maintenance.

4. **\$11.5 Million for Economic Development.** The recommendation in the General Capital Budget for economic development initiatives is \$7.3 million in 2013 and \$4.2 million in 2014. Over the biennium, \$3.0 million is recommended for the Convention Center Expansion project for debt service payments and \$2.6 million is recommended for the Retail/Commercial Opportunities project, which helps the City attract and retain retail and commercial business downtown. The biennium also includes \$1.8 million for the Neighborhood Business District Public Improvements project. This recommendation also includes \$1.0 million in 2013 for the Business Retention/New Growth project and \$1.0 million for the Viable Small Business Development project. Funding for these two projects was approved by City Council for 2013 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012).

The recommendation for economic development initiatives also includes the Commercial & Industrial Public Improvements project for \$700,000, the Community Development Focus District project for \$500,000, and \$947,000 is recommended for various other projects. Over the six-year plan, \$28.5 million is recommended for economic development initiatives.

5. **\$6.2 Million for Market Rate Housing Development Projects.** The recommendation for developing market rate housing throughout the City totals \$3.3 million in 2013 and \$2.9 million in 2014. Over the six-year plan, \$17.2 million is recommended for this initiative. These funds will be used for



construction, site improvements, and infrastructure development at residential locations. Funding for the Gateway V project will be used for redevelopment of property in Over-the-Rhine in partnership with the Cincinnati Center City Development Corporation. The following table illustrates the total recommendation for market rate housing.

(In \$ Millions)

MARKET RATE HOUSING			
	2013	2014	Six-Year Plan
Gateway V	\$ 1.5	\$ -	\$ 1.5
Citirama	0.8	-	2.5
Neighborhood Market Rate Housing	0.5	0.9	3.0
Downtown Housing Development	0.1	0.7	3.4
Strategic Housing Initiatives Program	-	1.0	4.9
Special Housing Permanent Improv. Funds	0.4	0.3	1.9
TOTAL:	\$ 3.3	\$ 2.9	\$ 17.2

- \$5.1 Million for Information Technology Initiatives and Upgrades.** To continue to support new information technology and upgrades for existing systems, the General Capital recommendation includes \$3.2 million in 2013 and \$1.9 million in 2014 for information technology initiatives. Over the biennium, this recommendation includes \$2.0 million for the new Information Technology Efficiency Initiatives project to promote efficiency for City departments. This project will support mobile computing for Code Enforcement and Building Inspectors; upgrades to the work order system in Public Services including asset management, cost accounting, and work order tracking; a time and attendance system in Public Services; virtual servers and desktops; IT service desk software; mobile device management; backup site and electronic phone bills in Enterprise Technology Solutions; and improvements to the Cincinnati Human Resources Information System including time and labor tracking for all departments. This project complies with the City Council directive to “scale up technology applications that will increase productivity and reduce costs” (Doc. #200900970).

Recommended information technology initiatives over the biennium also include \$850,000 for the Computer Aided Dispatch Upgrades project, which will provide resources to purchase two new servers for the City’s computer aided dispatch system. The system is used for emergency calls for service and to communicate with officers and firefighters in the field. Resources will also be used for new personal computers. Funding for this project was approved by City Council in 2013 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012). Other recommended projects include \$384,700 for the Communications Master Plan project, \$325,000 for the Police Mobile Digital Video (In-Car Camera) Storage project, and \$321,350 for the EGov Web Enhancement project. Various other information technology projects totaling \$1.2 million are also included in this recommendation. Over the six-year plan, \$12.7 million is included for information technology projects.

In 2009 the City Council approved a motion (Doc. #200900970) directing the Administration to scale up technology applications and to charge Enterprise Funds for technology investments required by the Administration to responsibly oversee the Enterprise Fund departments. In order to comply with this motion, the following three projects in the Enterprise Technology Solutions department are recommended with both General Capital funding and funding from Enterprise Funds: Cincinnati Financial Upgrades; Communications Master Plan; and Data Infrastructure Security.



7. **\$4.7 Million for Wheeled Trash Carts.** The recommended General Capital Budget in 2013 includes \$4.7 million for the Wheeled Trash Carts projects, which will provide resources for the purchase of trash carts for the City's residential trash collection customers. The purpose of this project is to improve worker safety, enable the use of new technologies, promote neighborhood cleanliness, and decrease Solid Waste Collection program operating costs.
8. **\$4.0 Million for Cincinnati Riverfront Park.** The recommended General Capital Budget includes \$4.0 million for the Cincinnati Riverfront Park project. Funding for this project was approved by City Council for 2013 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012). Resources allocated to this project are anticipated to support improvements to areas south of the Banks Development and east of the Roebling Bridge including, but not limited to, the Walnut Street Trellis and the Main Street Garden and Swings. The Parks Department has requested funding from Federal, State, Local, and non-profit organizations to support this development and sub-projects will be completed in order of prioritization once resources are received.
9. **\$300,000 for the Technology/Communication Center at NURFC.** The recommended General Capital Budget in 2013 includes \$300,000 for the Technology/Communication Center project at the National Underground Railroad Freedom Center (NURFC). This project will provide resources for construction and installation of equipment for a new information technology and communication center to increase revenue and retain jobs at the NURFC.
10. **\$27.9 Million Additional Resources in 2013.** On June 27, 2012 the City Council approved Resolution No. 42-2012 adopting the Tentative Tax Budget for 2013. The Tentative Tax Budget included an increase to the City's property tax millage for General Capital debt. This increase is expected to generate an additional \$27.9 million for General Capital resources and the City Council approved the following projects from the increase in resources. These projects, and the approved amounts, are included in the Recommended General Capital Budget.



Allocation of Resources from One-Time Property Tax Increase in 2013		
Department	Project Title	Amount
Public Services	Police District 3 Replacement (1)	\$15,250,000
Parks	Smale Riverfront Park	\$4,000,000
Community Development	Building Demolition (2)	\$2,300,000
City Manager's Office/ Economic Development	Business Retention/ Viable Small Business	\$2,000,000
Recreation	Clifton Recreation Center Renovations (3)	\$1,200,000
Public Services	Music Hall Renovations	\$1,000,000
Police/Emerg. Com.	Comp. Aided Dispatch Upgrades	\$850,000
Fire	800 MHz Radios	\$750,000
Recreation	Roselawn Park Upgrades (3)	\$550,000
TOTAL:		\$27,900,000
NOTES:		
1. Funding for the Police District 3 Replacement project is included in the Department of Public Services' Replacement Facilities project.		
2. A portion of this project funding (\$400,000) was allocated in 2012 to comply with grant spending requirements.		
3. Funding for the Clifton Recreation Center Renovations project and the Roselawn Park Upgrades project is included in the Recreation Department's Recreation Facilities Renovation project.		

The following describes the recommended expenditures highlighted in the Restricted Funds and Matching Funds:

- 1. Metropolitan Sewer District (MSD) Improvements: \$587.2 Million** – The recommended Capital Budget for MSD is \$307.4 million in 2013 and \$279.8 million in 2014. The Wet Weather Improvement Program (WWIP) alone accounts for more than 60% of the recommendation over the biennium: in 2013 the WWIP is recommended for \$184.5 million and in 2014 the recommendation is \$187.8 million. This program will implement sewer improvements as required by the Global Consent Decree, Clean Water Act regulations, and state and federal mandates. The MSD Capital Budget is expected to be submitted to the Hamilton County Board of Commissioners in mid-December.
- 2. Greater Cincinnati Water Works Capital Improvements: \$141.1 Million** – The recommendation for capital improvements for the Greater Cincinnati Water Works is \$90.8 million in 2013 and \$50.3 million in 2014. The majority of the recommended projects are dedicated to maintaining, replacing, or rehabilitating water mains, pumping stations, and water storage vessels. Continued funding is included in 2013 to complete installation of Ultraviolet (UV) Disinfection treatment technology at the Richard Miller Treatment Plant. This new treatment technology is intended to maintain compliance with the next round of US Environmental Protection Agency (EPA) Safe Drinking Water regulations. Funding is also included for expansion projects related to two new wholesale customers: the City of Lebanon and South Lebanon.



3. **Stormwater Management Improvements: \$1.8 Million** – The Stormwater Management Utility Capital Budget recommendation includes \$861,000 in 2013 and \$900,000 in 2014. Over the biennium, an amount of \$500,000 is recommended for improvements to the Deerfield Creek Channel, \$356,000 is recommended for repairs to the Barrier Dam, and \$300,000 is recommended for repairs to both the Duck Creek Channel and the West Fork Channel. Additionally, \$180,000 is included for the installation of 300 feet of porous pavement along Glade Avenue to provide natural infiltration of stormwater and reduce ponding in the street. An amount of \$125,000 is recommended to eliminate an 84-inch concrete pipe along Winton Road.
4. **Lunken Airport Improvements: \$1.2 Million** – Recommended funding for improvements at Lunken Airport totals \$602,600 in 2013 and \$629,100 in 2014. In both years of the biennium, funding is recommended for infrastructure improvements, facility improvements, and Federal Aviation Administration (FAA)/Ohio Department of Transportation (ODOT) local match funding.
5. **Convention Center Improvements: \$690,000** – Recommended funding for improvements to the Duke Energy Convention Center totals \$460,000 in 2013 and \$230,000 in 2014. Over the biennium, \$265,000 is recommended for the Building Equipment project, \$250,000 is recommended for the Furniture, Fixtures, and Equipment project, and \$175,000 is recommended for the Capital Maintenance project.
6. **Improvements for Parking Facilities: \$200,000** – The recommended Capital Budget for improvements to City parking facilities includes \$100,000 in both 2013 and 2014 for a total of \$200,000 over the biennium. This recommendation is to provide resources for structural improvements, repair, and maintenance of City parking assets.
7. **Federal and State Capital Grant Matching Funds: \$22.2 Million** – The City receives Federal and State matching funds to improve the City's roads and bridges. Additionally, funds are received annually from the Federal Aviation Administration (FAA) for improvements to Lunken Airport and Blue Ash Airport. Projected Federal and State Capital Matching Funds total \$1.1 and \$21.1 million in 2013 and 2014, respectively. In 2013, the City expects to receive \$1.0 million for improvements to Reading Road and \$150,000 for FAA grant funding. In 2014, construction and right-of-way acquisition funding is anticipated for the following projects: \$6.0 million for the Lick Run project in Westwood; \$5.9 million for improvements to the railroad bridge at the intersection of Madison Road and Kenwood Road; \$4.0 million for signal system upgrades in the Downtown Central Business District; \$4.0 million for improvements to the Ohio River Trail on Kellogg Avenue from Salem Road to Sutton Avenue; and \$1.0 million for improvements to Colerain Avenue and additional improvements to Kellogg Avenue. FAA grant funding in the amount of \$150,000 is also expected in 2014.
8. **Special Revenue Capital: \$750,700** – The recommendation for the Special Housing Permanent Improvement Fund (SHPIF) is \$405,400 in 2013 and \$345,300 in 2014. This fund is supported with tax increment payments which are used to assist with the development of market rate housing. In recent years, SHPIF resources have been significantly reduced because the Westin/Star tax increment financing payments have expired.

CONSOLIDATED PLAN BUDGET

The 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 2013 Recommended Consolidated Plan Budget is the Action Plan 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 Shelter Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA).



Due to the fiscal year change, like the Operating Budget the entire 2013 Consolidated Plan budget is included in this document. City Council will be asked to approve via resolution the entire year of recommendations, yet only appropriate funding for the first six-months of 2013. The first six months of 2013, represents roughly half of the project/program budgets for 2013. Because final grant awards are not typically known until spring, there is an annual reconciliation process for the consolidated plan grants in May or June each year. Starting with 2013, City Council will use the actual grant amounts as the basis of the budget approved for the 2014 Fiscal Year (July 1, 2013 to June 30, 2014).

Table XIII - Recommended 2013 Consolidated Plan Budget

(\$ in Millions)	2012 Approved Update	2012 Approved-Reconciliation	2013 Recommended
CDBG	\$12.8	\$13.0	\$12.2
HOME	\$3.7	\$2.8	\$2.4
ESG	\$0.8	\$1.0	\$1.0
HOPWA	\$0.8	\$0.8	\$0.8
Consolidated Plan Budget Total	\$18.0	\$17.6	\$16.4

The 2013 Recommended Consolidated Plan Budget is consistent with the goals and objectives in the 2010-2014 Consolidated Plan. The focus continues to be on high impact projects that help transform neighborhoods.

Community Development Block Grant (CDBG)

In 2013, the recommended budget includes \$2.96 million for housing programs, \$3.72 million for economic development programs, \$2.46 million for quality of life, and \$3.08 million for Planning, Administration and Debt Service. Some programs received continuation level funding. The decline in resources required reductions in some programs. As has been the case in recent years, most program allocations include resources for project delivery costs incurred by the implementing department. The 2013 Recommended CDBG Budget includes the following changes from the 2012 Approved Budget Update.

- Strategic Housing Initiatives increased by \$170,000 compared to the 2012 Reconciliation Budget Update. This is a result of the reallocation of CDBG resources from the Historic Structures Stabilization Program.
- The Housing Repair Services Program increased by \$43,685 due to the need to begin to charge staff time to this project for the Environmental Reviews.
- The Code Enforcement Relocation Program decreased by \$100,000 due to limited CDBG resources. Prior year resources will be used to continue relocations in 2013.
- The Strategic Program for Urban Redevelopment (SPUR) decreased \$130,000 compared to the 2012 Reconciliation Budget Update due to limited resources.
- The Small Business Loan Fund decreased by \$10,000 from the 2012 Reconciliation Budget Update due to limited CDBG resources.
- The Financial and Credit Union Services Program was added to the 2013 CDBG budget in the amount of \$110,000.



- The Earned Income Tax Credit Outreach and Financial Literacy Program decreased by \$4,800 due to limited CDBG resources. Prior year resources will be used to continue this program in 2013.
- The Neighborhood Capacity Building and Technical Assistance increased by \$813.
- The Blueprint for Success Program funding decreased by \$322,497 from the 2012 Reconciliation Budget Update. This is due to the re-design of the program which delayed the 2012 program and limited CDBG resources.
- The Hazard Abatement Program decreased by \$100,000 from the 2012 Reconciliation Budget Update due to limited CDBG resources.
- The Lead Hazard Testing Program decreased by \$85,000 from the 2012 Reconciliation Budget Update due to limited CDBG resources. Prior year resources will be used to continue this program in 2013.
- The Future Blooms Program decreased by \$15,000 from the 2012 Reconciliation Budget Update due to limited CDBG resources.
- The Historic Structures Stabilization Program decreased by \$280,000 from the 2012 Reconciliation Budget Update. Most of these funds were reallocated to the Strategic Housing Initiatives Program.
- Due to restructuring, the City does not need to fund the Mt. Airy Shelter in the 2013 Recommended CDBG Budget.

The City's Planning and Administration costs total \$3.08 million in 2013, which includes \$2.04 million in operating support for departments, \$0.39 million for non-departmental accounts, and \$0.65 million in Section 108 Debt Service. Overall the City's Planning and Administrative costs increased by \$136,780, or 4.2%, from the 2012 Reconciliation Budget Update due primarily to increased debt service requirements.

HOME Investment Trust Fund

The 2013 Recommended HOME Budget totals \$2,398,572 based on \$2,205,497 in entitlement grant, \$150,000 in program income, and \$43,075 in prior year unallocated resources. The actual 2012 grant amount was \$2,205,497, a \$349,037 decrease from the 2011 HOME grant. The majority of HOME programs and funding for grant administration received continuation funding levels.

- The Strategic Housing Initiatives Program is not funded in 2013; this program received \$350,000 in funding in the 2012 Reconciliation Budget Update. Funding was reduced due to limited HOME resources.
- The Homeless to Homes – Permanent Supportive Housing Program decreased by \$56,648 due to limited HOME resources.
- The Neighborhood Capacity Building and Technical Assistance Program increased by \$735.

Emergency Solutions Grant (ESG)

Recommended 2013 funding for ESG projects is based on the recommendations provided by the Continuum of Care process. The 2013 Recommended ESG Budget totals \$1,017,670, which is virtually the same as the 2012 Approved Budget Update. The decision to maintain ESG at the 2012 level is due to the uncertainty of HUD funding levels in the upcoming Federal Fiscal Year. Funding for ESG Administration in 2013 is \$76,325, which is within the ESG regulatory limit of 7.5%.

Housing Opportunities for Persons with AIDS (HOPWA)

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 2013 Recommended HOPWA budget totals \$809,784, which is a \$50,782 increase over the 2012 Reconciliation Budget Update. This increase is in part due to receiving a higher grant level than projected in 2012 and \$136,989 in unallocated prior year resources in 2013. Funding for HOPWA Administration in 2012 is \$20,184, 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. The City reconstituted the Community Development Advisory Board (CDAB) in 2012. This volunteer citizen group evaluates program requests and made recommendations in coordinating City programs with service providers. Input from the CDAB was considered in determining recommended funding levels for CDBG and HOME programs.

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 September 8, 2012, Cincinnati Enquirer. Notices ran in the City Bulletin on September 11, 2012 and September 18, 2012. The 2013 Requested Budget has been posted on the City's web site, Facebook Page, and Community Development's web page since September 10, 2012. The City held a public hearing on September 20, 2012, to receive public comments on the 2013 Consolidated Plan Requested Budget and proposed HUD Section 108 Loan Pool. Printed copies of the 2013 Requested Budget were made available at this meeting and at the Office of Budget and Evaluation. Comments were made at that meeting and additional ones have been received since then. All comments are being considered and a response provided.



Table XIV- 2013 Consolidated Plan Budget by Objectives and Major Expenditures.

Major Expenditures by Category

Major Expenditure Category	2013 Recommended				
	CDBG	HOME	ESG	HOPWA	TOTAL
Housing Objectives					
Homeownership Housing Development Total	\$460,000	\$220,000	\$0	\$0	\$680,000
Rental Housing Development Total	\$100,000	\$640,000	\$0	\$0	\$740,000
Homeownership Supportive Services Total	\$1,968,685	\$250,000	\$0	\$0	\$2,218,685
Renters Supportive Services Total	\$247,500	\$400,000	\$0	\$0	\$647,500
Fair Housing Total	\$185,000	\$0	\$0	\$0	\$185,000
TOTAL HOUSING DEVELOPMENT	\$2,961,185	\$1,510,000	\$0	\$0	\$4,471,185
Economic Development					
Commercial and Industrial Development Total	\$920,000	\$0	\$0	\$0	\$920,000
Industrial Site Redevelopment/SPUR Total	\$570,000	\$0	\$0	\$0	\$570,000
Business Development Opportunities Total	\$1,169,250	\$110,000	\$0	\$0	\$1,279,250
Job Training and Placement Total	\$1,057,503	\$0	\$0	\$0	\$1,057,503
TOTAL ECONOMIC DEVELOPMENT	\$3,716,753	\$110,000	\$0	\$0	\$3,826,753
Quality of Life					
Slum & Blight Elimination Total	\$2,375,000	\$0	\$0	\$0	\$2,375,000
Services & Facility Improvements Total	\$0	\$0	\$0	\$0	\$0
Citizen Safety Total	\$85,000	\$0	\$0	\$0	\$85,000
TOTAL QUALITY OF LIFE	\$2,460,000	\$0	\$0	\$0	\$2,460,000
Homeless Housing					
Homeless Shelters & Other Homeless Housing Support					
Homeless Shelters & Other Homeless Housing Total	\$0	\$543,352	\$450,000	\$0	\$993,352
Homelessness Prevention	\$0	\$0	\$491,345	\$0	\$491,345
TOTAL HOMELESS HOUSING	\$0	\$543,352	\$941,345	\$0	\$1,484,697
Special Populations Housing					
Operating Support for HIV/AIDS Housing Total	\$0	\$0	\$0	\$230,729	\$230,729
Supportive Services for Persons with HIV/AIDS Total	\$0	\$0	\$0	\$85,759	\$85,759
Housing Assistance for Persons with HIV/AIDS Total	\$0	\$0	\$0	\$473,112	\$473,112
TOTAL SPECIAL POPULATIONS HOUSING	\$0	\$0	\$0	\$789,600	\$789,600
Planning, Administration & Debt Service					
Operating Budgets	\$2,424,100	\$235,220	\$76,325	\$20,184	\$2,755,829
Section 108 Debt Service	\$658,840	\$0	\$0	\$0	\$658,840
TOTAL PLANNING, ADMIN. & DEBT SERVICE	\$3,082,940	\$235,220	\$76,325	\$20,184	\$3,414,669
TOTAL	\$12,220,878	\$2,398,572	\$1,017,670	\$809,784	\$16,446,904



COMMUNITY PRIORITY REQUESTS

The 2013/2014 Community Priority Requests (CPRs) process provides Cincinnati residents an opportunity to identify projects for consideration in the 2013/2014 Budget through their respective Community Councils.

We received 73 CPRs from 27 neighborhoods, and the City was able to recommend full or partial funding for 25 requests for a total of \$2,020,000 in 2013 and \$460,000 in 2014, for a total of \$2,480,000. For two of these projects, the funding amount is to be determined.

Of the projects that were not recommended for 2013 and 2014, 11 requests were referred to the appropriate departments and completed in 2012. Alternative funding options were identified for six additional projects.

Funding Recommendations

Funding recommendations for the Community Priority Requests were developed concurrently with the development of the 2013/2014 Recommended Budget and were allocated by department as shown in Table XV.

Table XV - 2013-2014 Community Priority Request Funding by Department

Department *	2013	2014	Total
Metropolitan Sewer District	\$205,000	\$100,000	\$305,000
Parks	TBD	TBD	TBD
Planning and Buildings	\$30,000	\$0	\$30,000
Public Services	\$150,000	\$0	\$150,000
Recreation	\$1,400,000	\$0	\$1,400,000
Transportation and Engineering	<u>\$235,000</u>	<u>\$360,000</u>	<u>\$595,000</u>
Total:	\$2,020,000	\$460,000	\$2,480,000

**Projects with costs to be determined are not included in the table above.*

The Office of Budget & Evaluation has completed a summary of recommended funding by neighborhood which is included in Appendix C of the Recommended Operating Budget.

TAXES & FEES

Property Tax Millage Rate – The 2013 property tax millage rate for General Fund operating purposes is the same millage as the 2012 rate of 4.60 mills. The Hamilton County Auditor has determined this rate will yield \$23,493,120 in property tax revenue to the City. This amount is slightly lower than the \$23,736,104 presented to the City Council in June 2012 in the 2013 Tentative Tax Budget. This difference is due to the County’s lowering of the collection rate from 97% to 96% after the City’s submission to the County in July 2012. The property tax revenue projection is based on the Auditor’s estimated assessed valuation for 2012 property values, which also reflects an estimated average property value reduction of 0.5% from 2011. The debt service millage used to pay principal and interest to holders of City bonds is currently set at 5.90 mills in 2012. The 2013 millage for debt service is set at 6.25 mills, which includes 6.10 mills to cover outstanding debt and planned General Capital debt and 0.15 mills to cover debt on \$27.9 million in one-time capital projects included in the 2013 General Capital Budget. The total tax millage rate for 2013, including the millage for operating purposes and debt service, is 10.85 mills. This represents an increase of 0.35 mills over the current total millage of 10.50 mills.



Income Tax Reciprocity Credit Change – The recommended 2013 budget includes the elimination of the income tax reciprocity credit. Currently, City of Cincinnati residents receive full credit, or 100%, for any income taxes paid to other municipalities. Ohio local income tax is assessed primarily to the municipality where it is earned and secondarily to the municipality where the individual resides. Cincinnati residents who work in other municipalities are therefore subject to the tax in those municipalities. The city of Cincinnati currently allows them to reduce (credit) their tax liability to the City by the amount of other municipal income taxes paid. Under this proposal, residents will no longer receive credit on income taxes paid to other municipalities and will be required to pay the full amount of Cincinnati taxes without reduction. This is estimated to impact approximately 15,000 residents. The city of Cleveland allows only a 50% credit on other municipal income taxes paid. Seventeen percent of southwestern Ohio municipalities provide only partial credit to their residents. Almost ten percent of all southwestern municipalities offer no credit. In 2013, this proposal will generate approximately \$6.5 million in additional income tax revenue for all funds, of which \$4.8 million is in the General Fund.

Parking Meter Franchise Fee – The recommended 2013 budget includes a parking meter franchise fee that is projected to generate \$21,750,000 in 2013. The City Administration has sent out a Request for Proposals (RFP) to determine the revenue potential from third-party management of the parking functions of the City. These functions include parking meters, surface lots, and garages. This is not a proposed sale of the asset but rather the 30-year leasing of a revenue stream from the parking function. Revenue will come to the City in two ways – an upfront lump sum payment and a negotiated share of the revenue stream over the life of the agreement. The required floor for the RFP respondents is \$40 million. The 2013 Recommended Budget assumes a lump sum amount of \$21 million as well as \$750,000 from the on-going revenue stream in 2013. After this first year, the anticipated on-going revenue amount is assumed to be at least \$1.5 million per year.

Franchise fee for Commercial Solid Waste Collection Services - The recommended 2013 budget includes a new franchise fee for the collection of commercial solid waste. Any commercial solid waste operator in the city will be required to obtain a commercial solid waste franchise in order to collect, haul or transport solid waste from properties located within the city. The annual franchise fee will be equal to ten percent of the operator's gross revenues from the collection, hauling, or transporting of solid waste from properties located within the city. The estimated revenue from this franchise fee is expected to be \$950,000 in 2013 due to a partial year of implementation with a full year of collection estimated to generate \$1.9 million.

Historic Conservation and Land Use Fees – The Department of Planning and Buildings' recommended 2013 budget includes implementation of new historic conservation fees as well as new and adjusted land use fees. The historic conservation fees are anticipated to generate \$23,950 in annual revenue from the following: a Historic Conservation Board Fee of \$300 per hearing and Certificate of Appropriateness Fee of \$25 per certificate. The land use fees are anticipated to generate \$57,000 in annual revenue from the following: a Data and Mapping Fee of \$100; Planned Development Fee increases in the amount of \$1,000 for both the Concept Plan Review Fee and the Final Plan Review Fee; a Subdivision Improvement Plan Review Fee increase of \$200 per lot; and a Deed Review and Stamping Fee of \$100.

Vacant Foreclosed Residential Property Registration Program – The Community Development Department's recommended 2013 budget includes implementation of a Vacant Foreclosed Residential Property Registration program. The purpose of this program is to ensure that vacant, foreclosed residential properties are protected and maintained. Mortgagees must register any foreclosed property within 10 days of a filed vacancy and pay an annual \$500 fee. When the property is ordered sold by the court, the property is inspected and the mortgagee ordered to make any needed repairs. Should repairs not be completed in a timely manner, the City may complete the repairs and place a lien on the property. Registration fees are used to pay the costs of the program. A pilot for this program was approved by the City Council on June 6, 2012 (Ordinance No. 0195-2012). This pilot program was implemented in the neighborhoods of East Price



Hill, West Price Hill, College Hill, Westwood, and Madisonville. A recommendation for citywide implementation is anticipated in 2013.

Youth Field Permits – The Department of Recreation's recommended 2013 budget includes a fee adjustment that is projected to generate an additional \$19,000 in Recreation Special Activities revenue in 2013. The adjustment increases youth field permits by \$1, resulting in a youth field permit fee \$5. Youth field permits are currently \$4 for three hours. Approximately 25,500 field permits are issued annually. This increase is anticipated to generate additional revenue in the amount of approximately \$19,000 after controlling for a reduction in demand for permits due to the fee increase. Fees are paid at the time the permits are issued.

Fee for Graffiti Removal – The Department of Public Services' recommended 2013 budget includes a new fee for the removal of graffiti from private properties. Private property owners will be assessed a graffiti removal fee based on the associated labor, equipment and material utilized to mitigate graffiti on private property. The estimated revenue from this fee is expected to be \$52,200 in 2013.

Greater Cincinnati Water Works Rate Increase – The Greater Cincinnati Water Works' (GCWW) recommended 2013/2014 budget includes a 7.25% rate increase for 2013. The revenue increases will allow the GCWW to continue its water main replacement and asset maintenance projects. A rate increase at this level is necessary for the GCWW to 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 and/or additional rate increases above those proposed already for the biennium. The last water rate increase was approved by the City Council on December 14, 2011 and went into effect on January 1, 2012. With the proposed rate increase in 2013, the additional cost to the average City consumer will be about 5.0 cents per day, (based on an average usage of 200 gallons per day) which equates to an additional cost of \$1.51 per month or \$4.52 per quarter. The increases are expected to result in additional revenue of approximately \$7.4 million in 2013, assuming the rate increase becomes effective in mid-January.

Metropolitan Sewer District Rate Increase – The Metropolitan Sewer District's (MSD) recommended 2013 budget projects a 5% increase in its wastewater rate in 2013 based on the Comprehensive Wastewater Rate Study, prepared by the Black & Veatch Corporation. This will result in approximately \$12,307,000 in projected revenues in 2013. The Board of County Commissioners establishes MSD's wastewater rates.

Stormwater Management Utility Rate Increase – The Stormwater Management Utility's (SMU) recommended 2013 budget includes a revenue increase of \$1,186,000 in 2013 based on the Stormwater Rate Study, prepared by the Black & Veatch Corporation. 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 \$3.16 per month. For these properties, a rate adjustment in 2013 to \$3.54 per month will reflect an increase of \$0.38. 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 decrease the overall number of funded positions in 2013 by 25.5 FTE. As shown in Table XVI, the total number of FTE will increase from the 5,775.1 budgeted in 2012 to 5,749.6 in 2013. This change includes an increase of 20.1 FTE in the General Fund and a decrease of 45.6 FTE in the Restricted Funds.



Table XVI – 2013 City Staffing Plan

<i>(in Full-Time Equivalents, FTE)</i>	2012 Approved Budget	2013 Recommended Budget	Change From 2012
General Fund	3,336.2	3,356.3	20.1
Restricted Funds	2,438.9	2,393.3	(45.6)
Total City Staffing	5,775.1	5,749.6	(25.5)

Table XVII shows the total change (decrease) from 2012 to 2013 by Public Safety (Fire and Police Departments) and Non-Public Safety FTE counts. Public Safety FTE decreases by 59.0 FTE from 2012 to 2013 because of attrition and Non-Public Safety FTE increases by 33.5 FTE in 2013.

Table XVII – All Funds Public Safety FTE / Non-Public Safety FTE

<i>(in Full-Time Equivalents, FTE)</i>	2012 Approved Budget	2013 Recommended Budget	Change From 2012
Public Safety FTE (Sworn)	1,859.0	1,800.0	(59.0)
Non-Public Safety FTE	3,916.1	3,949.6	33.5
Total All Fund FTE	5,775.1	5,749.6	(25.5)

As shown in Table XVIII, the levels of sworn authorized FTE within the Police and Fire Departments decline in 2013 by 59.0 FTE. This year, the sworn position level reflects the sworn positions which are funded in the budget versus authorized strength which was the past budget practice. Both the Police and Fire Departments have attrition which is partially offset by the addition of recruit classes.

Table XVIII: – 2013 All Funds Budget Sworn Strength Staffing Summary

<i>(in Full-Time Equivalents, FTE)</i>	2012 Approved Budget	2013 Recommended Budget	Change From 2010
Police Sworn	1,042.0	1,006.0	(36.0)
Fire Sworn	817.0	794.0	(23.0)
Total Sworn	1,859.0	1,800.0	(59.0)

Considering a longer perspective, the total Sworn FTE count for the Fire and Police Departments supported by the General Fund has increased by only 13.0 FTE since 2000. In contrast, the FTE count for all Non-Sworn FTE has decreased by 815.8 FTE.

*Table XIX: – General Fund FTE Change 2000-2013*

General Fund	2000 Budget	2013 Recommended	Change From 2000 Budget
<i>(in Full Time Equivalents, FTE)</i>			
Public Safety FTE (Sworn)	1,787.0	1,800.0	13.0
Non-Sworn FTE	2,372.1	1,556.3	(815.8)
Total General Fund FTE	4,159.1	3,356.3	(802.8)

The Departmental Budgets section of this document provides a detailed description of each 2013 FTE change by program.



2013 All Funds Operating Budget by Fund

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
General Fund	355,878,100	363,655,390	368,906,520	5,251,130
Principal Restricted Funds				
Water Works	116,433,670	122,420,370	132,023,110	9,602,740
Parking System Facilities	7,983,750	7,083,690	0	(7,083,690)
Convention Center	7,542,790	7,449,980	7,761,270	311,290
General Aviation	1,912,280	1,851,070	1,854,220	3,150
Municipal Golf	6,424,090	6,922,720	7,119,960	197,240
Stormwater Management	9,529,670	9,558,960	9,905,580	346,630
Bond Retirement	79,895,190	95,002,210	95,067,090	64,880
Street Const Maint & Repair	10,551,750	11,080,290	10,690,360	(389,930)
Income Tax-Infrastructure	15,579,910	15,364,600	17,018,400	1,653,800
Parking Meter	1,301,510	1,302,560	0	(1,302,560)
Community Dev Block Grant	3,794,860	3,150,200	3,082,940	(67,250)
Municipal Motor Vehicle Lic Tx	2,675,100	2,758,170	2,677,230	(80,940)
Sawyer Point	768,300	782,120	809,450	27,320
Recreation Special Activities	3,482,010	3,961,890	3,794,800	(167,080)
Parking Facilities	0	0	4,786,520	4,786,520
Health Services	6,081,160	5,869,890	5,291,430	(578,470)
Cable Communications	3,314,880	3,264,150	0	(3,264,150)
Metropolitan Sewer District	198,011,150	206,999,550	207,931,260	931,720
Income Tax Transit	42,724,920	45,568,080	48,666,020	3,097,940
Principal Restricted Total	518,006,990	550,390,500	558,479,640	8,089,160
Other Restricted Funds	31,899,910	32,759,160	32,400,700	(358,460)
Grand Total	2,160,532,050	2,488,399,870	1,942,673,010	18,177,810

City Manager's Message
All Funds Operating Budget Summary



All Funds Operating Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
City Council	2,127,400	1,996,760	2,040,460	43,690
Office of the Mayor	679,960	597,700	606,880	9,180
Clerk of Council	716,870	743,120	767,180	24,060
City Manager	7,885,370	9,282,020	14,235,100	4,953,080
Citizen Complaint and Internal Audit	1,081,850	976,420	970,790	(5,630)
Community Development	7,124,800	6,776,730	6,617,070	(159,660)
Enterprise Services	14,737,270	13,673,620	7,461,190	(6,212,430)
Enterprise Technology Solutions	17,097,960	15,387,600	14,546,390	(841,210)
Finance	88,510,520	103,772,050	103,875,350	103,300
Fire	98,781,210	94,430,500	93,970,920	(459,580)
Health	40,119,440	41,377,430	40,621,750	(755,680)
Human Resources	2,243,390	2,151,030	2,108,560	(42,480)
Law	6,382,240	6,007,560	6,331,820	324,260
Parks	12,945,190	14,694,450	14,887,340	192,890
Planning and Buildings	6,533,850	6,256,310	6,422,230	165,920
Police	148,901,350	135,873,340	140,960,510	5,087,160
Public Services	39,750,700	40,099,580	37,803,500	(2,296,080)
Recreation	26,509,970	28,205,300	28,906,880	701,580
Retirement	0	0	0	0
Sewers	202,463,360	209,978,610	211,057,770	1,079,160
Transportation & Engineering	12,027,090	11,712,580	11,555,940	(156,640)
Water Works	114,002,110	118,825,550	128,319,960	9,494,410
SORTA	40,280,280	44,865,650	47,950,000	3,084,350
Principal Restricted Total	890,902,180	907,683,910	922,017,590	14,333,650
Non-Departmental Benefits	0	14,961,080	14,945,570	(15,510)
General Fund Overhead	7,729,790	7,813,040	7,624,230	(188,810)
Non-Departmental Accounts	6,303,030	13,247,000	13,899,480	652,480
Reserve for Contingencies	850,000	3,100,000	1,300,000	(1,800,000)
Principal Restricted Total	14,882,820	39,121,120	37,769,280	(1,351,840)
Grand Total	905,785,000	946,805,030	959,786,870	12,981,810



General Fund Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
City Council	2,127,400	1,996,760	2,040,460	43,690
Office of the Mayor	679,960	597,700	606,880	9,180
Clerk of Council	716,870	743,120	767,180	24,060
City Manager	6,170,420	7,139,730	8,962,880	1,823,160
Citizen Complaint and Internal Audit	1,050,280	953,470	970,790	17,320
Community Development	5,365,910	5,779,120	5,336,800	(442,320)
Enterprise Technology Solutions	5,602,280	4,459,350	5,463,910	1,004,560
Finance	7,132,240	7,345,540	7,630,300	284,760
Fire	98,662,160	94,358,450	93,876,010	(482,440)
Health	19,450,210	20,128,510	21,081,480	952,970
Human Resources	1,984,130	1,922,450	1,786,350	(136,100)
Law	5,909,840	5,787,220	6,104,740	317,520
Parks	5,830,390	8,151,190	8,158,920	7,730
Planning and Buildings	5,827,840	5,752,600	5,950,040	197,440
Police	146,175,220	132,888,620	137,486,250	4,597,630
Public Services	20,015,980	19,963,240	18,074,900	(1,888,330)
Recreation	15,468,130	16,338,870	16,897,870	559,000
Transportation & Engineering	1,688,840	3,563,290	3,262,720	(300,570)
Department Total	349,858,100	337,869,230	344,458,480	6,589,260
Non-Departmental Benefits	0	10,651,270	10,299,870	(351,400)
Non-Departmental Accounts	5,520,000	12,334,900	13,148,170	813,270
Reserve for Contingencies	500,000	2,800,000	1,000,000	(1,800,000)
Non-Departmental Budgets Total	6,020,000	25,786,170	24,448,040	(1,338,130)
Grand Total	355,878,100	363,655,400	368,906,520	5,251,130



All Funds Capital Budget Summary

Department	2011	2012	2013	Change	2014	Change
	Appropriated	Appropriated	Recommended	2012 to 2013	Recommended	2013 to 2014
City Manager	142,500	476,300	752,500	58.0%	665,600	-11.5%
Community Development	4,853,200	3,158,600	6,394,800	102.5%	2,709,200	-57.6%
Economic Development	3,665,100	4,368,700	5,116,800	17.1%	3,293,600	-35.6%
Enterprise Services	998,300	1,473,000	460,000	-68.8%	230,000	-50.0%
Enterprise Tech. Solutions	764,600	736,500	1,718,800	133.4%	1,759,200	2.4%
Finance	78,000	283,000	10,000	-96.5%		-100.0%
Fire	366,900	381,400	1,257,600	229.7%	310,700	-75.3%
Health	328,300	350,300	391,900	11.9%	309,000	-21.2%
Law	90,000					
Parks	7,655,800	4,674,000	7,638,100	63.4%	2,792,700	-63.4%
Planning & Buildings	117,800	\$124,500	277,100	122.6%	\$81,700	-70.5%
Police			1,175,000			-100.0%
Public Services	9,985,100	12,289,300	33,899,300	175.8%	14,555,600	-57.1%
Recreation	4,360,200	4,656,300	7,162,600	53.8%	4,829,900	-32.6%
Sewers	211,764,000	249,372,800	308,274,600	23.6%	280,691,900	-8.9%
Transportation & Engineering	24,038,000	24,035,600	30,368,100	26.3%	22,601,900	-25.6%
Water Works	52,527,500	43,798,000	90,842,000	107.4%	50,292,000	-44.6%
TOTAL ALL DEPARTMENTS	\$321,735,300	\$350,178,300	\$495,739,200	41.6%	\$385,123,000	-22.3%



Consolidated Plan Budget Summary

	2011	2012	2013	% Change
	Appropriated	Reconciled	Recommended	2012 to 2013
Community Development	\$12,618,416	\$10,939,193	\$9,827,985	-10.2%
Economic Development	\$2,860,000	\$2,070,000	\$2,025,000	-2.2%
Finance - Income Tax	\$8,000	\$6,800	\$2,000	-70.6%
Law	\$160,000	\$0	\$0	
Public Services	\$585,000	\$497,250	\$497,250	0.0%
Police	\$100,000	\$85,000	\$85,000	0.0%
Health	\$727,220	\$595,000	\$510,000	-14.3%
Parks	\$100,000	\$85,000	\$85,000	0.0%
TOTAL DEPARTMENTS	\$17,158,636	\$14,278,243	\$13,032,235	-8.7%
General Administration and Planning	\$3,621,123	\$2,667,861	\$2,769,078	3.8%
Section 108 Debt Service	\$542,900	\$610,031	\$645,591	5.8%
GRAND TOTAL	\$21,322,659	\$17,556,135	\$16,446,904	-6.3%



Recommended Staffing Plan

	General Fund			Restricted Funds			All Funds		
	2011	2012	2013	2011	2012	2013	2011	2012	2013
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	32.00	40.01	51.63	12.00	17.99	8.37	44.00	58.00	60.00
Citizen Complaint and Internal Audit	10.10	9.73	10.00	0.00	0.27	0.00	10.10	10.00	10.00
Community Development	48.50	42.85	41.50	23.00	15.65	21.40	71.50	58.50	62.90
Enterprise Services	0.00	0.00	0.00	44.50	36.85	0.00	44.50	36.85	0.00
Enterprise Technology Solutions	31.00	29.00	49.00	70.00	71.00	50.00	101.00	100.00	99.00
Finance	75.75	73.48	71.49	33.00	34.57	31.46	108.75	108.05	102.95
Fire	842.00	845.00	825.00	1.00	1.00	1.00	843.00	846.00	826.00
Health	209.90	225.22	219.63	211.70	197.43	183.98	421.60	422.65	403.61
Human Resources	20.10	22.10	19.10	3.00	3.00	3.00	23.10	25.10	22.10
Law	60.20	61.20	60.20	10.00	8.00	8.00	70.20	69.20	68.20
Parks	106.33	119.83	126.83	61.40	66.40	67.40	167.73	186.23	194.23
Planning and Buildings	62.00	63.00	65.00	6.00	6.00	6.00	68.00	69.00	71.00
Police	1,365.00	1,341.00	1,349.00	1.00	0.00	0.00	1,366.00	1,341.00	1,349.00
Public Services	146.00	134.38	141.00	299.50	299.12	301.00	445.50	433.50	442.00
Recreation	206.29	262.54	271.27	102.07	148.84	147.26	308.36	411.38	418.53
Retirement	0.00	0.00	0.00	9.00	10.00	10.00	9.00	10.00	10.00
Sewers	0.00	0.00	0.00	753.00	764.08	770.00	753.00	764.08	770.00
Transportation & Engineering	71.00	24.86	13.65	103.00	148.50	159.35	174.00	173.36	173.00
Water Works	0.00	0.00	0.00	611.36	610.16	625.06	611.36	610.16	625.06
Total	3,328.17	3,336.20	3,356.30	2,354.53	2,438.86	2,393.28	5,682.70	5,775.06	5,749.58
Police Sworn	1,070.00	1,042.00	1,006.00	0.00	0.00	0.00	1,070.00	1,042.00	1,006.00
Fire Sworn	816.00	817.00	794.00	0.00	0.00	0.00	816.00	817.00	794.00
Non-Sworn	1,442.17	1,477.20	1,556.30	2,354.53	2,438.86	2,393.28	3,796.70	3,916.06	3,949.58



2013 Continuation Budget / 2013 Recommended Budget Comparison

	2013 Continuation Budget	2013 Recommended Budget	% Change 2013 Rec to 2013 Cont
Police	\$137,050,960	\$137,486,250	0.3%
Fire	\$96,081,880	\$93,876,010	-2.3%
Public Safety Sub-Total	\$233,132,840	\$231,362,260	-0.8%
Health	\$21,078,190	\$21,081,480	0.0%
Public Services	\$18,814,880	\$18,074,900	-3.9%
Recreation	\$17,346,900	\$16,897,870	-2.6%
Parks	\$9,039,600	\$8,158,920	-9.7%
City Manager's Office	\$8,218,080	\$8,962,880	9.1%
Finance	\$7,477,990	\$7,630,300	2.0%
Law	\$5,957,450	\$6,104,740	2.5%
Planning & Buildings	\$5,946,340	\$5,950,040	0.1%
Community Development	\$5,939,060	\$5,336,800	-10.1%
Enterprise Technology Solutions	\$5,375,490	\$5,463,910	1.6%
Transportation & Engineering	\$3,673,200	\$3,262,720	-11.2%
City Council	\$2,040,800	\$2,040,460	-0.0%
Human Resources	\$1,956,480	\$1,786,350	-8.7%
Citizen Complaint & Internal Audit	\$1,019,640	\$970,790	-4.8%
Clerk of Council	\$767,140	\$767,180	0.0%
Office of the Mayor	\$606,940	\$606,880	-0.0%
Non-Public Safety Sub-Total	\$115,258,180	\$113,096,220	-1.9%
Total Departmental Budgets	\$348,391,020	\$344,458,480	-1.1%
Employee Benefits	\$11,205,600	\$10,299,870	-8.1%
Non-Departmental	\$16,599,540	\$14,148,170	-14.8%
Total General Fund Budget	\$376,196,160	\$368,906,520	-100.0%



2013 General Fund Gap Plan

Estimated Revenues	\$342,292,000	
Continuation Budget	\$376,196,160	
Estimated Expenditure Savings	\$(1,880,981)	
Transfers Out (Includes Casino Revenue)	\$11,693,585	
Use of Carryover/Transfers In	\$7,240,000	
Gap	\$(36,476,764)	
Expenditure Changes	Budget	FTE
2012 Expenditure Savings/Carryover	\$(2,104,000)	
Dissolved Fund Balance Transfer	\$(777,400)	
Effects of Attrition on Public Safety	\$(3,913,401)	-
Shifts to Other Eligible Sources	\$(3,224,357)	(17.9)
Reduction in Funding to Outside Entities	\$(1,460,765)	-
Misc. Personnel/Position Reductions	\$(1,018,710)	(6.0)
Misc. Non-Personnel Reductions	\$(910,155)	-
Service Reductions/Eliminations	\$(386,388)	(4.0)
Position Vacancy Savings	\$(343,504)	-
Efficiency Initiatives	\$(52,474)	(2.0)
Program Increases/Contingencies	\$1,979,406	10.9
Parking Franchise	\$903,578	6.4
Fleet Adjustments	\$666,610	-
Solid Waste Reform	\$336,805	10.0
Gas and Electric Aggregation	\$325,000	1.0
Other	\$(192,859)	2.9
Total Expenditure Reductions	\$(10,172,614)	1.3
Revenue Changes	Revenues	
2012 Revenue Growth/Carryover	\$3,000,000	
Income Tax Reciprocity	\$4,797,000	
Commercial Waste Franchise	\$950,000	
Parking Meter Franchise	\$21,750,000	
Parking Ticket Revenue	\$(2,350,000)	
Gas and Electric Aggregation	\$435,000	
Misc. Revenue Reductions	\$(3,316,866)	
Misc. Revenue	\$403,879	
Casino Revenue	\$(1,150,000)	
Total Revenue Growth	\$24,519,013	
Transfers In/(Out)	\$1,821,585	
Revised Expenditure Savings Calculation*	\$(36,448)	
Total Reductions, Revenues and Transfers	\$36,476,764	
(Gap)/Surplus	(0)	

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



2013 Recommended Stub Budget

(\$ in Thousands)	2013 Stub Budget 1/1/13 to 6/30/13	Comments
Resources		
Operating Revenues	\$166,346	This was adjusted for timing and assumes all tax and fee increases except the Parking Meter Franchise resource
Transfers-in	\$1,520	This assumes the dissolution of the Parking Meter Fund and the Cable Communications Fund
Total Resources	\$167,866	
Expenditures		
Operating Expenditures	\$177,604	This was adjusted for timing and includes all expenditures cuts with the exception of elimination of commercial solid waste collection which would occur in October 2012
Transfers-out	\$2,000	This assumes General Fund revenue in the equivalent amount to the projected Casino Tax Revenues is transferred out and used for Focus 52 and other purposes
Total Expenditures	\$179,604	
Expenditure Savings	(\$888)	This reflects 0.5% expenditure savings
Yearly Balance	(\$10,850)	This is the structural imbalance and reflects the use of 2012 carryover balance.
Prior Year Cancelled Encumbrances	\$0	
Previous Year Carryover Balance	\$13,602	This is the fund balance from the end of 2012
Non-GAAP Carryover Balance	\$2,753	This is ending fund balance that will carryover into the 2014 fiscal year (July 1, 2013 to June 30, 2014).



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2013 RECOMMENDED OPERATING BUDGET

Table I - Recommended 2013 Operating Budget

<i>(\$ in Millions)</i>	2012 Approved Update	2013 Recommended Budget	Change From 2012
General Fund	\$363.7	\$368.9	1.4%
Restricted Funds ¹	<u>\$580.0</u>	<u>\$587.8</u>	<u>1.3%</u>
Total Operating Budget	\$943.7	\$956.7	1.4%

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 is \$368.9 million for 2013. The 2013 General Fund Operating Budget represents a \$5.2 million, or 1.4%, increase over the 2012 Approved Budget Update. The 2013 Restricted Funds Operating Budget represents a \$10.9 million, or 1.9% increase over the 2012 Approved Budget Update. This is primarily due to increases in the Water Works Fund, the Income Tax-Infrastructure Fund, the Metropolitan Sewer District Fund, and the Income Tax-Transit Fund. These increases are offset by the dissolution of Parking System Facilities Fund 102 and Parking Meter Fund 303 due to the City's parking franchise and due to the dissolution of the Cable Communications Fund due to the general nature of the revenue source. All funds are balanced to resources in 2013. More details on the Restricted Funds changes are in the 2013 Restricted Funds Resources and Expenditures section of the Operating Budget Document.

Table II - General Fund 2013 Continuation Budget / 2013 Recommended Update Comparison

<i>(\$ in Millions)</i>	2013 Continuation Budget	2013 Recommended Update	Increase / (Decrease)	% Change 2013 Cont. to 2013 Rec
Public Safety Total	\$233.1	\$231.4	(\$1.8)	-0.8%
Non-Public Safety Total	<u>\$115.3</u>	<u>\$113.1</u>	<u>(\$2.2)</u>	<u>-1.9%</u>
Total Departmental Budgets	\$348.4	\$344.5	(\$3.9)	-1.1%
Employee Benefits Total	\$11.2	\$10.3	(\$0.9)	-8.1%
Non-Departmental Total	\$16.6	\$14.1	(\$2.5)	-14.8%
Total General Fund Operating Budget	<u>\$376.2</u>	<u>\$368.9</u>	<u>(\$7.3)</u>	<u>-1.9%</u>

Recommended Operating Budget

2013 Recommended Operating Budget Summary



As shown in Table II, the forecasted 2013 General Fund continuation budget (a budget to provide the same level of services in 2013 as in 2012 and includes anticipated inflationary increases and assumptions for wage increases), totaled \$376.2 million. Of this amount, public safety departments comprised a total of \$233.1 million, and non-public safety departments comprised a total of \$115.3 million. In contrast, the 2013 Recommended General Fund Budget Update totals \$368.9 million and includes \$231.4 million for public safety departments and \$113.1 million for non-public safety departments. The public safety departments and non-public safety departments reflect budget decreases of \$1.8 million, or 0.8%, and \$2.2 million, or 1.9%, respectively.

Table II shows that expenditure reductions of \$7.3 million are recommended in 2013 when compared to the 2013 Continuation Budget. This decrease is primarily due to:

- \$3.9 million: Public Safety Attrition and Turnover

A total of \$3.9 million will be saved in 2013 as part of the overall impact of attrition and turnover on the Police Department and Fire Department. Sworn vacancies stemming from attrition in both departments will save a total of \$3.8 million in 2013. A 2013 recruit class is recommended in 2013 for both departments in order to mitigate the effects of additional attrition and maintain public safety. The total 2013 cost associated with these classes total \$1.7 million; however, overtime savings of \$1.8 million will result to totally defray these costs.

- \$3.2 million: Transfer of Expenditures to Other Eligible Funds

The transfer of expenditures to other eligible funding sources will save \$3.2 million in 2013. Examples of such transfers include shifting \$1.6 million in eligible expenses to the Income Tax-Infrastructure Fund within numerous departments, charging \$0.8 million in eligible personnel expenses to capital projects within numerous departments, the reimbursement of an additional \$0.3 million for emergency communications staff and expenses from the 911 Cell Phone Fees Fund within the Police Department.

- \$1.4 million: Reductions in Funding to Outside Entities

These savings will be achieved by reducing funding to outside entities. Examples include a \$0.6 million reduction in the projected costs for Property Investment Reimbursement Agreements between the City and employers within the City and a \$0.6 million reduction in Human Services Policy funding to area not-for-profit organizations.

- \$1.0 million: Miscellaneous Personnel/Position Reductions

Reductions to miscellaneous personnel expenditures and positions will save \$1.0 million in 2013. A total of \$0.5 million and 6.0 FTE will be reduced through elimination of vacant positions in various departments. An additional \$0.5 million reduction to the Lump Sum payment non-departmental account is also recommended to align resources in that account to anticipated separations in 2013.

- \$0.9 million: Miscellaneous Non-Personnel Reductions

The reduction of miscellaneous non-personnel items within numerous departments will result in \$0.9 million in savings in 2013. The majority of these savings are the result of the reduction of salt and ice control items within the Department of Public Services, which are the result of higher than anticipated current salt inventories mitigating the need for additional salt purchases in 2013.

- \$0.4 million: Service Reductions/Eliminations

Service reductions and eliminations will save \$0.9 million in 2013. Eliminated services include the Mounted Patrol Unit within the Police Department, the Downtown and Neighborhood Gateways program within the



Department of Transportation and Engineering, and the Child Seat Installation Service and the Juvenile Firesetter Program within the Fire Department. These latter two service eliminations are justified due to the duplication of services provided to the public by other entities. Service reductions include the elimination of a Domestic Violence Advocate position with the Department of Law.

- \$0.3 million: Position Vacancy Savings

Holding miscellaneous positions vacant for all or part of 2013 will result in savings of \$0.3 million in 2013.

- \$0.0 million: Efficiency Initiatives

The institution of efficiency initiatives will initially save approximately \$52,500 Citywide in 2013. Initial reductions of \$0.6 million will result from the elimination of an Assistant Police Chief position and the civilianization of sworn positions within the Police Department, pursuing open market purchasing agreements to reduce utility costs for street lighting within the Department of Transportation and Engineering, replacing City Hall security with Police Officers that are on light duty assignments, and use of the NeoGov system to streamline the City's hiring process within the Department of Human Resources. A total initial investment of \$0.6 million is needed for the implementation of Hosted Email, the creation of three Fire Safety Captains within the Fire Department, and the automation of prevailing wage monitoring within the Office of Contract Compliance. All of these efficiency initiatives are expected either directly or indirectly generate additional ongoing savings beyond 2013 that will result in the City recouping any initial investment costs.

+ \$0.3 million: Gas and Electric Aggregation Costs

This includes the additional costs to be incurred by the City in relation to gas and electric aggregation. These costs include funding for additional legal services, funding for the Greater Cincinnati Energy Alliance to assist homeowners with energy efficiency improvements, and the creation of an Energy Manager position to implement additional energy savings within the City organization. These costs are fully offset by additional revenue that will be generated by the City's gas and electric aggregation contracts in 2013.

+ \$0.3 million: Solid Waste Collection Changes

A net need of \$0.3 million and 10.0 FTE will result in 2013 as a result of the recommended changes to the City's solid waste collection services. The discontinuation of commercial solid waste collection for all commercial buildings/premises, which include buildings containing five or more housing units, will save \$0.4 million in 2013. The conversion to a semi-automated trash collection methodology will result in an additional one-time need of \$0.2 million in 2013. The semi-automated trash collection methodology will require funding for additional customer service and maintenance in relation to the trash carts that will be necessary for implementation. The purchase of these trash carts will be funded from the City's General Capital Budget. Semi-automated trash collection will allow for some route efficiencies, which partially offset the aforementioned trash cart costs in 2013. The remaining need of \$0.5 million is associated with the restoration of yard waste collections from April to December, costs associated with bulky item pickup, and the need to add a position for enforcement of new trash collection regulations that will be included as part of the Cincinnati Municipal Code.

+ \$0.7 million: Fleet Maintenance

This includes additional costs for fleet maintenance that are primarily related to an increase in the hourly Fleet Services labor rate for 2013. This increase in hourly labor rate is required to bring charges line with the actual costs of providing services and will ensure that the Fleet Services Fund remains solvent.

Recommended Operating Budget



Budget Assumptions

+ \$0.9 million: *Effect of the Proposed Parking Franchise*

These additional costs represent the shift of costs formerly funded by the Parking System Facilities Fund and the Parking Meter Fund into the General Fund. These costs are associated with activities that will not be eliminated as part of any franchise agreement and require continued funding. Both the Parking System Facilities Fund and the Parking Meter Fund will be dissolved for 2013 due to the proposed parking franchise.

+ \$2.0 million: *Program Increases/Contingencies*

Recommended program increases will result in the need for an additional \$2.0 million for 2013. Examples of these increases/contingencies include \$0.7 million necessary to replace personnel reimbursements for which the Police Department is no longer eligible; \$0.5 million for temporary staff, auditor fees, etc. necessary to implement the City's fiscal year change in 2013; \$0.2 million to adequately fund the Aquatics program within the Department of Recreation, and \$90,000 for additional collection agency fees.

The specific changes previously noted, in addition to a net decrease of \$0.2 million in other personnel and non-personnel areas of the operating budget, including employee benefits, account for the \$7.3 million decrease from the 2013 continuation budget. On [page 55](#), 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 2013 Budget.

1. In 2013, all employees are budgeted for a 0% increase. As existing labor contracts expire in 2013, the Administration will continue to negotiate with that position.
2. Step increases are funded pursuant to union contracts. Step increases 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 2013. 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 III lists the budgeted overtime expenses for all full-time employees by employee group in the General Fund, Non-General Funds (including Enterprise Funds), and in All Funds.

Table III – Budgeted Overtime

Department Type	General Fund	Non-General Funds	All Funds
Public Safety	\$ 6,581,170	\$ -	\$ 6,581,170
Non-Public Safety	\$ 798,501	\$ 3,773,293	\$ 4,571,794
Grand Total	\$ 7,379,671	\$ 3,773,293	\$ 11,152,964

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 a 20% employer contribution rate for 2013. This is an increase from the 18% pension employer contribution rate in 2012. 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 is 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 10.25% in 2013. The employee’s premium share is anticipated to increase by approximately 8.25%. In 2013, non-represented employees may voluntarily enroll in the City’s Medical Expense Reimbursement Plan (MERP). The MERP requires these employees to be covered by health insurance policies available through their spouses’/equal partners’ employers. In return for enrolling in these alternative healthcare plans, the City will reimburse these employees for certain costs incurred under these alternative plans. The MERP is expected to mitigate future healthcare insurance premium increases for both the City and its employees. Also new for 2013, the City’s healthcare insurance can be extended to qualified equal partners of City employees. At this time, the additional costs to be incurred by the City through this coverage extension are not known.
7. Training expenditures have increased in the General Fund in the 2013 Recommended Budget. 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). General Fund non-local travel expenditures decreased by a total of \$831 in the 2013 Recommended Budget. Since 2002, General Fund non-local travel and training budgets have decreased by 70.7% and 75.1%, respectively. Table IV 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.

Table IV – Training and Non-Local Travel Comparison

	2012 Approved	2013 Recommended	\$ Change	% Change
Training - General Fund	\$ 103,810	\$ 176,142	\$ 72,332	69.7%
Training - Non-General Funds	\$ 948,948	\$ 780,387	\$ (168,561)	-17.8%
Training - All Funds	\$ 1,052,758	\$ 956,529	\$ (96,229)	-9.1%
Non-Local Travel - General Fund	\$ 84,211	\$ 83,380	\$ (831)	-1.0%
Non-Local Travel - Non-General Funds	\$ 574,051	\$ 521,390	\$ (52,661)	-9.2%
Non-Local Travel - All Funds	\$ 658,262	\$ 604,770	\$ (53,492)	-8.1%

8. The ratio of supervisors to employees in the Recommended 2013 Budget has decreased. Table V 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 5.48 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 V – Supervisor to Employee Ratio

Department	CODE & Non-Represented Total	Supervise?		Number of Employees Supervised	Number of Employees Per Supervisor
		No	Yes		
Citizen Complaint/Internal Audit	10	7	3	9	3
City Manager's Office	53	39	14	53	3.79
Community Development	29	20	9	54	6.00
Enterprise Technology Solutions	79	60	19	85	4.47
Finance	61	38	23	98	4.26
Fire	16	12	4	22	5.50
Health	130	59	71	398	5.61
Human Resources	17	13	4	19	4.75
Law	68	59	9	67	7.44
Parks	42	10	32	269	8.41
Planning & Buildings	34	24	10	69	6.90
Police	33	25	8	118	14.75
Public Services	58	22	36	375	10.42
Recreation	60	14	46	286	6.22
Retirement	9	6	3	9	3.00
Sewers	278	163	115	555	4.83
Transportation & Engineering	93	41	52	158	3.04
Water Works	195	73	122	537	4.40
Grand Total	1265	685	580	3181	5.48

9. Car allowances and take home car privileges are funded in the budget; however, these continue to be reduced where possible within the 2013 Recommended Budget.
10. Fuel costs are budgeted at \$3.90 per gallon. The Administration continues to use fuel hedging as a tool to help with level budgeting for fuel purchases in 2013; 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. While the City experienced a reduction of salt usage for 2011-2012, it resulted in an unfulfilled obligation to purchase the minimum tons of salt based on the City's 2012 granular salt contract. The City was able to negotiate a contract extension until April 2013 under the terms of which the 2013 granular salt contract cost is now \$64.02 per ton, which is a 4.0% increase from the 2012 amount of \$61.56 per ton. As the City was able to negotiate a contract extension with the vendor and purchase the salt using 2012 funds, the 2013 Recommended Budget includes no additional funding for salt to be purchased by the City for 2013. 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, and calcium chloride, which can melt snow and ice faster at lower temperatures.



12. The 2013 Recommended Budget includes funds for the following heritage events:

<u>Event</u>	<u>Event Cost Share</u>
Black Family Reunion	10%
Opening Day Parade	10%
St. Patrick’s Day Parade	10%
Juneteenth	10%

City Council approved and filed Document #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 2013 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 and Cincinnati Human Relations Commission (CHRC) funding, is decreased from \$2.09 million in 2012 to \$1.56 million in 2013, which represents 0.4% of the 2013 estimated General Fund revenue of \$363.8 million. This reduction reflects the elimination of funding for Human Services Agencies which are in the Self Sufficiency priority area.

14. No arts funding is budgeted for 2013 due to the limited nature of General Fund resources.

TAXES & FEES

Property Tax Millage Rate – The 2013 property tax millage rate for General Fund operating purposes is the same millage as the 2012 rate of 4.60 mills. The Hamilton County Auditor has determined this rate will yield \$23,493,120 in property tax revenue to the City. This amount is slightly lower than the \$23,736,104 presented to the City Council in June 2012 in the 2013 Tentative Tax Budget. This difference is due to the County’s lowering of the collection rate from 97% to 96% after the City’s submission to the County in July 2012. The property tax revenue projection is based on the Auditor’s estimated assessed valuation for 2012 property values, which also reflects an estimated average property value reduction of 0.5% from 2011. The debt service millage used to pay principal and interest to holders of City bonds is currently set at 5.90 mills in 2012. The 2013 millage for debt service is set at 6.25 mills, which includes 6.10 mills to cover outstanding debt and planned General Capital debt and 0.15 mills to cover debt on \$27.9 million in one-time capital projects included in the 2013 General Capital Budget. The total tax millage rate for 2013, including the millage for operating purposes and debt service, is 10.85 mills. This represents an increase of 0.35 mills over the current total millage of 10.50 mills.

Income Tax Reciprocity Credit Change – The recommended 2013 budget includes the elimination of the income tax reciprocity credit. Currently, City of Cincinnati residents receive full credit, or 100%, for any income taxes paid to other municipalities. Ohio local income tax is assessed primarily to the municipality where it is earned and secondarily to the municipality where the individual resides. Cincinnati residents who work in other municipalities are therefore subject to the tax in those municipalities. The city of Cincinnati currently allows them to reduce (credit) their tax liability to the City by the amount of other municipal income taxes paid. Under this proposal, residents will no longer receive credit on income taxes paid to other municipalities and will be required to pay the full amount of Cincinnati taxes without reduction. This is estimated to impact approximately 15,000 residents. The city of Cleveland allows only a 50% credit on other

Recommended Operating Budget



Taxes and Fees

municipal income taxes paid. Seventeen percent of southwestern Ohio municipalities provide only partial credit to their residents. Almost ten percent of all southwestern municipalities offer no credit. In 2013, this proposal will generate approximately \$6.5 million in additional income tax revenue for all funds, of which \$4.8 million is in the General Fund.

Parking Meter Franchise Fee – The recommended 2013 budget includes a parking meter franchise fee that is projected to generate \$21,750,000 in 2013. The City Administration has sent out a Request for Proposals (RFP) to determine the revenue potential from third-party management of the parking functions of the City. These functions include parking meters, surface lots, and garages. This is not a proposed sale of the asset but rather the 30-year leasing of a revenue stream from the parking function. Revenue will come to the City in two ways – an upfront lump sum payment and a negotiated share of the revenue stream over the life of the agreement. The required floor for the RFP respondents is \$40 million. The 2013 Recommended Budget assumes a lump sum amount of \$21 million as well as \$750,000 from the on-going revenue stream in 2013. After this first year, the anticipated on-going revenue amount is assumed to be at least \$1.5 million per year.

Franchise fee for Commercial Solid Waste Collection Services - The recommended 2013 budget includes a new franchise fee for the collection of commercial solid waste. Any commercial solid waste operator in the city will be required to obtain a commercial solid waste franchise in order to collect, haul or transport solid waste from properties located within the city. The annual franchise fee will be equal to ten percent of the operator's gross revenues from the collection, hauling, or transporting of solid waste from properties located within the city. The estimated revenue from this franchise fee is expected to be \$950,000 in 2013 due to a partial year of implementation with a full year of collection estimated to generate \$1.9 million.

Historic Conservation and Land Use Fees – The Department of Planning and Buildings' recommended 2013 budget includes implementation of new historic conservation fees as well as new and adjusted land use fees. The historic conservation fees are anticipated to generate \$23,950 in annual revenue from the following: a Historic Conservation Board Fee of \$300 per hearing and Certificate of Appropriateness Fee of \$25 per certificate. The land use fees are anticipated to generate \$57,000 in annual revenue from the following: a Data and Mapping Fee of \$100; Planned Development Fee increases in the amount of \$1,000 for both the Concept Plan Review Fee and the Final Plan Review Fee; a Subdivision Improvement Plan Review Fee increase of \$200 per lot; and a Deed Review and Stamping Fee of \$100.

Vacant Foreclosed Residential Property Registration Program – The Department of Community Development's recommended 2013 budget includes implementation of a Vacant Foreclosed Residential Property Registration program. The purpose of this program is to ensure that vacant, foreclosed residential properties are protected and maintained. Mortgagees must register any foreclosed property within 10 days of a filed vacancy and pay an annual \$500 fee. When the property is ordered sold by the court, the property is inspected and the mortgagee ordered to make any needed repairs. Should repairs not be completed in a timely manner, the City may complete the repairs and place a lien on the property. Registration fees are used to pay the costs of the program. A pilot for this program was approved by the City Council on June 6, 2012 (Ordinance No. 0195-2012). This pilot program was implemented in the neighborhoods of East Price Hill, West Price Hill, College Hill, Westwood, and Madisonville. A recommendation for citywide implementation is anticipated in 2013.

Youth Field Permits – The Department of Recreation's recommended 2013 budget includes a fee adjustment that is projected to generate an additional \$19,000 in Recreation Special Activities revenue in 2013. The adjustment increases youth field permits by \$1, resulting in a youth field permit fee of \$5. Youth field permits are currently \$4 for three hours. Approximately 25,500 field permits are issued annually. This increase is anticipated to generate additional revenue in the amount of approximately \$19,000 after controlling for a reduction in demand for permits due to the fee increase. Fees are paid at the time the permits are issued.



Fee for Graffiti Removal – The Department of Public Services’ recommended 2013 budget includes a new fee for the removal of graffiti from private properties. Private property owners will be assessed a graffiti removal fee based on the associated labor, equipment and material utilized to mitigate graffiti on private property. The estimated revenue from this fee is expected to be \$52,200 in 2013.

Greater Cincinnati Water Works Rate Increase – The Greater Cincinnati Water Works’ (GCWW) recommended 2013 budget includes a 7.25% rate increase for 2013. The revenue increases will allow the GCWW to continue its water main replacement and asset maintenance projects. A rate increase at this level is necessary for the GCWW to 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 and/or additional rate increases above those proposed already for the biennium. The last water rate increase was approved by the City Council on December 14, 2011 and went into effect on January 1, 2012. With the proposed rate increase in 2013, the additional cost to the average City consumer will be about 5.0 cents per day, (based on an average usage of 200 gallons per day) which equates to an additional cost of \$1.51 per month or \$4.52 per quarter. The increases are expected to result in additional revenue of approximately \$7.4 million in 2013, assuming the rate increase becomes effective in mid-January.

Metropolitan Sewer District Rate Increase – The Metropolitan Sewer District’s (MSD) recommended 2013 budget projects a 5% increase in its wastewater rate in 2013 based on the Comprehensive Wastewater Rate Study, prepared by the Black & Veatch Corporation. This will result in approximately \$12,307,000 in projected revenues in 2013. The Board of County Commissioners establishes MSD’s wastewater rates.

Stormwater Management Utility Rate Increase – The Stormwater Management Utility’s (SMU) recommended 2013 budget includes a revenue increase of \$1,186,000 in 2013 based on the Stormwater Rate Study, prepared by the Black & Veatch Corporation. 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 \$3.16 per month. For these properties, a rate adjustment in 2013 to \$3.54 per month will reflect an increase of \$0.38. 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 decrease the overall number of funded positions in 2013 by 25.5 FTE. As shown in Table VII, the total number of FTE will increase from the 5,775.1 budgeted in 2012 to 5,749.6 in 2013. This change includes an increase of 20.1 FTE in the General Fund and a decrease of 45.6 FTE in the Restricted Funds.

Table VII – 2013 City Staffing Plan

	2012	2013	Change
<i>(in Full-Time Equivalents, FTE)</i>	Approved Budget	Recommended Budget	From 2012
General Fund	3,336.2	3,356.3	20.1
Restricted Funds	2,438.9	2,393.3	(45.6)
Total City Staffing	5,775.1	5,749.6	(25.5)

Recommended Operating Budget

Staffing Plan



Table VIII shows the total change (decrease) from 2012 to 2013 by Public Safety (Fire and Police Departments) and Non-Public Safety FTE counts. Public Safety FTE decreases by 59.0 FTE from 2012 to 2013 because of attrition and Non-Public Safety FTE increases by 33.5 FTE in 2013.

Table VIII – All Funds Public Safety FTE / Non-Public Safety FTE

<i>(in Full-Time Equivalents, FTE)</i>	2012 Approved Budget	2013 Recommended Budget	Change From 2012
Public Safety FTE (Sworn)	1,859.0	1,800.0	(59.0)
Non-Public Safety FTE	3,916.1	3,949.6	33.5
Total All Fund FTE	5,775.1	5,749.6	(25.5)

As shown in Table IX, the levels of sworn authorized FTE within the Police and Fire Departments decline in 2013 by 59.0 FTE. This year, the sworn position level reflects the sworn positions which are funded in the budget versus authorized strength which was the past budget practice. Both the Police and Fire Departments have attrition which is partially offset by the addition of recruit classes.

Table IX – 2013 All Funds Budgeted Sworn Strength Staffing Summary

<i>(in Full-Time Equivalents, FTE)</i>	2012 Approved Budget	2013 Recommended Budget	Change From 2010
Police Sworn	1,042.0	1,006.0	(36.0)
Fire Sworn	817.0	794.0	(23.0)
Total Sworn	1,859.0	1,800.0	(59.0)

Considering a longer perspective, the total Sworn FTE count for the Fire and Police Departments supported by the General Fund has increased by only 13.0 FTE since 2000. In contrast, the FTE count for all Non-Sworn FTE has decreased by 815.8 FTE.

Table X – General Fund FTE Change 2000-2013

General Fund <i>(in Full Time Equivalents, FTE)</i>	2000 Budget	2013 Recommended	Change From 2000 Budget
Public Safety FTE (Sworn)	1,787.0	1,800.0	13.0
Non-Sworn FTE	2,372.1	1,556.3	(815.8)
Total General Fund FTE	4,159.1	3,356.3	(802.8)



The Departmental Budgets section of this document provides a detailed description of each 2013 FTE change by program.



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2013 ALL FUNDS OPERATING BUDGET BY FUND

The City of Cincinnati Operating Budget is developed by fund. By law, each fund is balanced to resources in 2013. 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 "All Funds Operating Budgets by Fund" on [page 72](#) provides the 2013 recommended expenditure budget by fund. It also provides the 2011 Approved Budget and the 2012 Approved Budget Update by fund.

2013 General Fund Resources and Expenditures

This section beginning on [page 73](#) includes the General Fund Multi-Year Forecast and a detailed description of the General Fund Revenue estimates for 2013.

2013 Restricted Funds Resources and Expenditures

This section beginning on [page 76](#) 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." Other Restricted Fund expenditures discussed in this section are typically grants or single purpose funds. Examples of these funds include the Health Department's Public Health Research Fund and the Police Department's 911 Cell Phone Fees Fund. A description is provided of the major changes expected in the Other Restricted Funds on [page 77](#).

Financial Summaries

Starting on [page 82](#), this section provides a description of each Principal Restricted Fund, along with a fund summary which details revenue and expenditures for the 2013 Recommended Budget compared to the 2012 Approved Budget Update and the 2012 Estimate.

Financial Summaries

2013 All Funds Operating Budget by Fund



2013 All Funds Operating Budget by Fund

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
General Fund	355,878,100	363,655,390	368,906,520	5,251,130
Principal Restricted Funds				
Water Works	116,433,670	122,420,370	132,023,110	9,602,740
Parking System Facilities	7,983,750	7,083,690	0	(7,083,690)
Convention Center	7,542,790	7,449,980	7,761,270	311,290
General Aviation	1,912,280	1,851,070	1,854,220	3,150
Municipal Golf	6,424,090	6,922,720	7,119,960	197,240
Stormwater Management	9,529,670	9,558,960	9,905,580	346,630
Bond Retirement	79,895,190	95,002,210	95,067,090	64,880
Street Const Maint & Repair	10,551,750	11,080,290	10,690,360	(389,930)
Income Tax-Infrastructure	15,579,910	15,364,600	17,018,400	1,653,800
Parking Meter	1,301,510	1,302,560	0	(1,302,560)
Community Dev Block Grant	3,794,860	3,150,200	3,082,940	(67,250)
Municipal Motor Vehicle Lic Tx	2,675,100	2,758,170	2,677,230	(80,940)
Sawyer Point	768,300	782,120	809,450	27,320
Recreation Special Activities	3,482,010	3,961,890	3,794,800	(167,080)
Parking Facilities	0	0	4,786,520	4,786,520
Health Services	6,081,160	5,869,890	5,291,430	(578,470)
Cable Communications	3,314,880	3,264,150	0	(3,264,150)
Metropolitan Sewer District	198,011,150	206,999,550	207,931,260	931,720
Income Tax Transit	42,724,920	45,568,080	48,666,020	3,097,940
Principal Restricted Total	518,006,990	550,390,500	558,479,640	8,089,160
Other Restricted Funds	31,899,910	32,759,160	32,400,700	(358,460)
Grand Total	2,160,532,050	2,488,399,870	1,942,673,010	18,177,810



2013 General Fund Resources and Expenditures

The 2013 Budget for the General Fund is recommended in the context of a multi-year financial forecast of resources and expenditures. Table XI shows the initial forecast presented to the City Council in June 2012 as amended for reduced casino revenues and property tax. Table XII shows the November forecast which incorporates the results of this recommended budget. The revisions are based on: 1) updated expenditures for 2012; 2) new revenue estimates for the forecast period beginning in 2013; 3) new revenue enhancements beginning in 2013; and 4) recommended expenditure reductions for the forecast period beginning in 2013.

Table XI – June 2012 General Fund Forecast 2013-2016

(\$ in Thousands)	2011 Actual	2012 Estimate	2013 2014 Forecast		2015 2016 Forecast	
Resources						
Operating Revenues	\$348,485	\$338,058	\$339,592	\$344,143	\$354,629	\$363,603
Transfers-in	\$4,847	\$11,000	\$0	\$0	\$0	\$0
Total Resources	\$353,331	\$349,058	\$339,592	\$344,143	\$354,629	\$363,603
Expenditures						
Operating Expenditures	\$346,655	\$363,655	\$370,591	\$383,876	\$394,743	\$404,978
Transfers-out	\$2,375	\$1,000	\$11,694	\$17,504	\$14,860	\$15,560
Total Expenditures	\$349,030	\$364,655	\$382,285	\$401,380	\$409,603	\$420,538
Expenditure Savings	\$0	(\$1,669)	(\$1,853)	(\$1,919)	(\$1,974)	(\$2,025)
Yearly Balance	\$4,301	(\$13,928)	(\$40,839)	(\$55,317)	(\$53,000)	(\$54,911)
Prior Year Cancelled Encumbrances	\$1,976	\$149	\$0	\$0	\$0	\$0
Previous Year Carryover Balance	\$15,999	\$22,276	\$8,498	(\$32,342)	(\$87,658)	(\$140,659)
Non-GAAP Carryover Balance	\$22,276	\$8,498	(\$32,342)	(\$87,658)	(\$140,659)	(\$195,570)

Table XII – November 2012 General Fund Forecast 2013-2016

(\$ in Thousands)	2011 Actual	2012 Estimate	2013 2014 Forecast		2015 2016 Forecast	
Resources						
Operating Revenues	\$348,485	\$341,058	\$339,592	\$344,143	\$354,629	\$363,603
Revenue Changes 2012/2013			\$24,219	\$7,528	\$0	\$0
Transfers-in	\$4,847	\$11,000	\$1,520	\$0	\$0	\$0
Total Resources	\$353,331	\$352,058	\$365,331	\$351,671	\$354,629	\$363,603
Expenditures						
Operating Expenditures	\$346,655	\$360,155	\$376,196	\$389,481	\$394,743	\$404,978
Transfers-out	\$2,375	\$2,300	\$9,872	\$12,672	\$10,028	\$10,728
Expenditure Changes 2012/2013		\$0	(\$7,289)	(\$14,272)	(\$14,272)	(\$14,272)
Expenditure Changes 2014/2015/2016			(\$34,334)	(\$34,334)	(\$33,968)	(\$35,878)
Total Expenditures	\$349,030	\$362,455	\$378,779	\$353,547	\$356,531	\$365,556
Expenditure Savings	\$0	(\$1,508)	(\$1,845)	(\$1,876)	(\$1,902)	(\$1,954)
Yearly Balance	\$4,301	(\$8,889)	(\$11,603)	\$0	\$0	(\$0)
Prior Year Cancelled Encumbrances	\$1,976	\$215	\$0	\$0	\$0	\$0
Previous Year Carryover Balance	\$15,999	\$22,276	\$13,602	\$2,000	\$2,000	\$2,000
Non-GAAP Carryover Balance	\$22,276	\$13,602	\$2,000	\$2,000	\$2,000	\$2,000

Structural Imbalance

The June 2012 multi-year forecast in Table XI shows an operating deficit each year during the forecast period (2013-2016). Furthermore, the size of the annual deficit increases each year through 2016. With annual deficits increasing in most years of the forecast period, the General Fund is structurally out of balance with rev-



General Fund Resources and Expenditures

venues growing at a slower pace than expenditures. Revenues were projected to grow by an average of 1.8% while the average expenditure growth rate for the same period was 2.7%. This structural imbalance resulted in a projected accumulated General Fund deficit of \$195.6 million deficit by the end of 2016.

The City has relied on carryover and one time reductions to compensate for the structural imbalance in the General Fund for several years. We are again relying on this for 2013, but these measures will not be sufficient in 2014 to balance the budget.

Table XII shows the November 2012 multi-year General Fund Forecast incorporating the revised revenue and expenditure estimates for 2012 - 2016. Revenues are expected to grow by an average 1.7% for the forecast period (2013-2016) and average expenditures are expected to increase by 2.2%.

Biennial Budget Forecast Changes

For 2012, the total estimated General Fund revenues and expenditures have changed since June. The revenue has increased by \$3.0 million due to Casino revenues and Estate Tax payments. For expenditures, departments have saved \$3.5 million which has been cut from their budgets. An additional \$1.5 million in expenditure savings along with prior year cancelled encumbrances in the amount of \$215,000 are also included. The result is a carryover balance of approximately \$13.6 million compared to the previous forecast of \$8.5 million.

The 2013 revenue estimate of \$363.8 million is an upward revision of \$24.2 million from the June 2012 estimate. This increase is due to proposed revenue enhancements in the recommended budget. The revenue changes are described more in the Taxes and Fees section and the General Fund Revenues section of the Operating Budget. The primary changes are the \$21.8 million in parking meter franchise revenue, an increase of \$4.8 million for Income Tax reciprocity, \$0.95 million for Commercial Solid Waste franchise fee, along with many other miscellaneous increases and decreases. The 2014 revenue estimate of \$381.3 million is an upward revision of \$7.5 million. Starting in 2014, the forecast assumes a restoration of the property tax rate to 6.1 mills. This would generate an additional \$7.5 million.

The recommended 2013 General Fund expenditure level reflects a decrease of \$1.7 million from the original forecast. This is a result of the recommended expenditure reductions reflected in the Recommended Budget which are partially offset by expenditure increases and other cost shifting. The Expenditures Changes line for 2014 shows that \$34.3 million in cuts would be needed to balance the 2014 calendar year despite the restoration of the property tax.

Cautions for the Multi-Year Forecast

Based the recommended 2013 budget the General Fund budget is balanced for 2013 and results in an approximate \$2.0 million carryover balance in 2013 for 2014. The 2013 carryover amount provides total reserves of about 7.0% 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 2013 in Table XIII is \$363.8 million, which is a 6.7% increase over the 2012 updated estimate of \$341.1 million. The five major General Fund revenue components are City Income Tax, Property Tax, State Shared Revenues (Estate Tax and Local Government Fund), and Casino Revenue all of which together comprise approximately 82.1% of General Fund revenue for 2012. The 2012 revenue estimate has been updated based on actual revenue collections through October 31, 2012.



Table XIII – 2013 GENERAL FUND REVENUE ESTIMATES (in \$000's)

Category	2011 Actual	2012 Estimate	2013 Estimate	% Change
City Income Tax	233,752	237,600	249,189	4.9%
Property Tax	26,493	24,655	23,493	-4.7%
State Shared Revenues	40,729	37,532	20,722	-44.8%
Casino Gross Revenue	0	1,000	7,200	620.0%
Other Revenues	<u>47,511</u>	<u>40,271</u>	<u>63,207</u>	57.0%
Total Resources	348,485	341,058	363,811	6.7%

City Income Tax. City Income Tax revenue is budgeted to increase by \$11.6 million, or 4.9%, in 2013 over the estimate for 2012. It is estimated that 2012 City Income Tax revenue will be approximately \$3.8 million, or 1.6%, more than the 2011 actual revenue. This increase is due both to improvement in the local economy as well as the elimination of the income tax reciprocity credit for residents who work in other communities with municipal taxes. While the economy is expected to continue to improve, in part through the City’s economic development efforts, 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 and is estimated to accounting for approximately 68.5% of those revenues in 2013.

Property Tax. Property taxes are levied on real property, which consists of residential, commercial, and industrial property. The City’s property tax millage is based on the current rate of 4.6 mills in 2013. 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 \$2.2 million in 2012 and approximately \$1.8 million in 2013. The property tax is the fourth largest single source at approximately 6.5% of the 2013 General Fund revenue.



State Shared Revenues. State Shared Revenues are the third largest single source of General Fund revenue accounting for approximately 5.7% of General Fund revenues for 2013. There are two major sources of these revenues: the Local Government Fund and the Estate Tax. Both sources are declining dramatically. The estate tax will be discontinued in 2013 per state legislative action; however, \$7.2 million in revenue from this source is forecasted for 2013 due to the lag in time in settling the estates for those individuals who have or will become deceased prior to January 1, 2013. This represents a cut of \$7.2 million compared to the pre-state cut level.

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 2013 Budget included budget reductions to the Local Government Fund. This translates to a reduction of approximately \$11.9 million in 2013 compared to the pre-state cut level. The remainder of the Local Government Fund revenue accounts for approximately 3.7% of the General Fund revenue in 2013. Revenues from the local government fund decreased by almost 50% percent from 2008 to 2013 per state action.

Casino Gross Revenue Distribution. The completion of four casinos throughout Ohio (including one in downtown Cincinnati) will result in a new revenue stream, beginning in 2012. Revenues of \$7.2 million are forecasted from this source for 2013 and \$10 million for 2014. This is significantly less than previously estimated based the experience of the three casinos that are already open.

Other Revenues. This category includes charges for services, admissions taxes, licenses and permits, parking and traffic fines, and miscellaneous revenues. These various revenues comprise 17.4% of the General Fund revenues in 2013 and are projected to increase 48.6% over the estimate for 2012. The primary reason for the increase is the parking meter franchise which is estimated to bring in \$21,750,000 in 2013 of which \$21.0 million is an upfront lump sum payment.

2013 Restricted Funds Resources and Expenditures

The 2013 Recommended Principal Restricted Funds Operating Budget totals \$555.4 million, which is an increase of 1.5% over the 2012 Principal Restricted Funds budget of \$547.2 million. (See Restricted Funds Operating Budget on [page 78](#)).

The 2013 Recommended Principal Restricted Funds Operating Budget expenditure amount increased \$8.2 million over the 2012 Approved Budget. The increase is primarily the result of expenditure increases in the Water Works Fund. Additional expenditure increases in the Stormwater Management Fund, Income Tax-Transit Fund and the Metropolitan Sewer District fund also make up this increase, as well as expenditure increases within the Income Tax-Infrastructure Fund due to the shift of eligible expenditures from the General Fund. The increase is also due to the creation of the Parking Facilities Fund, which includes \$4.8 million in budgeted expenditures for 2013. This represents partial year expenses for the City's garages, lots and parking meters until the parking franchise agreement can be entered into along with the costs for the remaining garage and lots. These increases are partially offset by the dissolution of the Parking System Facilities Fund and the Parking Meter Fund due to the franchising of City parking operations along with the dissolution of the Cable Communications Fund into the General Fund due to the general purpose of that revenue source. Additional expenditure reductions within the Health Services Fund are necessary to maintain an adequate fund balance also offset the increases.

The 2013 Recommended Budget includes a 7.25% rate increase for the Greater Cincinnati Water Works (GCWW) for 2013. The revenue 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 rate increase in the Metropolitan Sewer District Fund of 5% in 2013 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) rates will increase in 2013 by \$0.38 per month for Class A properties. The SMU rate increases are necessary in order for the SMU to address its aging infrastructure, including the Mill Creek Barrier Dam, which prevents the Mill Creek valley from flooding when the Ohio River reaches flood stage.

Principal Restricted Fund Revenue Estimates and Expenditures for 2013

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 2013, several of the Principal Restricted Funds have estimated fund balances of less than 10% of annual revenues. These include: the Convention Center Fund; Municipal Golf Fund; Street Construction, Maintenance & Repair Fund; Municipal Motor Vehicle License Tax Fund, and Health Services Fund. These funds will be monitored closely during 2013.

Other Restricted Fund Expenditures for 2013

"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 79](#).

The 2013 Recommended Other Restricted Funds Budget of \$32.4 million is \$358,470 or 1.1% less than the 2012 Approved Budget Update. The funds with significant increases in 2013 include the Home Health Services Fund 353 (\$257,170), the State Criminal Activity Forfeiture Fund 369 (\$514,580), the Drug Offender Fines Forfeiture Fund 370 (\$558,220), and the Cincinnati Law Enforcement Applied Regionally (CLEAR) Fund 457 (\$524,280).

Six funds show significant decreases in 2013. These include the Federal Criminal Activity Forfeiture Fund 367 (\$256,690), the Sexually Transmitted Diseases Fund 378 (\$716,770), the Cincinnati Abatement Project Fund 381 (\$199,620), the Women & Infants Food Grant Program Fund 391 (\$180,400), Federal Health Program Income Fund 418 (\$376,160), Armlerder Projects Fund 444 (\$211,610), Health Care for the Homeless Fund 448 (\$114,990), and the Cincinnati Area Geographic Information Systems Fund 449 (\$450,410).

Financial Summaries

Restricted Funds Operating Budget



Restricted Funds Operating Budget

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Principal Restricted Funds				
Water Works	116,433,670	122,420,370	132,023,110	9,602,740
Parking System Facilities	7,983,750	7,083,690	0	(7,083,690)
Convention Center	7,542,790	7,449,980	7,761,270	311,290
General Aviation	1,912,280	1,851,070	1,854,220	3,150
Municipal Golf	6,424,090	6,922,720	7,119,960	197,240
Stormwater Management	9,529,670	9,558,960	9,905,580	346,630
Bond Retirement	79,895,190	95,002,210	95,067,090	64,880
Street Const Maint & Repair	10,551,750	11,080,290	10,690,360	(389,930)
Income Tax-Infrastructure	15,579,910	15,364,600	17,018,400	1,653,800
Parking Meter	1,301,510	1,302,560	0	(1,302,560)
Municipal Motor Vehicle Lic Tx	2,675,100	2,758,170	2,677,230	(80,940)
Sawyer Point	768,300	782,120	809,450	27,320
Recreation Special Activities	3,482,010	3,961,890	3,794,800	(167,080)
Parking Facilities	0	0	4,786,520	4,786,520
Health Services	6,081,160	5,869,890	5,291,430	(578,470)
Cable Communications	3,314,880	3,264,150	0	(3,264,150)
Metropolitan Sewer District	198,011,150	206,999,550	207,931,260	931,720
Income Tax Transit	42,724,920	45,568,080	48,666,020	3,097,940
Principal Restricted Total	514,212,130	547,240,300	555,396,700	8,156,410
Other Restricted Funds	31,899,910	32,759,160	32,400,700	(358,460)
Grand Total	2,733,088,240	2,921,552,150	2,962,231,430	331,916,150



Other Restricted Funds Operating Budget by Fund

	2011 Budget	2012 Budget	2013 Budget	Change 2012 Budget to 2013
317 - Urban Dev Property Operations	299,100	304,490	314,230	9,740
319 - Contributions For Recreation	201,740	190,840	202,790	11,950
324 - Recreation Fed Grant Project	480,890	381,750	430,460	48,720
326 - Park Donations/Spec Activities	440,400	438,940	444,130	5,190
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	235,070	217,110	298,750	81,640
332 - Krohn Conservatory	588,910	444,870	508,330	63,450
333 - Krohn Conservatory Trustee	20,000	40,000	40,000	0
349 - Urban Renewal Debt Retirement	633,760	670,680	632,490	(38,190)
350 - Public Health Research	1,116,150	2,014,580	2,139,530	124,950
353 - Home Health Services	3,293,160	3,288,730	3,545,900	257,170
354 - Household Sewage Treatment System Fees	43,400	34,030	31,730	(2,300)
360 - Blue Ash Property Operation	77,060	78,440	25,000	(53,440)
363 - Solid Waste Disposal Control	162,550	94,330	90,550	(3,780)
364 - 911 Cell Phone Fees	1,367,000	2,151,370	2,192,030	40,650
367 - Criminal Actv Forfeiture Fed	406,530	386,690	130,000	(256,690)
369 - Criminal Actv Forfeiture State	385,800	88,400	602,980	514,580
370 - Drug Offender Fines Forfeiture	18,800	1,780	560,000	558,220
372 - DUI Enforcement	12,760	14,520	22,000	7,480
378 - Sexually Transmitted Diseases	695,140	721,590	4,820	(716,770)
379 - Std/HIV Prevention Training	359,010	7,090	70	(7,020)
380 - Lead Poisoning Control	91,500	1,140	69,280	68,140
381 - Cincinnati Abatement Project	1,166,790	1,509,810	1,310,200	(199,620)
391 - Women & Infants Food Grnt Prog	3,369,260	3,472,750	3,292,350	(180,400)
394 - State Health Program Income	78,500	76,850	82,690	5,840
412 - Food Service License Fees	982,500	1,072,360	1,064,220	(8,140)
413 - Swimming Pool License Fees	89,680	83,510	79,650	(3,860)
415 - Immunization Action Plan	387,650	285,180	280,790	(4,390)
418 - Federal Health Program Income	1,761,380	2,034,330	1,658,170	(376,160)
420 - Public Employee Assistance Pro	490,390	475,860	478,400	2,540
425 - Heart Health In Ham County	131,860	167,600	154,010	(13,590)
438 - Neighborhood Stabilization	0	3,810	0	(3,810)
444 - Armleder Projects	140,340	211,950	340	(211,610)
446 - Health Network	405,770	384,190	434,960	50,770
448 - Health Care For The Homeless	211,710	237,770	122,780	(114,990)
449 - Cinti Area Geographic Info Sys	4,083,430	4,254,150	3,803,740	(450,410)
454 - Metropolitan Medical Response - Grant Funds	0	72,050	95,010	22,960
457 - CLEAR	5,141,640	4,276,970	4,801,250	524,280
502 - American Recovery & Reinvestment	0	87,000	110	(86,890)
631 - Buildings Code Sales	20,330	6,000	6,380	380
749 - Retirement	0	30,530	35,220	4,690
791 - Sidewalk Assessments	0	56,070	49,400	(6,660)
792 - Forestry Assessments	1,990,110	1,816,130	1,785,750	(30,380)

Financial Summaries



Other Restricted Funds Operating Budget by Fund

Other Restricted Funds Operating Budget by Fund

	2011 Budget	2012 Budget	2013 Budget	Change 2012 Budget to 2013
793 - Blem Assessment	489,840	542,910	550,190	7,280
Subtotal	31,899,910	32,759,150	32,400,680	(358,480)



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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).

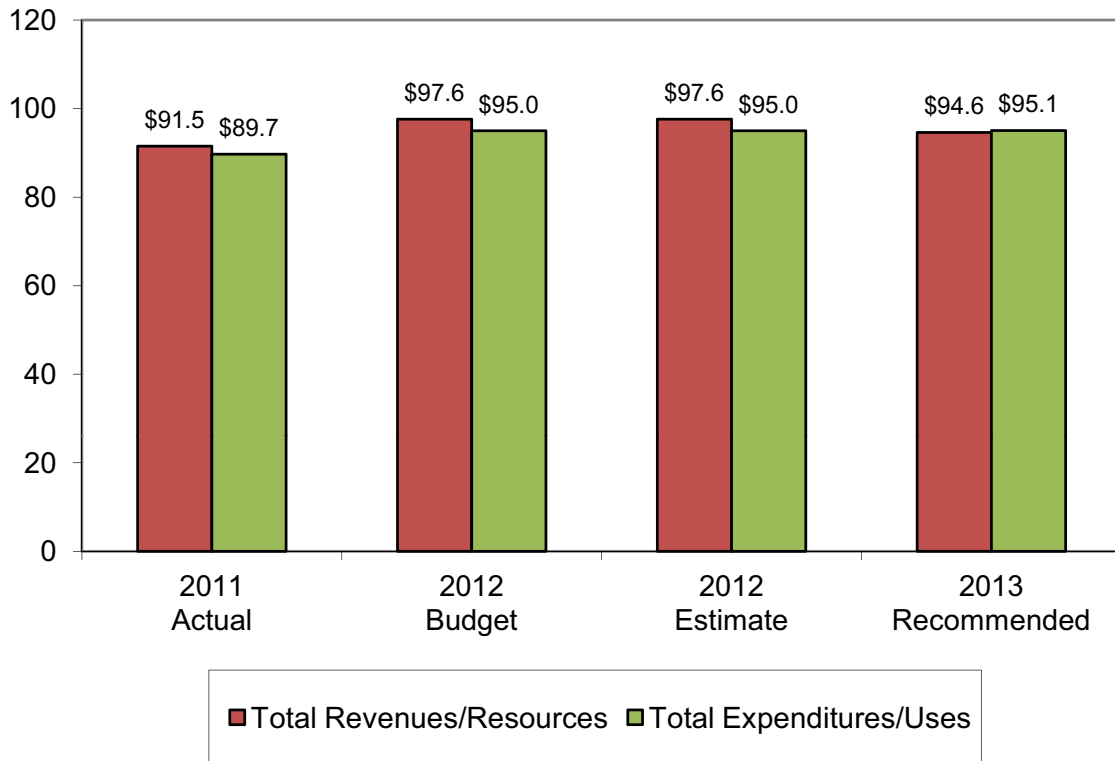
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	28,673,240	28,955,800	28,955,800	30,358,580	1,402,780
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	20,713,240	20,695,660	20,695,660	21,230,190	534,530
Revenue from Other Agencies	8,066,020	7,958,960	7,958,960	8,015,440	56,480
Charges for Services	0	0	0	0	0
Miscellaneous	34,050,120	40,000,000	40,000,000	35,000,000	(5,000,000)
Revenue Subtotal	91,502,620	97,610,420	97,610,420	94,604,210	(3,006,210)
Prior Year Cancellations	0	0	5,000	0	0
Transfers In	0	0	0	0	0
Subtotal	0	0	5,000	0	0
Total Revenues/Resources	91,502,620	97,610,420	97,615,420	94,604,210	(3,006,210)
Expenditures/Uses					
Personnel Services	177,660	212,530	212,530	215,320	2,790
Employee Benefits	0	98,560	98,560	110,480	11,920
Other Expenses	1,416,670	1,690,610	1,690,610	1,740,790	50,180
Properties	0	0	0	0	0
Debt Service	88,103,030	93,000,500	93,000,500	93,000,500	0
Expenditures Subtotal	89,697,360	95,002,200	95,002,200	95,067,090	64,890
Transfers Out	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Expenditures/Uses	89,697,360	95,002,200	95,002,200	95,067,090	64,890
Net Increase (Decrease) in Fund Balance	1,805,260	2,608,220	2,613,220	(462,880)	(3,071,100)
Fund Balance - January 1	13,464,300	6,890,840	15,269,560	17,882,780	10,991,940
Fund Balance - December 31	15,269,560	9,499,060	17,882,780	17,419,900	7,920,840
Ending Fund Balance as a % of Revenue	16.69	9.73	18.32	18.41	8.68



2013 Bond Retirement Fund 151 Budget



Bond Retirement Fund 151 Revenue/Expenditure Trend (\$ millions)





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.

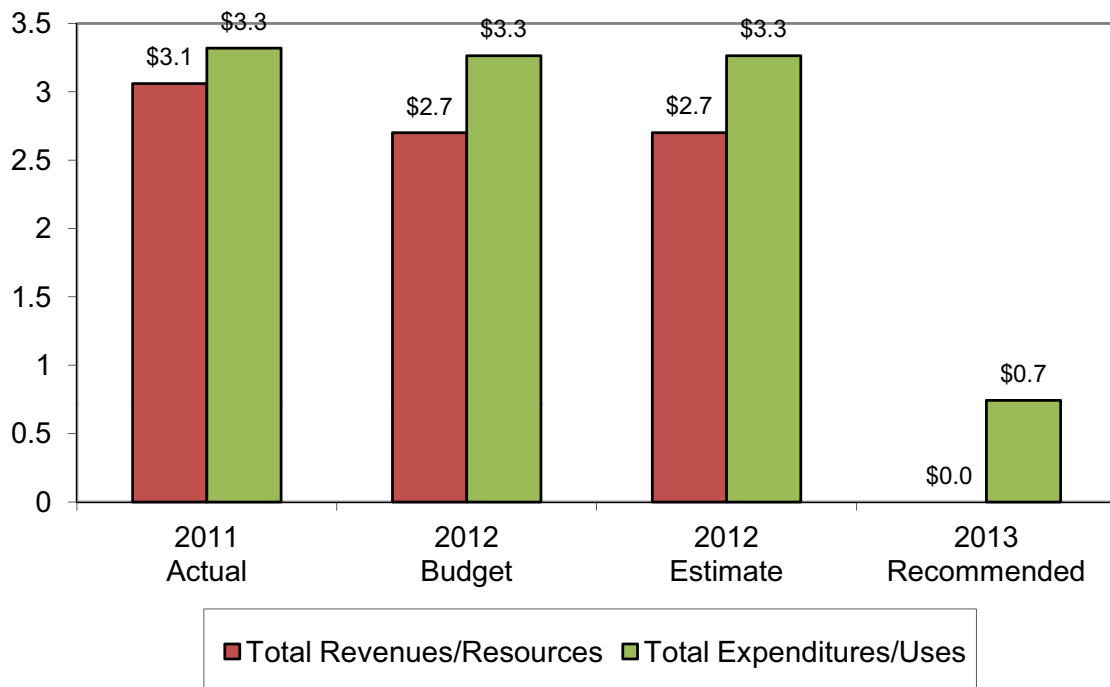
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	2,744,970	2,700,000	2,700,000	0	(2,700,000)
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	28,020	0	0	0	0
Charges for Services	165,010	0	0	0	0
Miscellaneous	250	0	0	0	0
Revenue Subtotal	2,938,250	2,700,000	2,700,000	0	(2,700,000)
Prior Year Cancellations	122,030	0	1,090	0	0
Transfers In	0	0	0	0	0
Subtotal	122,030	0	1,090	0	0
Total Revenues/Resources	3,060,280	2,700,000	2,701,090	0	(2,700,000)
Expenditures/Uses					
Personnel Services	1,633,740	1,404,750	1,404,750	0	(1,404,750)
Employee Benefits	0	869,030	869,030	0	(869,030)
Other Expenses	1,684,980	990,360	990,360	0	(990,360)
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	3,318,720	3,264,140	3,264,140	0	(3,264,140)
Transfers Out	0	0	0	743,210	743,210
Subtotal	0	0	0	743,210	743,210
Total Expenditures/Uses	3,318,720	3,264,140	3,264,140	743,210	(2,520,930)
Net Increase (Decrease) in Fund Balance	(258,440)	(564,140)	(563,050)	(743,210)	(179,070)
Fund Balance - January 1	1,564,700	764,100	1,306,260	743,210	(20,890)
Fund Balance - December 31	1,306,260	199,960	743,210	0	(199,960)
Ending Fund Balance as a % of Revenue	44.46	7.41	27.53	0.00	(7.41)



2013 Cable Communications Fund 424 Budget

This fund is eliminated in 2013.

Cable Communications Fund 424 Revenue/Expenditure Trend (\$ millions)





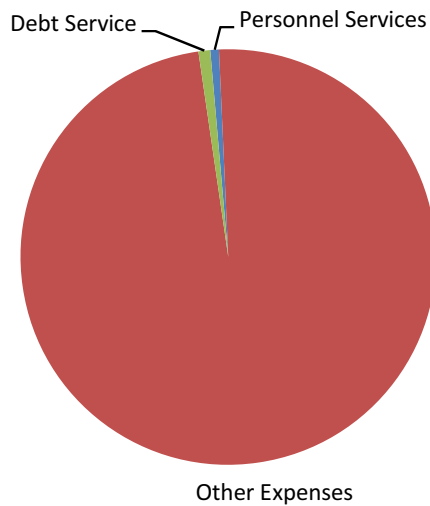
Convention Center

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.

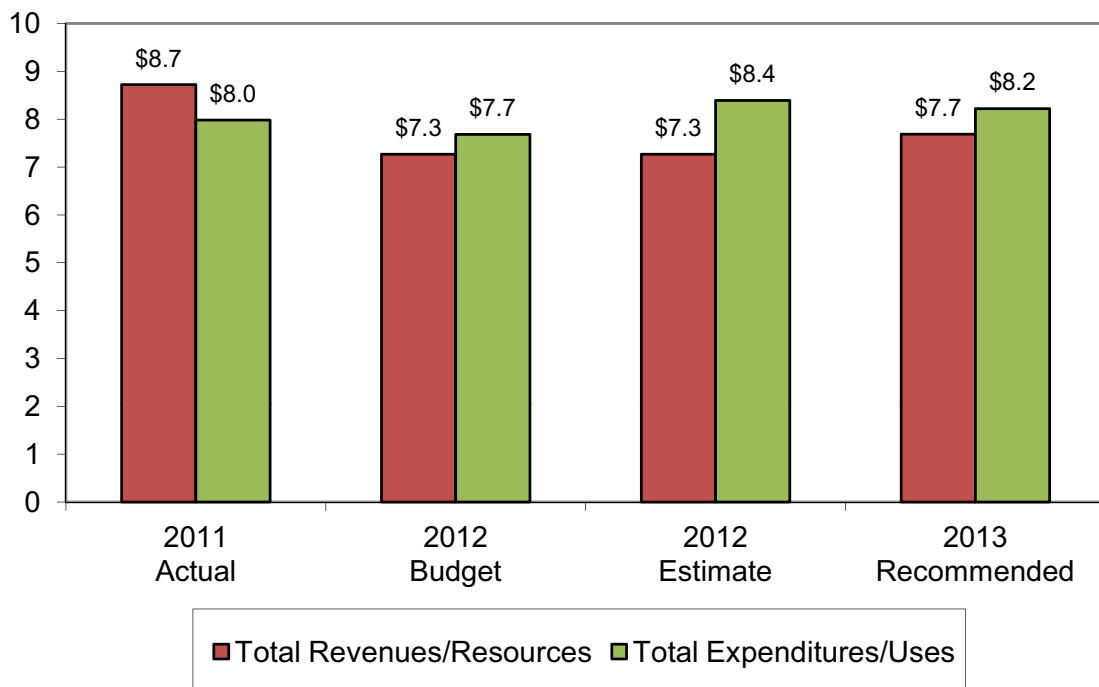
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	1,361,890	1,200,000	1,200,000	1,200,000	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	277,340	143,850	143,850	151,380	7,530
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	6,645,640	5,566,170	5,566,170	5,925,310	359,150
Miscellaneous	415,090	356,100	356,100	411,060	54,960
Revenue Subtotal	8,699,960	7,266,120	7,266,120	7,687,750	421,640
Prior Year Cancellations	11,230	0	0	0	0
Transfers In	10,010	0	1,210	0	0
Subtotal	21,240	0	1,210	0	0
Total Revenues/Resources	8,721,200	7,266,120	7,267,330	7,687,750	421,640
Expenditures/Uses					
Personnel Services	0	49,000	49,000	51,800	2,800
Employee Benefits	0	20,150	20,150	23,870	3,720
Other Expenses	7,495,360	7,308,780	7,308,780	7,614,450	305,670
Properties	0	0	0	0	0
Debt Service	73,400	72,050	72,050	71,150	(900)
Expenditures Subtotal	7,568,760	7,449,980	7,449,980	7,761,270	311,290
Transfers Out	411,800	230,800	940,810	460,000	229,200
Subtotal	411,800	230,800	940,810	460,000	229,200
Total Expenditures/Uses	7,980,560	7,680,780	8,390,790	8,221,270	540,490
Net Increase (Decrease) in Fund Balance	740,640	(414,660)	(1,123,460)	(533,520)	(118,850)
Fund Balance - January 1	1,448,100	957,560	2,188,740	1,065,280	107,720
Fund Balance - December 31	2,188,740	542,900	1,065,280	531,760	(11,140)
Ending Fund Balance as a % of Revenue	25.16	7.47	14.66	6.92	(0.55)



2013 Convention Center Fund 103 Budget



Convention Center Fund 103 Revenue/Expenditure Trend (\$ millions)





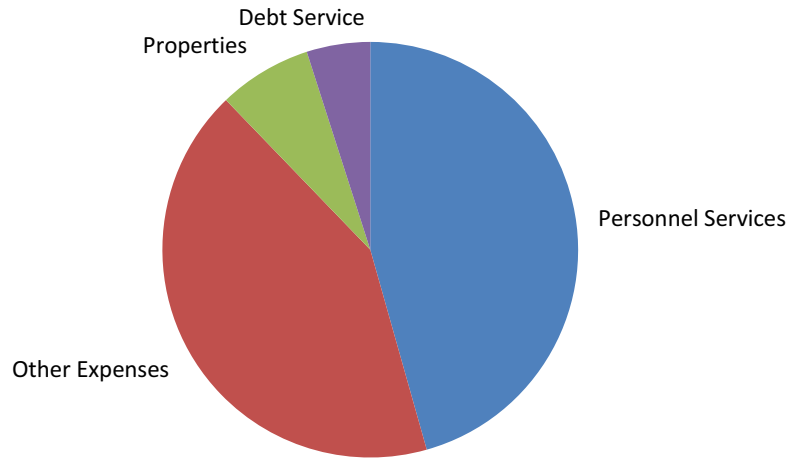
General Aviation

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.

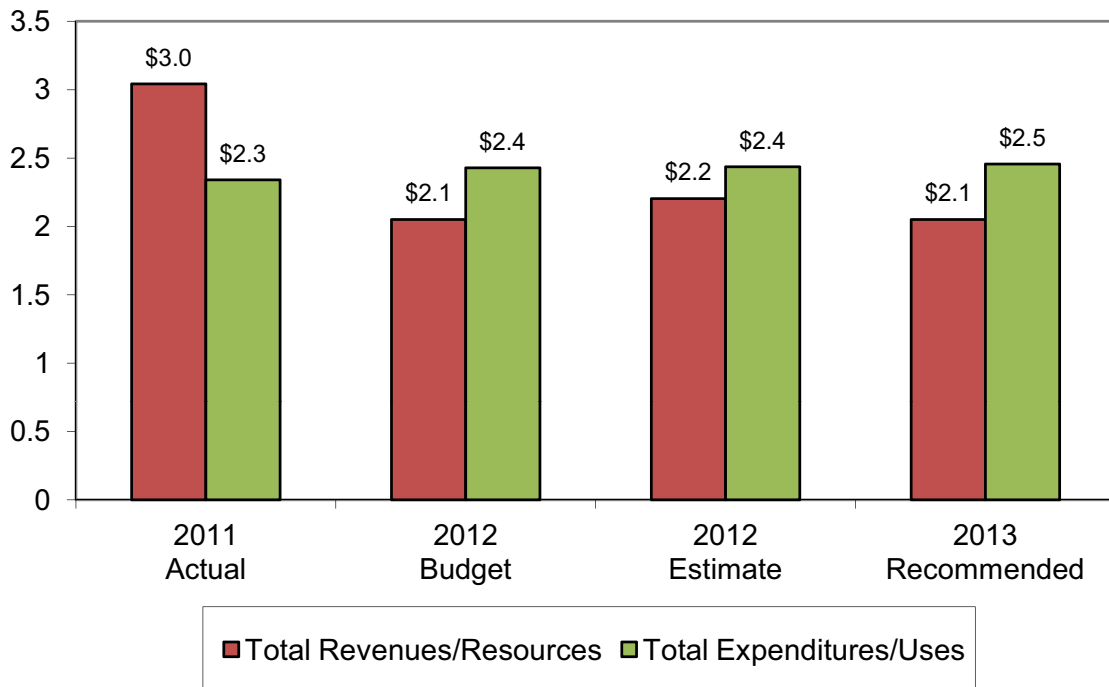
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	69,240	25,500	25,500	25,000	(500)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	2,036,370	2,024,500	2,024,500	2,025,000	500
Miscellaneous	0	0	0	0	0
Revenue Subtotal	2,105,610	2,050,000	2,050,000	2,050,000	0
Prior Year Cancellations	66,150	0	53,400	0	0
Transfers In	871,420	0	100,610	0	0
Subtotal	937,570	0	154,010	0	0
Total Revenues/Resources	3,043,180	2,050,000	2,204,010	2,050,000	0
Expenditures/Uses					
Personnel Services	768,730	708,100	708,100	692,780	(15,320)
Employee Benefits	0	293,260	293,260	335,650	42,390
Other Expenses	925,800	667,480	667,480	640,380	(27,100)
Properties	16,150	106,870	106,870	110,290	3,420
Debt Service	74,400	75,360	75,360	75,120	(240)
Expenditures Subtotal	1,785,080	1,851,070	1,851,070	1,854,220	3,150
Transfers Out	555,500	577,700	585,570	602,600	24,900
Subtotal	555,500	577,700	585,570	602,600	24,900
Total Expenditures/Uses	2,340,580	2,428,770	2,436,640	2,456,820	28,050
Net Increase (Decrease) in Fund Balance	702,600	(378,770)	(232,630)	(406,820)	(28,050)
Fund Balance - January 1	1,273,910	1,732,500	1,976,510	1,743,880	11,380
Fund Balance - December 31	1,976,510	1,353,730	1,743,880	1,337,060	(16,670)
Ending Fund Balance as a % of Revenue	93.87	66.04	85.07	65.22	(0.81)



2013 General Aviation Fund 104 Budget



General Aviation Fund 104 Revenue/Expenditure Trend (\$ millions)





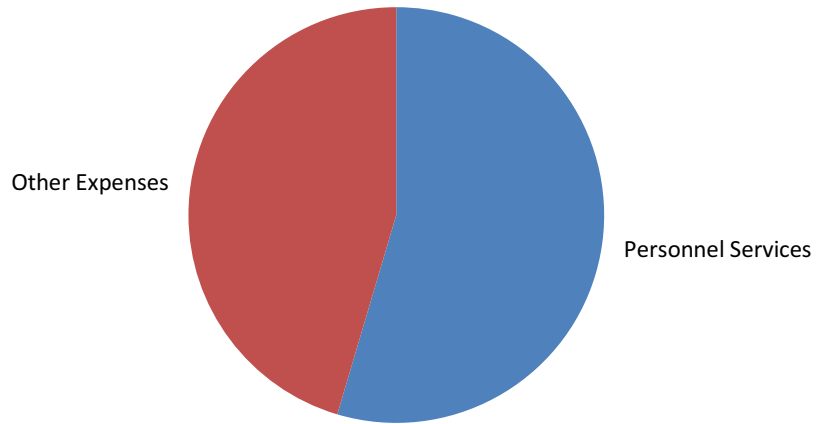
Health Services

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.

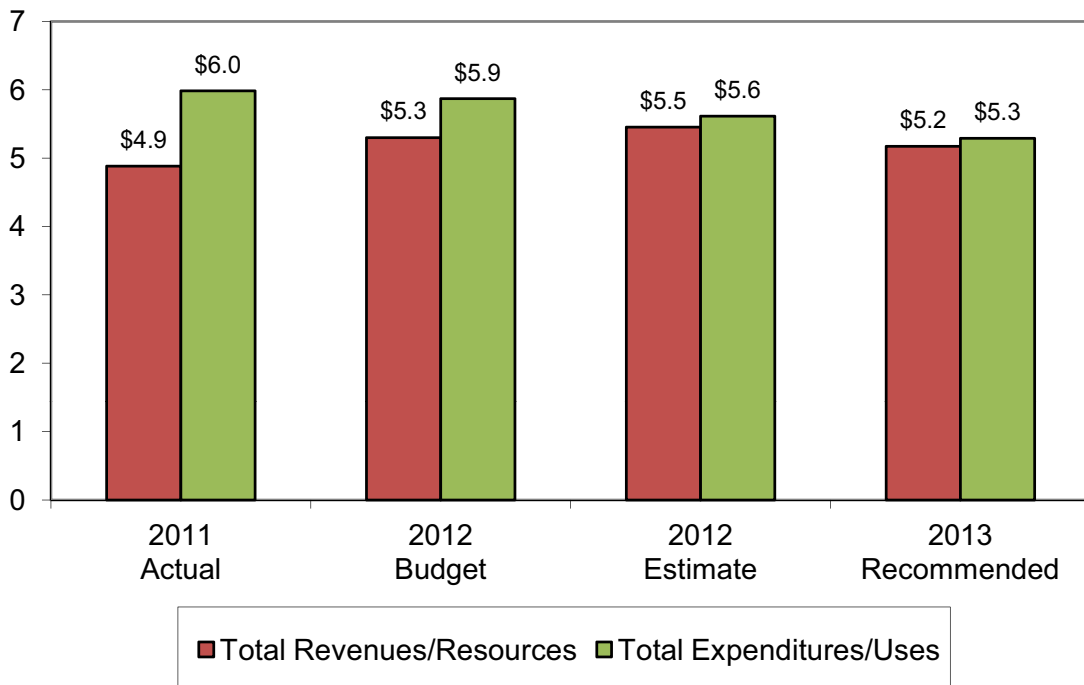
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	49,550	0	0	0	0
Charges for Services	4,807,630	5,300,000	5,300,000	5,172,000	(128,000)
Miscellaneous	1,080	0	0	0	0
Revenue Subtotal	4,858,260	5,300,000	5,300,000	5,172,000	(128,000)
Prior Year Cancellations	23,560	0	153,350	0	0
Transfers In	0	0	0	0	0
Subtotal	23,560	0	153,350	0	0
Total Revenues/Resources	4,881,820	5,300,000	5,453,350	5,172,000	(128,000)
Expenditures/Uses					
Personnel Services	2,553,640	2,514,820	2,052,740	2,260,280	(254,530)
Employee Benefits	0	1,067,890	1,069,630	1,149,810	81,930
Other Expenses	3,431,770	2,287,190	2,491,300	1,881,330	(405,860)
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	5,985,410	5,869,900	5,613,670	5,291,420	(578,460)
Transfers Out	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Expenditures/Uses	5,985,410	5,869,900	5,613,670	5,291,420	(578,460)
Net Increase (Decrease) in Fund Balance	(1,103,590)	(569,900)	(160,320)	(119,420)	450,460
Fund Balance - January 1	1,612,920	848,980	509,330	349,010	(499,970)
Fund Balance - December 31	509,330	279,080	349,010	229,590	(49,490)
Ending Fund Balance as a % of Revenue	10.48	5.27	6.59	4.44	(0.83)



2013 Health Services Fund 395 Budget



Health Services Fund 395 Revenue/Expenditure Trend (\$ millions)





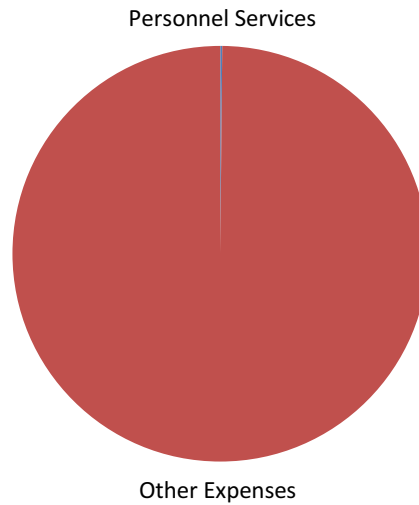
Income Tax Transit

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.

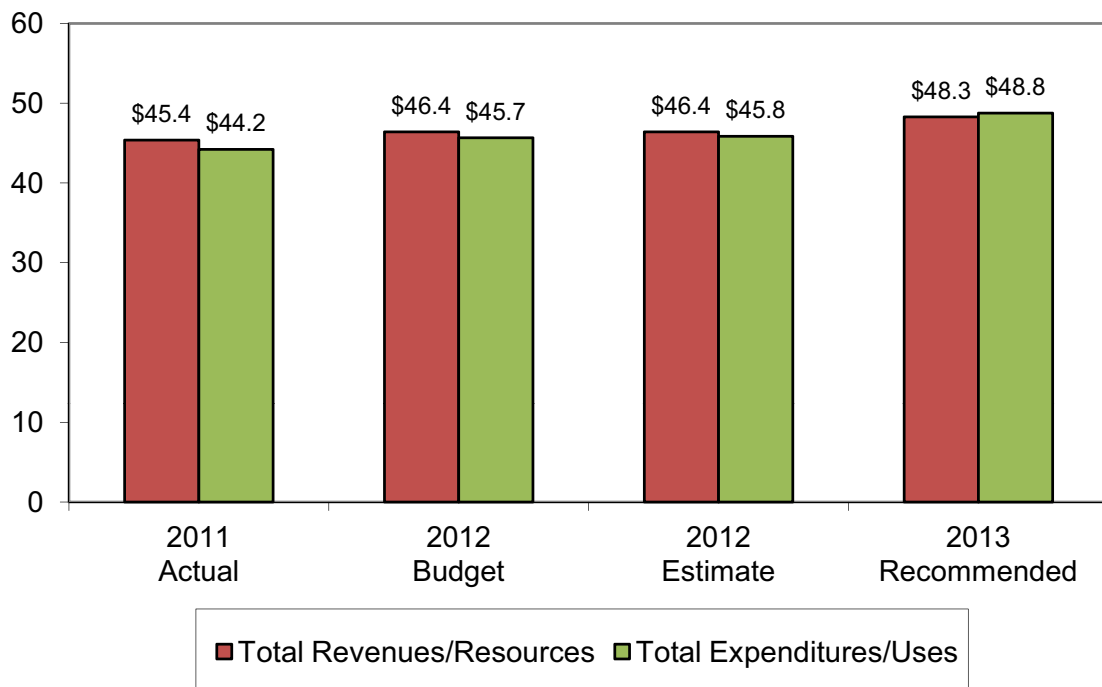
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	45,242,400	46,327,000	46,327,000	48,230,250	1,903,250
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	145,010	75,000	75,000	65,000	(10,000)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Revenue Subtotal	45,387,410	46,402,000	46,402,000	48,295,250	1,893,250
Prior Year Cancellations	980	0	4,370	0	0
Transfers In	0	0	3,100	0	0
Subtotal	980	0	7,470	0	0
Total Revenues/Resources	45,388,390	46,402,000	46,409,470	48,295,250	1,893,250
Expenditures/Uses					
Personnel Services	16,840	59,660	59,660	71,560	11,890
Employee Benefits	0	8,890	8,890	14,760	5,880
Other Expenses	44,105,220	45,499,530	45,679,830	48,579,700	3,080,170
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	44,122,060	45,568,080	45,748,380	48,666,020	3,097,940
Transfers Out	100,000	100,000	100,000	100,000	0
Subtotal	100,000	100,000	100,000	100,000	0
Total Expenditures/Uses	44,222,060	45,668,080	45,848,380	48,766,020	3,097,940
Net Increase (Decrease) in Fund Balance	1,166,330	733,920	561,090	(470,770)	(1,204,690)
Fund Balance - January 1	4,540,960	2,954,040	5,707,290	6,268,380	3,314,340
Fund Balance - December 31	5,707,290	3,687,960	6,268,380	5,797,610	2,109,650
Ending Fund Balance as a % of Revenue	12.57	7.95	13.51	12.00	4.06



2013 Income Tax Transit Fund 759 Budget



Income Tax Transit Fund 759 Revenue/Expenditure Trend (\$ millions)





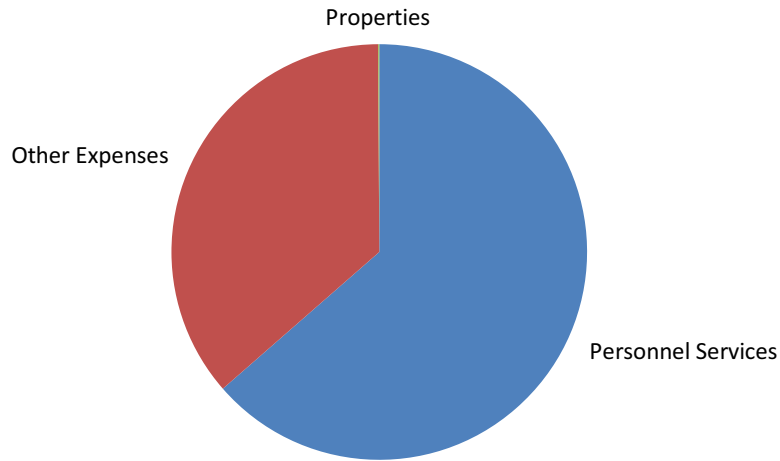
Income Tax-Infrastructure

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

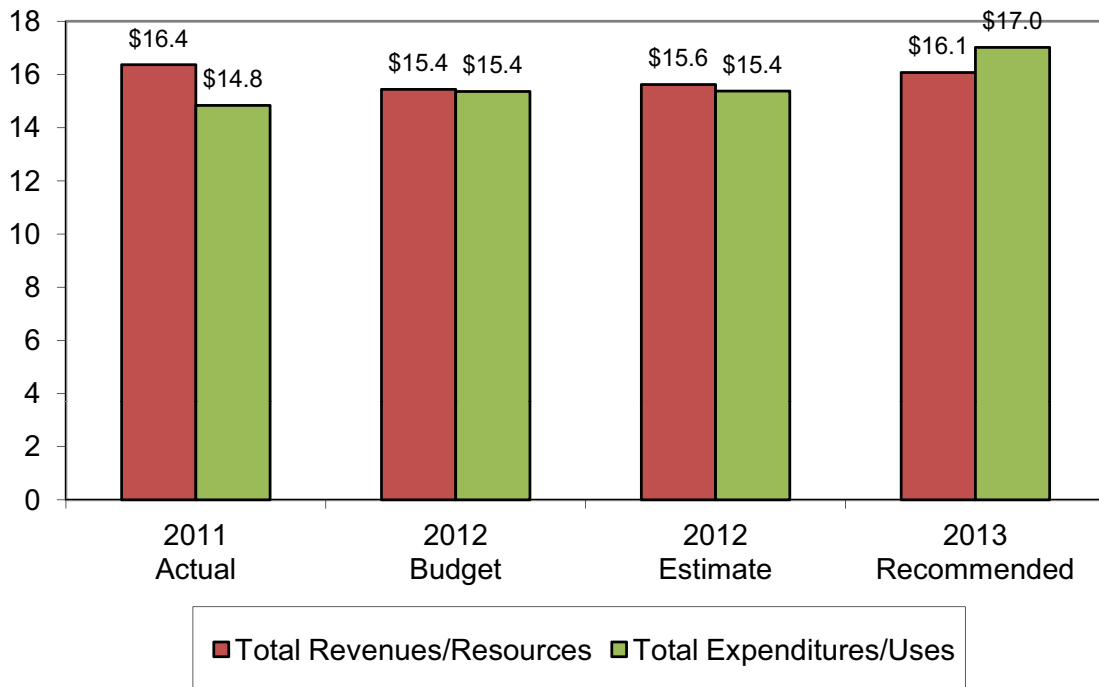
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	15,080,800	15,442,000	15,442,000	16,076,750	634,750
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	933,870	0	0	0	0
Miscellaneous	110,720	0	0	0	0
Revenue Subtotal	16,125,390	15,442,000	15,442,000	16,076,750	634,750
Prior Year Cancellations	244,200	0	183,820	0	0
Transfers In	0	0	0	0	0
Subtotal	244,200	0	183,820	0	0
Total Revenues/Resources	16,369,590	15,442,000	15,625,820	16,076,750	634,750
Expenditures/Uses					
Personnel Services	7,165,560	7,092,690	7,092,690	8,083,510	990,820
Employee Benefits	0	4,101,900	4,122,960	4,301,490	199,600
Other Expenses	7,669,580	4,158,920	4,148,340	4,621,940	463,020
Properties	5,860	11,100	11,100	11,460	360
Debt Service	0	0	0	0	0
Expenditures Subtotal	14,841,000	15,364,610	15,375,090	17,018,400	1,653,800
Transfers Out	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Expenditures/Uses	14,841,000	15,364,610	15,375,090	17,018,400	1,653,800
Net Increase (Decrease) in Fund Balance	1,528,590	77,390	250,730	(941,650)	(1,019,050)
Fund Balance - January 1	3,549,940	2,903,680	5,078,530	5,329,260	2,425,580
Fund Balance - December 31	5,078,530	2,981,070	5,329,260	4,387,610	1,406,540
Ending Fund Balance as a % of Revenue	31.49	19.30	34.51	27.29	7.99



2013 Income Tax-Infrastructure Fund 302 Budget



Income Tax-Infrastructure Fund 302 Revenue/Expenditure Trend (\$ millions)





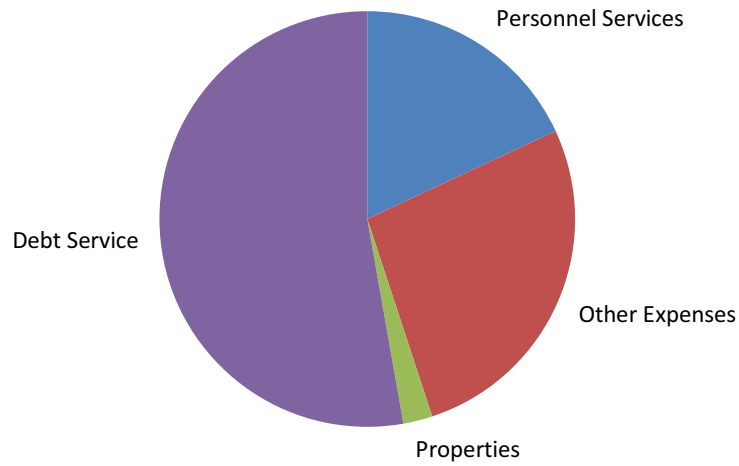
Metropolitan Sewer District

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.

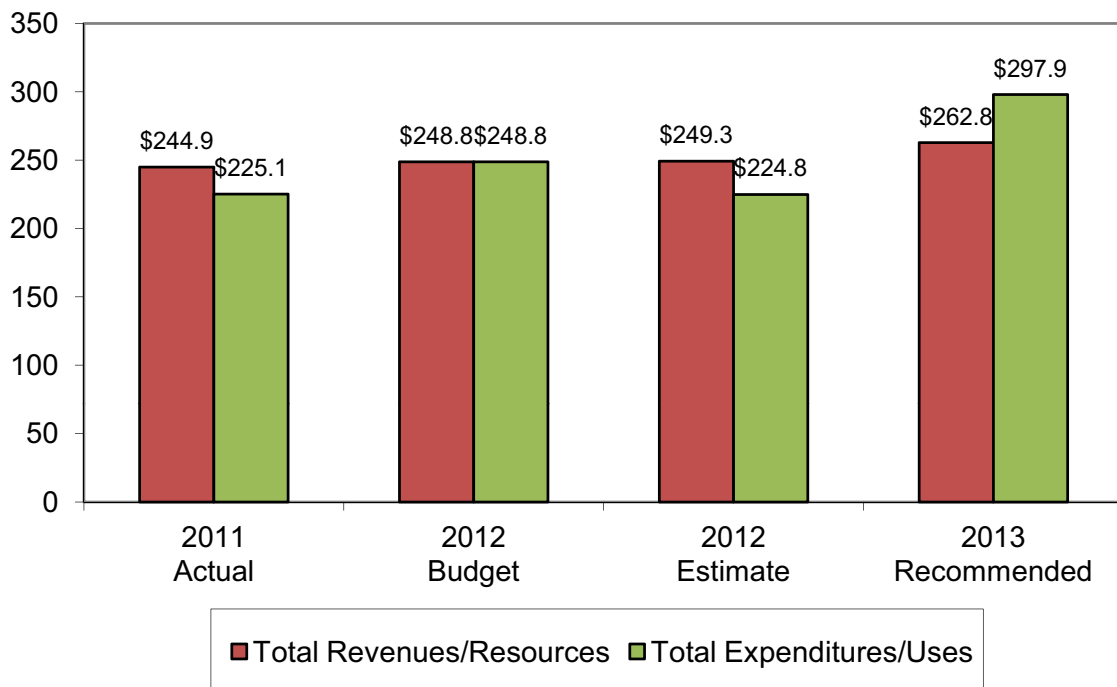
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	40,220	0	0	0	0
Courts & Use of Money & Property	2,157,270	2,150,000	2,150,000	2,150,000	0
Revenue from Other Agencies	567,120	0	0	0	0
Charges for Services	240,733,650	246,140,000	246,140,000	260,100,000	13,960,000
Miscellaneous	1,026,370	500,000	500,000	500,000	0
Revenue Subtotal	244,524,630	248,790,000	248,790,000	262,750,000	13,960,000
Prior Year Cancellations	359,190	0	498,530	0	0
Transfers In	0	0	0	0	0
Subtotal	359,190	0	498,530	0	0
Total Revenues/Resources	244,883,820	248,790,000	249,288,530	262,750,000	13,960,000
Expenditures/Uses					
Personnel Services	33,335,400	38,191,080	29,962,570	34,182,670	(4,008,410)
Employee Benefits	0	18,347,600	16,274,900	18,457,500	109,900
Other Expenses	72,828,350	56,286,620	46,520,380	50,952,840	(5,333,780)
Properties	4,487,160	4,174,250	5,254,850	4,338,250	164,000
Debt Service	77,652,200	90,000,000	85,000,000	100,000,000	10,000,000
Expenditures Subtotal	188,303,110	206,999,550	183,012,700	207,931,260	931,710
Transfers Out	36,835,000	41,790,450	41,790,450	90,000,000	48,209,550
Subtotal	36,835,000	41,790,450	41,790,450	90,000,000	48,209,550
Total Expenditures/Uses	225,138,110	248,790,000	224,803,150	297,931,260	49,141,260
Net Increase (Decrease) in Fund Balance	19,745,710	0	24,485,380	(35,181,260)	(35,181,260)
Fund Balance - January 1	37,282,070	0	57,027,780	81,513,160	81,513,160
Fund Balance - December 31	57,027,780	0	81,513,160	46,331,900	46,331,900
Ending Fund Balance as a % of Revenue	23.32	0.00	32.76	17.63	17.63



2013 Metropolitan Sewer District Fund 701 Budget



Metropolitan Sewer District Fund 701 Revenue/Expenditure Trend (\$ millions)





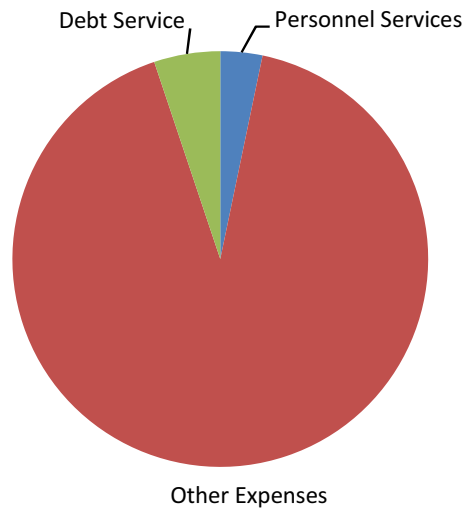
Municipal Golf

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.

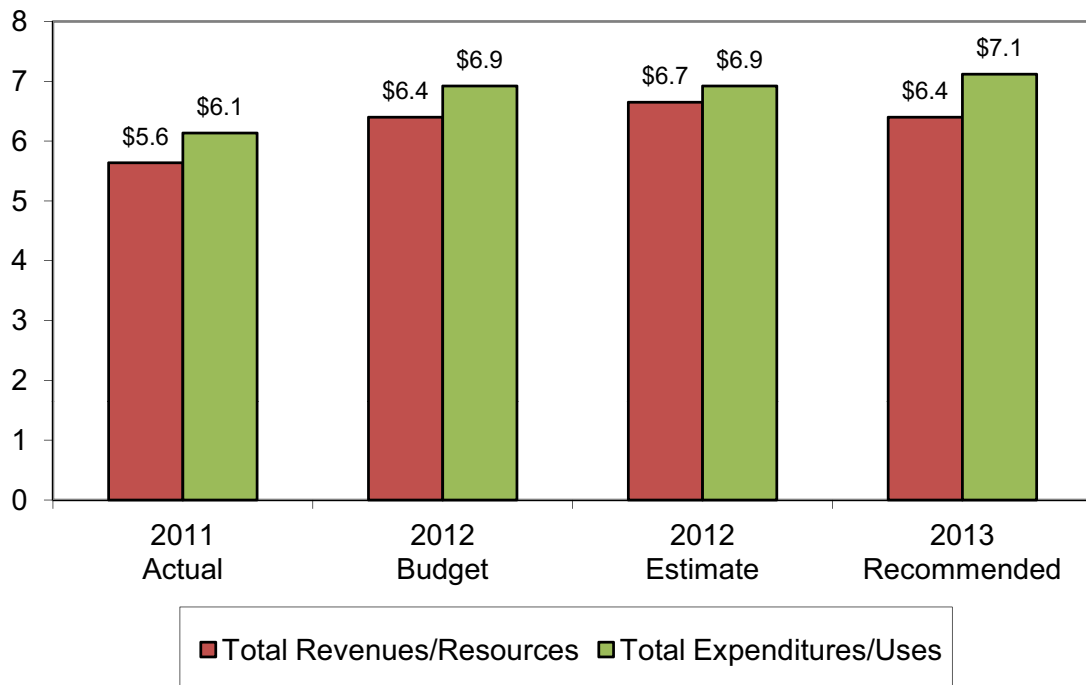
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	37,960	35,000	35,000	13,000	(22,000)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	5,271,130	6,365,000	6,365,000	6,387,000	22,000
Miscellaneous	8,480	0	0	0	0
Revenue Subtotal	5,317,570	6,400,000	6,400,000	6,400,000	0
Prior Year Cancellations	321,140	0	250,900	0	0
Transfers In	0	0	0	0	0
Subtotal	321,140	0	250,900	0	0
Total Revenues/Resources	5,638,710	6,400,000	6,650,900	6,400,000	0
Expenditures/Uses					
Personnel Services	207,530	229,120	229,120	229,130	10
Employee Benefits	0	79,560	79,560	85,620	6,060
Other Expenses	5,762,610	6,242,300	6,242,300	6,442,900	200,600
Properties	0	0	0	0	0
Debt Service	164,000	371,740	371,740	362,310	(9,430)
Expenditures Subtotal	6,134,140	6,922,720	6,922,720	7,119,960	197,240
Transfers Out	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Expenditures/Uses	6,134,140	6,922,720	6,922,720	7,119,960	197,240
Net Increase (Decrease) in Fund Balance	(495,430)	(522,720)	(271,820)	(719,960)	(197,240)
Fund Balance - January 1	1,844,380	1,092,220	1,348,950	1,077,130	(15,090)
Fund Balance - December 31	1,348,950	569,500	1,077,130	357,170	(212,330)
Ending Fund Balance as a % of Revenue	25.37	8.90	16.83	5.58	(3.32)



2013 Municipal Golf Fund 105 Budget



Municipal Golf Fund 105 Revenue/Expenditure Trend (\$ millions)





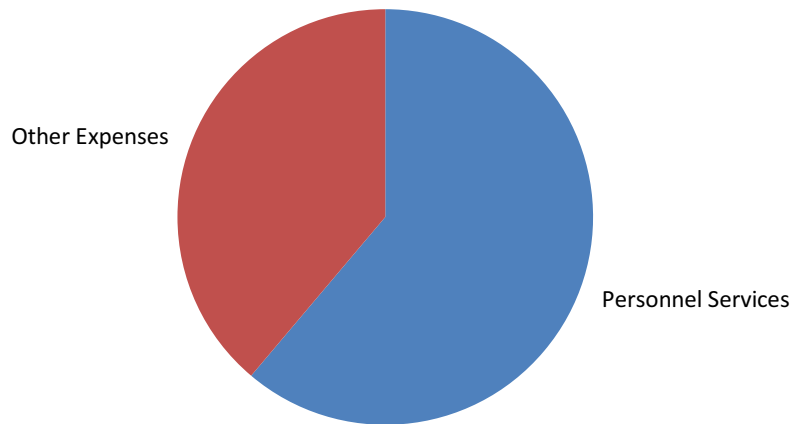
Municipal Motor Vehicle Lic Tx

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.

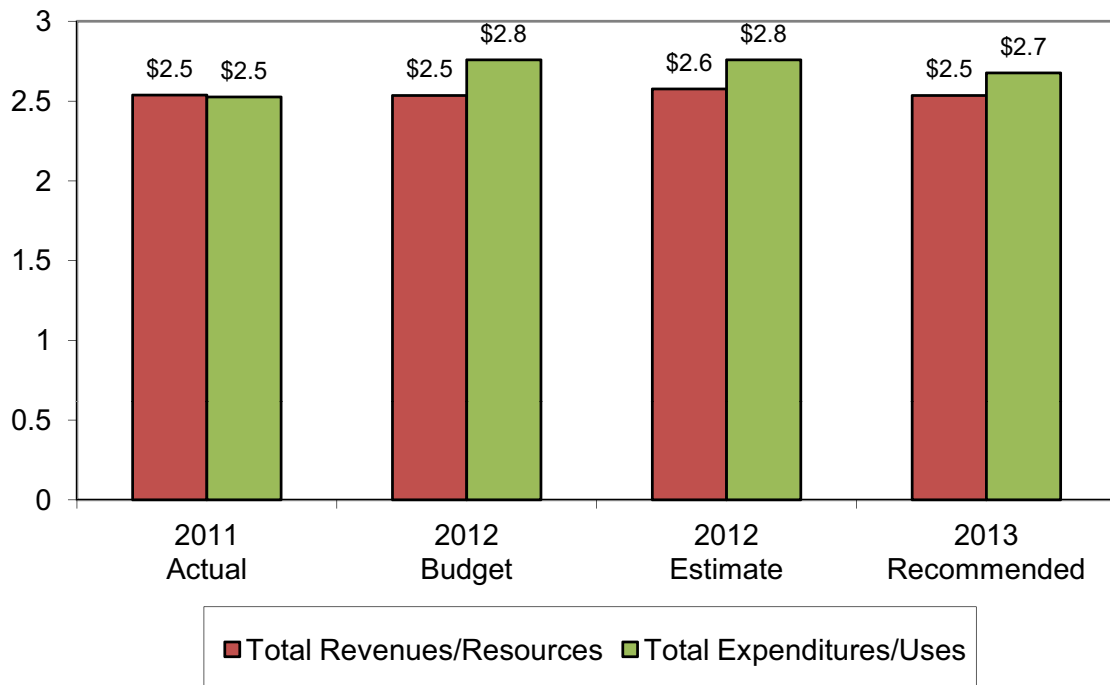
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	2,455,490	2,535,000	2,535,000	2,535,000	0
Charges for Services	52,250	0	0	0	0
Miscellaneous	7,810	0	0	0	0
Revenue Subtotal	2,515,550	2,535,000	2,535,000	2,535,000	0
Prior Year Cancellations	22,720	0	41,110	0	0
Transfers In	0	0	0	0	0
Subtotal	22,720	0	41,110	0	0
Total Revenues/Resources	2,538,270	2,535,000	2,576,110	2,535,000	0
Expenditures/Uses					
Personnel Services	1,183,730	1,203,260	1,203,260	1,202,290	(980)
Employee Benefits	0	706,080	706,080	711,760	5,680
Other Expenses	1,342,110	848,830	848,830	763,180	(85,650)
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	2,525,840	2,758,170	2,758,170	2,677,230	(80,950)
Transfers Out	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Expenditures/Uses	2,525,840	2,758,170	2,758,170	2,677,230	(80,950)
Net Increase (Decrease) in Fund Balance	12,430	(223,170)	(182,060)	(142,230)	80,950
Fund Balance - January 1	550,410	437,320	562,840	380,780	(56,540)
Fund Balance - December 31	562,840	214,150	380,780	238,550	24,400
Ending Fund Balance as a % of Revenue	22.37	8.45	15.02	9.41	0.96



2013 Municipal Motor Vehicle Lic Tx Fund 306 Budget



Municipal Motor Vehicle Lic Tx Fund 306 Revenue/Expenditure Trend (\$ millions)





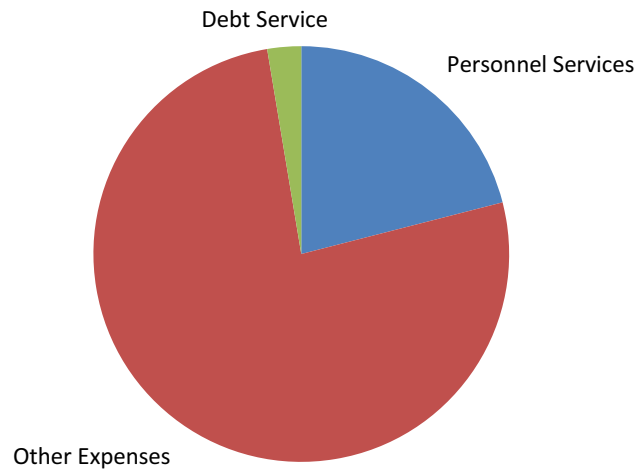
Parking Facilities

This fund supports the operations of and improvements to the City's public garages and parking lots.

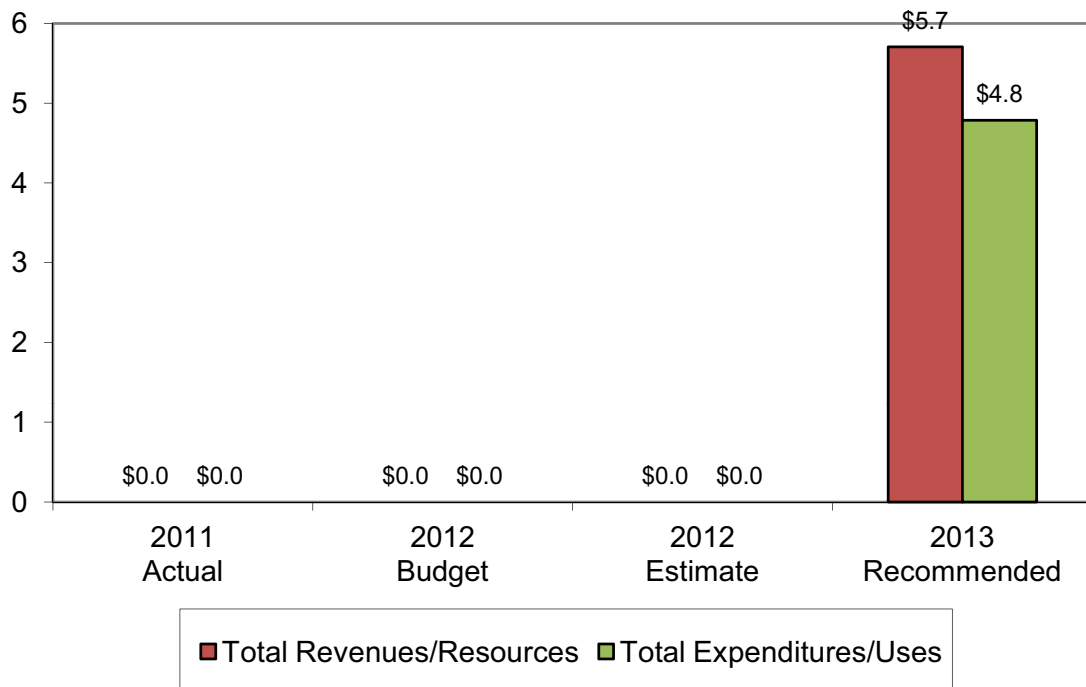
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	0	0	0	5,707,100	5,707,100
Miscellaneous	0	0	0	0	0
Revenue Subtotal	0	0	0	5,707,100	5,707,100
Prior Year Cancellations	0	0	0	0	0
Transfers In	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Revenues/Resources	0	0	0	5,707,100	5,707,100
Expenditures/Uses					
Personnel Services	0	0	0	887,280	887,280
Employee Benefits	0	0	0	562,180	562,180
Other Expenses	0	0	0	3,226,040	3,226,040
Properties	0	0	0	0	0
Debt Service	0	0	0	111,020	111,020
Expenditures Subtotal	0	0	0	4,786,520	4,786,520
Transfers Out	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Expenditures/Uses	0	0	0	4,786,520	4,786,520
Net Increase (Decrease) in Fund Balance	0	0	0	920,580	920,580
Fund Balance - January 1	0	0	0	0	0
Fund Balance - December 31	0	0	0	920,580	920,580
Ending Fund Balance as a % of Revenue	0.00	0.00	0.00	16.13	16.13



2013 Parking Facilities Fund 335 Budget



Parking Facilities Fund 335 Revenue/Expenditure Trend (\$ millions)





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.

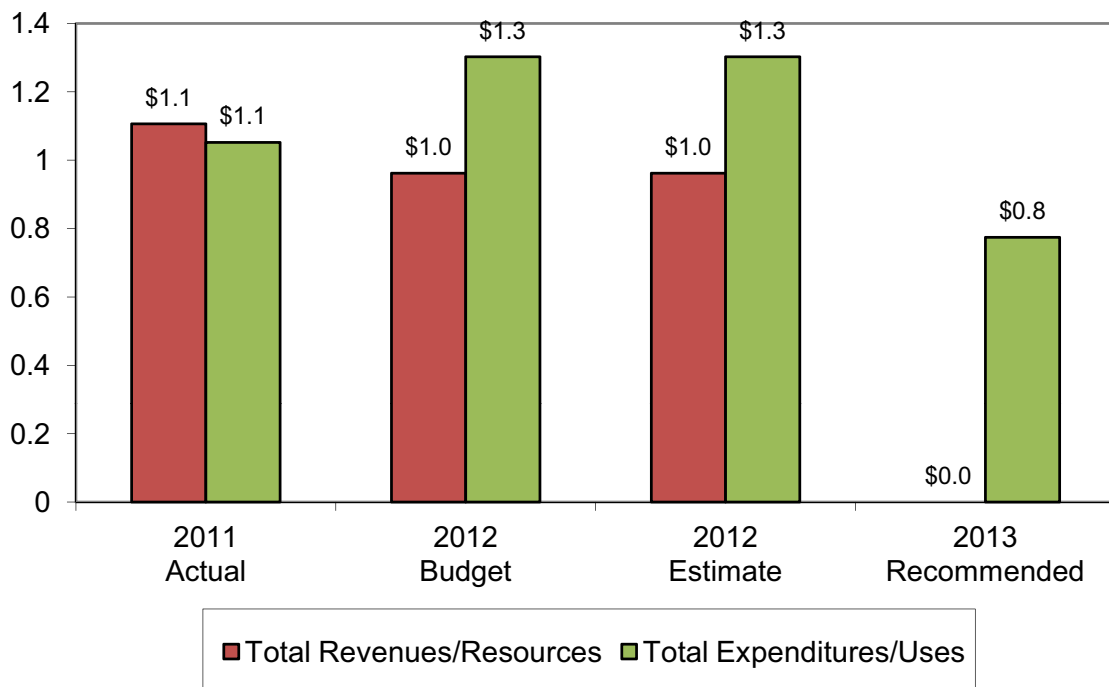
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	1,106,320	962,100	962,100	0	(962,100)
Miscellaneous	0	0	0	0	0
Revenue Subtotal	1,106,320	962,100	962,100	0	(962,100)
Prior Year Cancellations	0	0	0	0	0
Transfers In	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Revenues/Resources	1,106,320	962,100	962,100	0	(962,100)
Expenditures/Uses					
Personnel Services	398,380	468,570	468,570	0	(468,570)
Employee Benefits	0	71,840	71,840	0	(71,840)
Other Expenses	653,460	762,150	762,150	0	(762,150)
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	1,051,840	1,302,560	1,302,560	0	(1,302,560)
Transfers Out	0	0	0	774,400	774,400
Subtotal	0	0	0	774,400	774,400
Total Expenditures/Uses	1,051,840	1,302,560	1,302,560	774,400	(528,160)
Net Increase (Decrease) in Fund Balance	54,480	(340,460)	(340,460)	(774,400)	(433,940)
Fund Balance - January 1	1,060,380	847,880	1,114,860	774,400	(73,480)
Fund Balance - December 31	1,114,860	507,420	774,400	0	(507,420)
Ending Fund Balance as a % of Revenue	100.77	52.74	80.49	0.00	(52.74)



2013 Parking Meter Fund 303 Budget

This fund is eliminated in 2013.

Parking Meter Fund 303 Revenue/Expenditure Trend (\$ millions)





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.

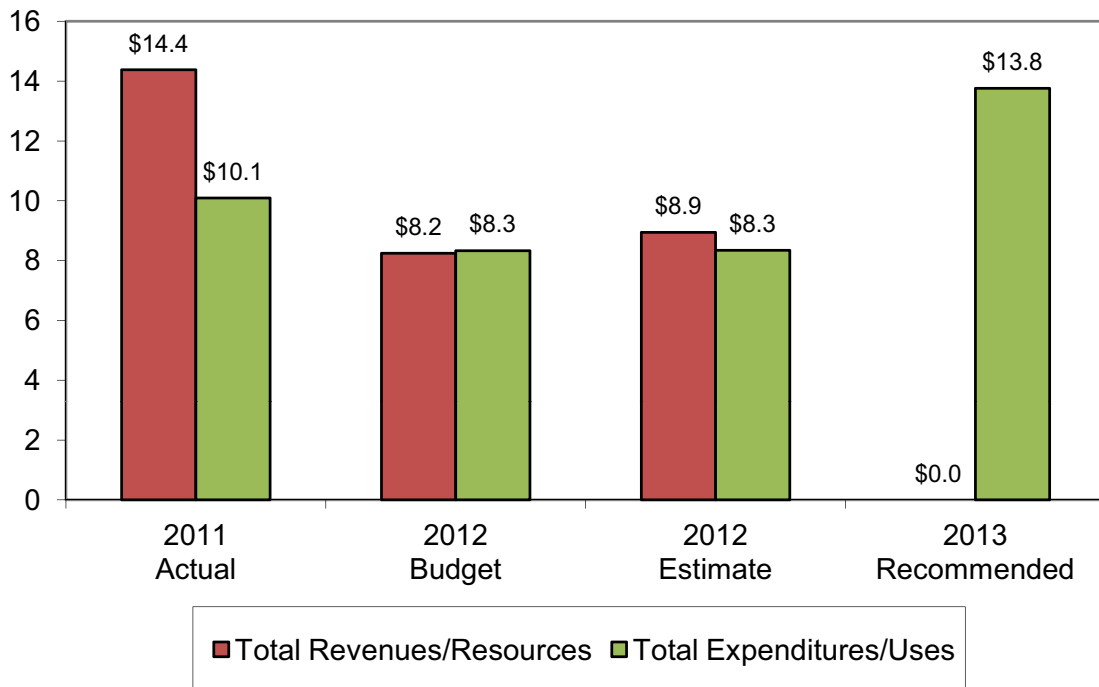
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	266,990	171,100	171,100	0	(171,100)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	9,788,960	8,071,600	8,071,600	0	(8,071,600)
Miscellaneous	4,099,120	0	0	0	0
Revenue Subtotal	14,155,070	8,242,700	8,242,700	0	(8,242,700)
Prior Year Cancellations	226,490	0	453,230	0	0
Transfers In	0	0	246,200	0	0
Subtotal	226,490	0	699,430	0	0
Total Revenues/Resources	14,381,560	8,242,700	8,942,130	0	(8,242,700)
Expenditures/Uses					
Personnel Services	1,374,210	1,555,950	1,555,950	0	(1,555,950)
Employee Benefits	0	845,750	845,750	0	(845,750)
Other Expenses	5,048,190	4,307,260	4,307,260	0	(4,307,260)
Properties	0	0	0	0	0
Debt Service	376,660	374,720	374,720	0	(374,720)
Expenditures Subtotal	6,799,060	7,083,680	7,083,680	0	(7,083,680)
Transfers Out	3,293,500	1,249,000	1,257,850	13,759,980	12,510,980
Subtotal	3,293,500	1,249,000	1,257,850	13,759,980	12,510,980
Total Expenditures/Uses	10,092,560	8,332,680	8,341,530	13,759,980	5,427,300
Net Increase (Decrease) in Fund Balance	4,289,000	(89,980)	600,600	(13,759,980)	(13,670,000)
Fund Balance - January 1	8,870,380	7,810,830	13,159,380	13,759,980	5,949,150
Fund Balance - December 31	13,159,380	7,720,850	13,759,980	0	(7,720,850)
Ending Fund Balance as a % of Revenue	92.97	93.67	166.94	0.00	(93.67)



2013 Parking System Facilities Fund 102 Budget

This fund is eliminated in 2013.

Parking System Facilities Fund 102 Revenue/Expenditure Trend (\$ millions)





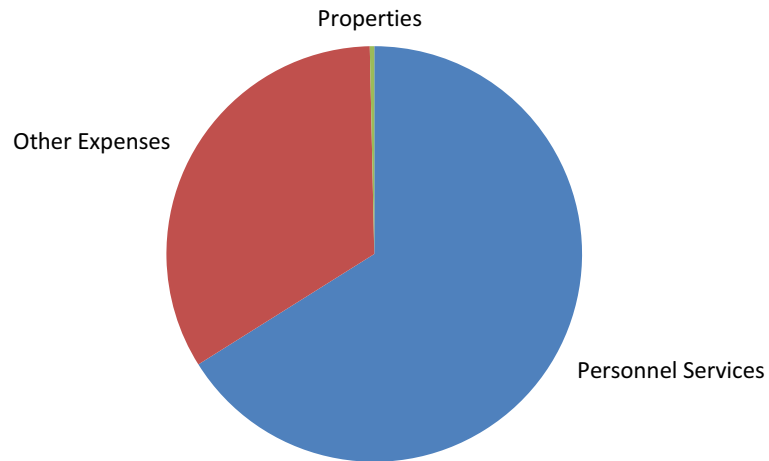
Recreation Special Activities

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.

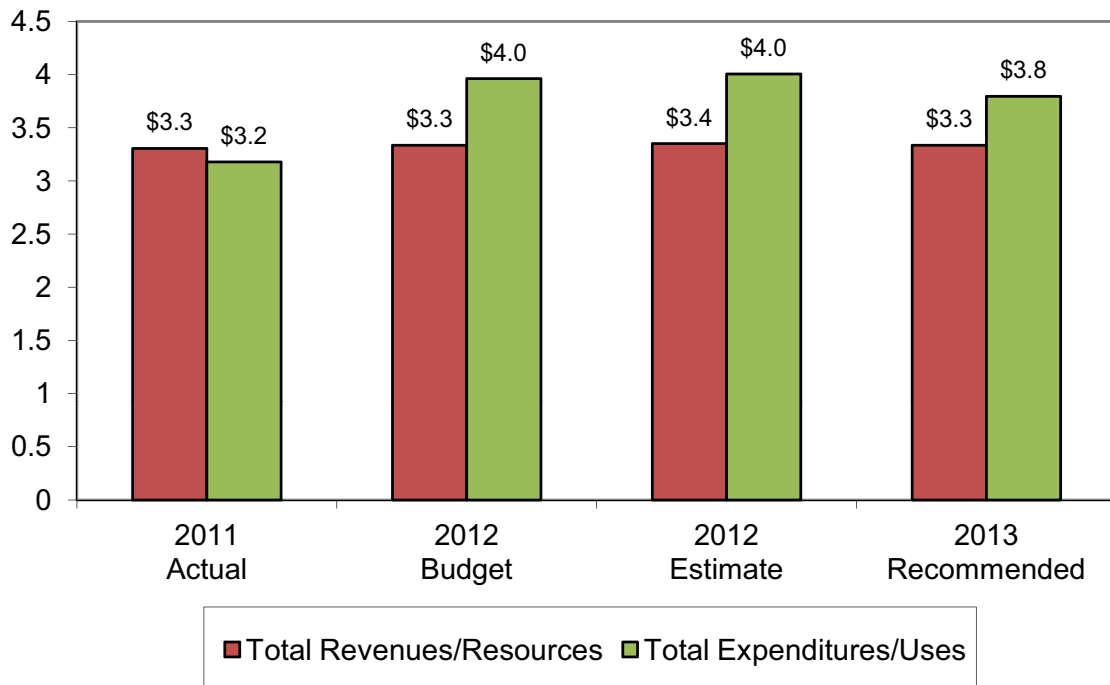
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	108,750	95,000	95,000	99,500	4,500
Revenue from Other Agencies	0	2,500	2,500	70,000	67,500
Charges for Services	3,168,730	3,237,500	3,237,500	3,164,500	(73,000)
Miscellaneous	13,080	0	0	1,000	1,000
Revenue Subtotal	3,290,560	3,335,000	3,335,000	3,335,000	0
Prior Year Cancellations	14,890	0	15,430	0	0
Transfers In	0	0	0	0	0
Subtotal	14,890	0	15,430	0	0
Total Revenues/Resources	3,305,450	3,335,000	3,350,430	3,335,000	0
Expenditures/Uses					
Personnel Services	1,984,380	2,591,680	2,591,680	2,345,720	(245,960)
Employee Benefits	0	174,410	229,650	244,710	70,300
Other Expenses	1,194,580	1,184,250	1,173,570	1,192,450	8,200
Properties	0	11,550	11,550	11,920	370
Debt Service	0	0	0	0	0
Expenditures Subtotal	3,178,960	3,961,890	4,006,450	3,794,800	(167,090)
Transfers Out	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Expenditures/Uses	3,178,960	3,961,890	4,006,450	3,794,800	(167,090)
Net Increase (Decrease) in Fund Balance	126,490	(626,890)	(656,020)	(459,800)	167,090
Fund Balance - January 1	1,848,490	1,580,370	1,974,980	1,318,960	(261,410)
Fund Balance - December 31	1,974,980	953,480	1,318,960	859,160	(94,320)
Ending Fund Balance as a % of Revenue	60.02	28.59	39.55	25.76	(2.83)



2013 Recreation Special Activities Fund 323 Budget



Recreation Special Activities Fund 323 Revenue/Expenditure Trend (\$ millions)





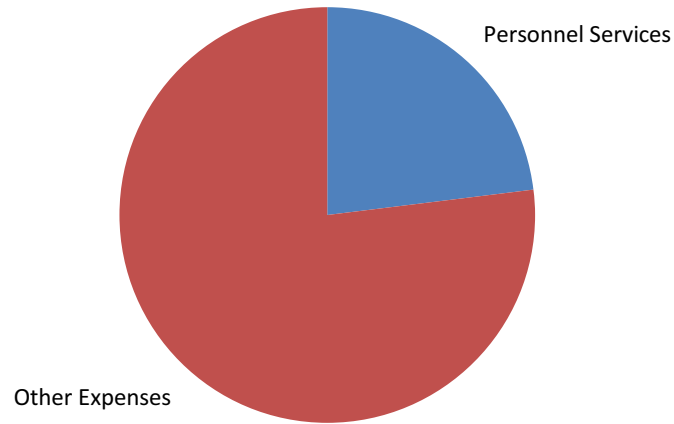
Sawyer Point

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

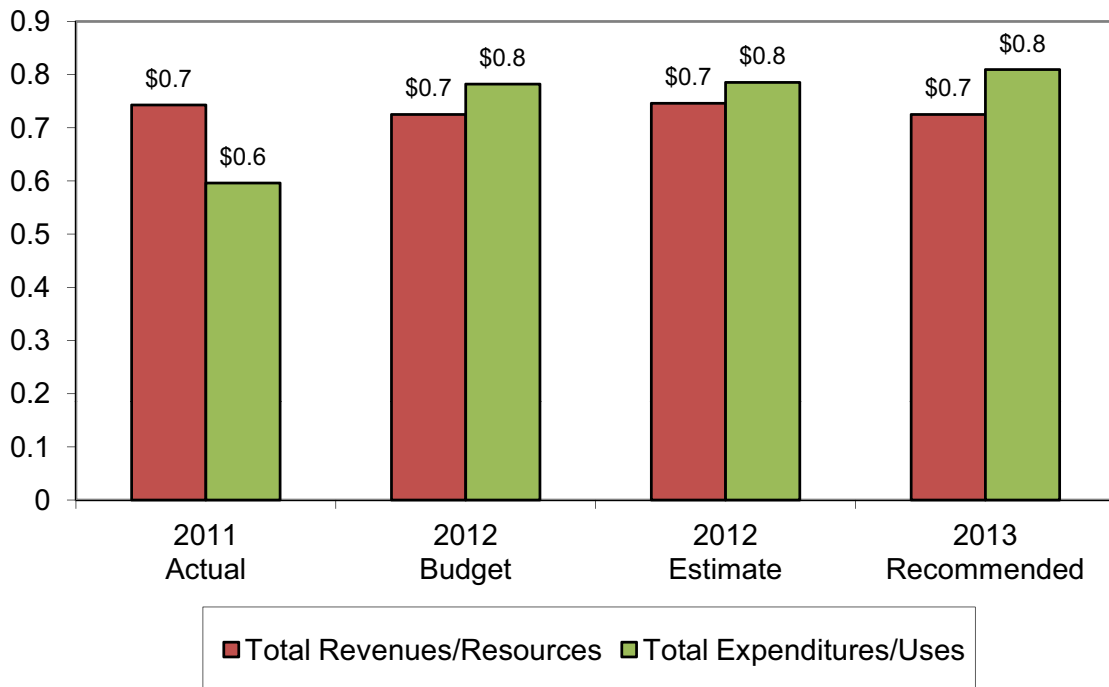
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	36,410	37,000	37,000	26,080	(10,930)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	687,130	688,000	688,000	698,930	10,930
Miscellaneous	0	0	0	0	0
Revenue Subtotal	723,540	725,000	725,000	725,010	0
Prior Year Cancellations	19,300	0	21,190	0	0
Transfers In	0	0	0	0	0
Subtotal	19,300	0	21,190	0	0
Total Revenues/Resources	742,840	725,000	746,190	725,010	0
Expenditures/Uses					
Personnel Services	139,790	167,550	167,550	174,490	6,950
Employee Benefits	0	49,420	54,590	52,340	2,920
Other Expenses	456,310	565,150	563,070	582,610	17,460
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	596,100	782,120	785,210	809,440	27,330
Transfers Out	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Expenditures/Uses	596,100	782,120	785,210	809,440	27,330
Net Increase (Decrease) in Fund Balance	146,740	(57,120)	(39,020)	(84,430)	(27,330)
Fund Balance - January 1	874,970	546,210	1,021,710	982,690	436,480
Fund Balance - December 31	1,021,710	489,090	982,690	898,260	409,170
Ending Fund Balance as a % of Revenue	141.21	67.46	135.54	123.90	56.44



2013 Sawyer Point Fund 318 Budget



Sawyer Point Fund 318 Revenue/Expenditure Trend (\$ millions)





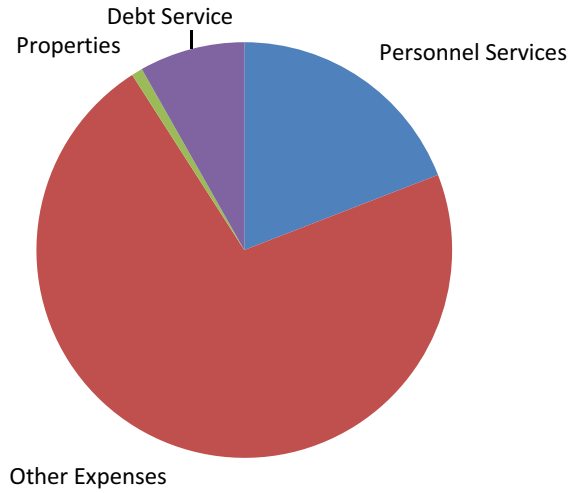
Stormwater Management

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.

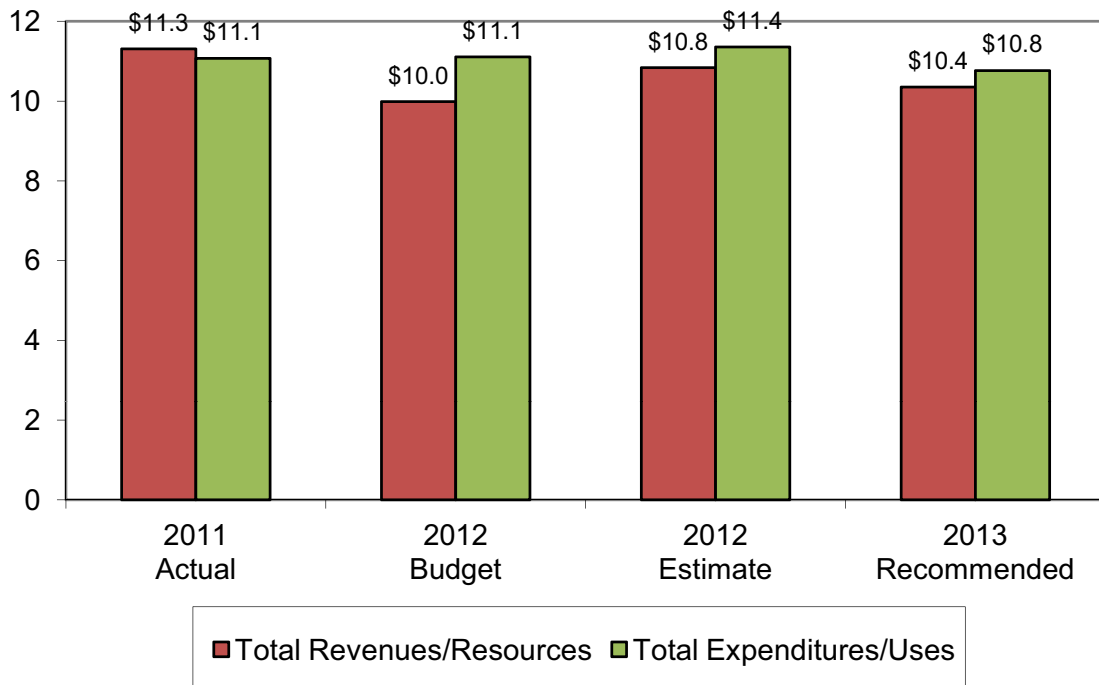
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	165,190	104,000	104,000	107,000	3,000
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	8,623,500	9,883,200	9,883,200	10,246,000	362,800
Miscellaneous	21,820	0	0	0	0
Revenue Subtotal	8,810,510	9,987,200	9,987,200	10,353,000	365,800
Prior Year Cancellations	782,130	0	30,190	0	0
Transfers In	1,714,910	0	821,920	0	0
Subtotal	2,497,040	0	852,110	0	0
Total Revenues/Resources	11,307,550	9,987,200	10,839,310	10,353,000	365,800
Expenditures/Uses					
Personnel Services	1,729,630	1,926,340	1,926,340	1,701,050	(225,280)
Employee Benefits	0	495,540	495,540	1,006,010	510,470
Other Expenses	6,168,050	6,266,580	6,266,580	6,391,320	124,740
Properties	17,980	47,000	47,000	77,700	30,700
Debt Service	762,340	823,500	823,500	729,500	(94,000)
Expenditures Subtotal	8,678,000	9,558,960	9,558,960	9,905,580	346,630
Transfers Out	2,395,000	1,548,500	1,798,500	861,000	(687,500)
Subtotal	2,395,000	1,548,500	1,798,500	861,000	(687,500)
Total Expenditures/Uses	11,073,000	11,107,460	11,357,460	10,766,580	(340,870)
Net Increase (Decrease) in Fund Balance	234,550	(1,120,260)	(518,150)	(413,580)	706,670
Fund Balance - January 1	3,685,010	2,585,830	3,919,560	3,401,410	815,580
Fund Balance - December 31	3,919,560	1,465,570	3,401,410	2,987,830	1,522,260
Ending Fund Balance as a % of Revenue	44.49	14.67	34.06	28.86	14.19



2013 Stormwater Management Fund 107 Budget



Stormwater Management Fund 107 Revenue/Expenditure Trend (\$ millions)





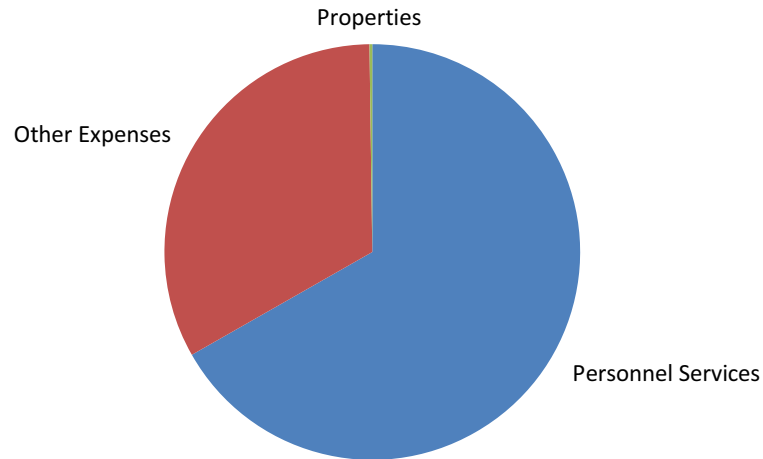
Street Const Maint & Repair

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.

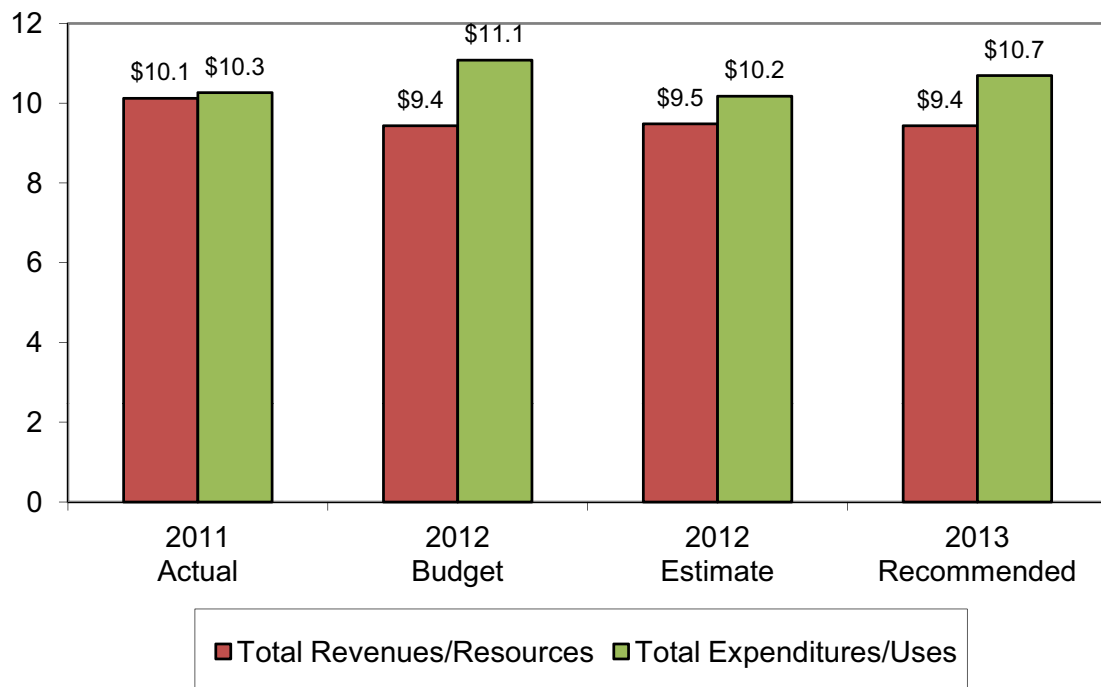
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	9,413,810	9,436,000	9,436,000	9,436,000	0
Charges for Services	337,230	0	0	0	0
Miscellaneous	38,650	0	0	0	0
Revenue Subtotal	9,789,690	9,436,000	9,436,000	9,436,000	0
Prior Year Cancellations	329,750	0	43,160	0	0
Transfers In	0	0	0	0	0
Subtotal	329,750	0	43,160	0	0
Total Revenues/Resources	10,119,440	9,436,000	9,479,160	9,436,000	0
Expenditures/Uses					
Personnel Services	5,341,560	5,223,510	4,426,510	5,187,720	(35,800)
Employee Benefits	0	3,350,430	3,383,010	2,919,110	(431,310)
Other Expenses	4,903,390	2,489,360	2,346,560	2,566,000	76,640
Properties	16,690	16,990	16,990	17,530	540
Debt Service	0	0	0	0	0
Expenditures Subtotal	10,261,640	11,080,290	10,173,070	10,690,360	(389,930)
Transfers Out	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Expenditures/Uses	10,261,640	11,080,290	10,173,070	10,690,360	(389,930)
Net Increase (Decrease) in Fund Balance	(142,200)	(1,644,290)	(693,910)	(1,254,360)	389,930
Fund Balance - January 1	2,660,410	2,397,030	2,518,210	1,824,300	(572,730)
Fund Balance - December 31	2,518,210	752,740	1,824,300	569,940	(182,800)
Ending Fund Balance as a % of Revenue	25.72	7.98	19.33	6.04	(1.94)



2013 Street Const Maint & Repair Fund 301 Budget



Street Const Maint & Repair Fund 301 Revenue/Expenditure Trend (\$ millions)





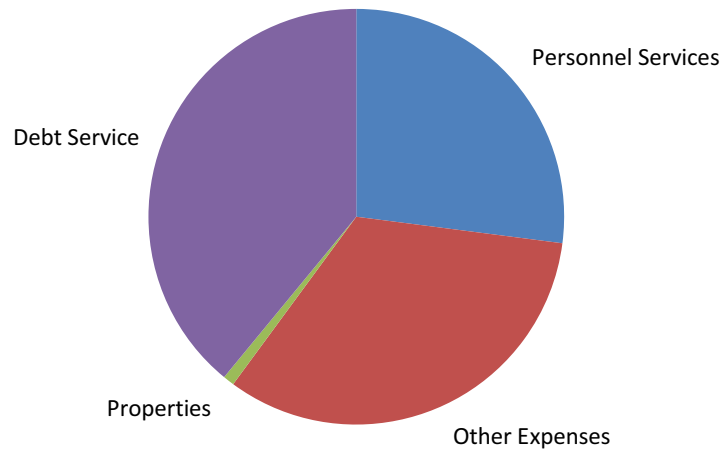
Water Works

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.

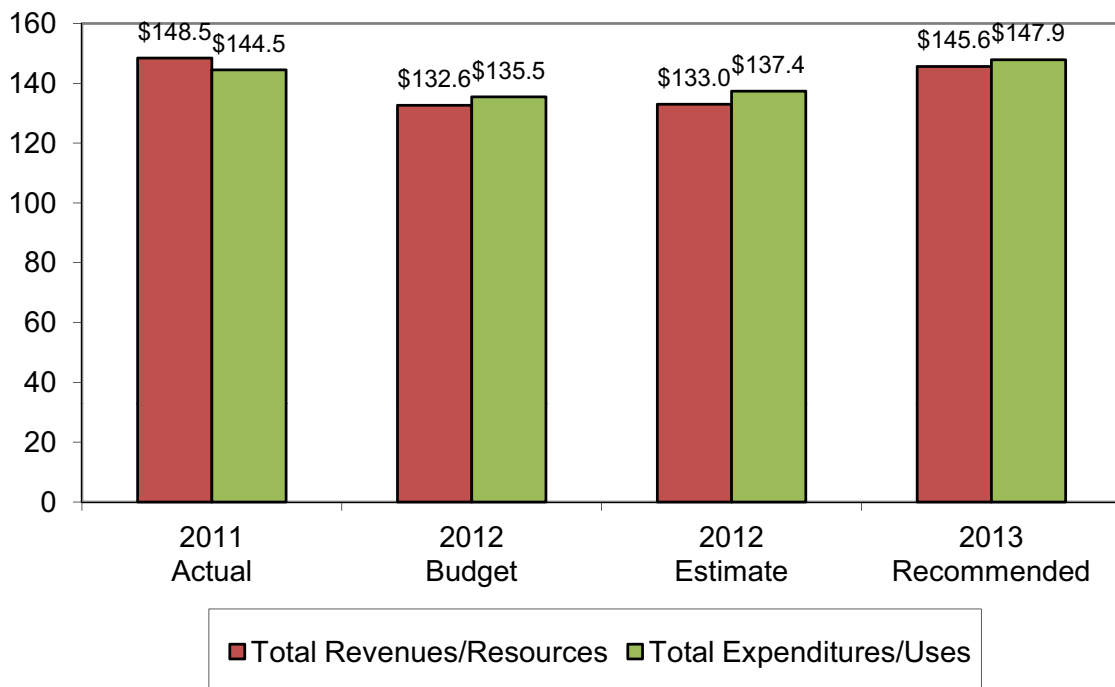
	2011 Actual	2012 Budget	2012 Estimate	2013 Recommended	Change 2012 Budget to 2013
Revenue/Resources					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	1,551,190	1,300,000	1,300,000	1,686,170	386,170
Revenue from Other Agencies	811,050	200,000	200,000	572,430	372,430
Charges for Services	121,602,050	130,671,000	130,671,000	142,970,740	12,299,740
Miscellaneous	365,840	450,000	450,000	375,660	(74,340)
Revenue Subtotal	124,330,130	132,621,000	132,621,000	145,605,000	12,984,000
Prior Year Cancellations	4,125,840	0	407,220	0	0
Transfers In	20,000,000	0	0	0	0
Subtotal	24,125,840	0	407,220	0	0
Total Revenues/Resources	148,455,970	132,621,000	133,028,220	145,605,000	12,984,000
Expenditures/Uses					
Personnel Services	27,910,260	30,445,600	30,445,600	31,407,650	962,040
Employee Benefits	0	14,245,640	14,245,640	15,905,210	1,659,570
Other Expenses	45,776,700	35,649,190	36,179,190	38,364,520	2,715,330
Properties	837,400	939,900	939,900	1,008,100	68,200
Debt Service	37,716,180	41,140,040	42,470,040	45,337,640	4,197,600
Expenditures Subtotal	112,240,540	122,420,370	124,280,370	132,023,120	9,602,740
Transfers Out	32,253,180	13,078,000	13,078,000	15,876,000	2,798,000
Subtotal	32,253,180	13,078,000	13,078,000	15,876,000	2,798,000
Total Expenditures/Uses	144,493,720	135,498,370	137,358,370	147,899,120	12,400,740
Net Increase (Decrease) in Fund Balance	3,962,250	(2,877,370)	(4,330,150)	(2,294,120)	583,260
Fund Balance - January 1	53,127,480	53,345,530	57,089,730	52,759,580	(585,950)
Fund Balance - December 31	57,089,730	50,468,160	52,759,580	50,465,460	(2,700)
Ending Fund Balance as a % of Revenue	45.92	38.05	39.78	34.66	(3.40)



2013 Water Works Fund 101 Budget



Water Works Fund 101 Revenue/Expenditure Trend (\$ millions)





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Departmental Budgets

The “All Funds Operating Budget Summary” on [page 120](#) lists, by department and departmental program, the recommended 2013 All Funds Operating Budget compared to the 2012 All Funds Approved Operating Budget Update. This table does not include internal service funds as part of indicated Operating Budget expenditures because the revenue for these funds 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. Including internal service funds expenditures would essentially “double count” these costs on a Citywide level.

The “Non-Departmental Budget Summary - Update” on [page 121](#) lists, by non-departmental account, the 2013 Recommended All Funds Operating Budget Update compared to the 2012 All Funds Operating Budget Update.

The “General Fund Budget Summary” on [page 122](#) lists, by departments, the 2013 Recommended General Fund Operating Budget compared to the 2012 Approved General Fund Operating Budget Update.

The “Recommended Staffing Plan” on [page 123](#) lists, by department, the number of full-time equivalent (FTE) positions funded in the 2011, 2012 and 2013 budgets in the General Fund, Other Funds, and All Funds. Presented at the bottom of the “Recommended Staffing Plan” is a breakdown of the total number of budgeted FTE for Police sworn positions, Fire sworn positions, and City-wide non-sworn positions.

The “2013 Continuation Budget/2013 Recommended Budget Comparison” on [page 124](#) lists, by department, a comparison between the Recommended Budget and the Continuation Budget. The Continuation Budget assumes continuation of the services from the 2012 Budget Update 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 affect of budget increases and decreases for each department, employee benefits, as well as non-departmental accounts.

The “2013 All Funds Operating Budget Summary by Type” on [page 125](#) lists, by department, the Operating Budget broken out by type of fund.

The “Departmental Information” beginning on [page 127](#) includes the 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 broken out by On-going changes and One-Time Changes and Program Performance Measures.

The Adjustments to Costs to Maintain Current Program Services section contains a summary of the 2013 budget adjustments that were necessary to maintain the current level of service provided by each program. Typical inflation increases are influenced by the rising cost of employee benefits like Health Care and the increased Pension costs.

The Significant Program Changes section summarizes the significant budget reductions and/or increases that are included in the 2013 Recommended Budget. This section details the budget change, FTE change, impacted fund(s), and provides a description for each significant program change. There is a section broken out by On-going Significant Program Changes and one for One-Time Significant Program Changes.

Departmental Budgets

All Funds Operating Budget Summary



All Funds Operating Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
City Council	2,127,400	1,996,760	2,040,460	43,690
Office of the Mayor	679,960	597,700	606,880	9,180
Clerk of Council	716,870	743,120	767,180	24,060
City Manager	7,885,370	9,282,020	14,235,100	4,953,080
Citizen Complaint and Internal Audit	1,081,850	976,420	970,790	(5,630)
Community Development	7,124,800	6,776,730	6,617,070	(159,660)
Enterprise Services	14,737,270	13,673,620	7,461,190	(6,212,430)
Enterprise Technology Solutions	17,097,960	15,387,600	14,546,390	(841,210)
Finance	88,510,520	103,772,050	103,875,350	103,300
Fire	98,781,210	94,430,500	93,970,920	(459,580)
Health	40,119,440	41,377,430	40,621,750	(755,680)
Human Resources	2,243,390	2,151,030	2,108,560	(42,480)
Law	6,382,240	6,007,560	6,331,820	324,260
Parks	12,945,190	14,694,450	14,887,340	192,890
Planning and Buildings	6,533,850	6,256,310	6,422,230	165,920
Police	148,901,350	135,873,340	140,960,510	5,087,160
Public Services	39,750,700	40,099,580	37,803,500	(2,296,080)
Recreation	26,509,970	28,205,300	28,906,880	701,580
Retirement	0	0	0	0
Sewers	202,463,360	209,978,610	211,057,770	1,079,160
Transportation & Engineering	12,027,090	11,712,580	11,555,940	(156,640)
Water Works	114,002,110	118,825,550	128,319,960	9,494,410
SORTA	40,280,280	44,865,650	47,950,000	3,084,350
Principal Restricted Total	890,902,180	907,683,910	922,017,590	14,333,650
Non-Departmental Benefits	0	14,961,080	14,945,570	(15,510)
General Fund Overhead	7,729,790	7,813,040	7,624,230	(188,810)
Non-Departmental Accounts	6,303,030	13,247,000	13,899,480	652,480
Reserve for Contingencies	850,000	3,100,000	1,300,000	(1,800,000)
Principal Restricted Total	14,882,820	39,121,120	37,769,280	(1,351,840)
Grand Total	905,785,000	946,805,030	959,786,870	12,981,810



Non-Departmental Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Non-Departmental Benefits				
Prior Year Pension Obligations	0	6,581,350	7,398,920	817,570
Public Employee Assistance Program	0	468,530	492,490	23,960
Workers Compensation	0	5,476,470	5,148,960	(327,510)
Police and Firefighters Insurance	0	300,000	300,000	0
Unemployment Compensation	0	629,530	500,000	(129,530)
Lump Sum Payments	0	1,500,000	1,105,200	(394,800)
City Council Staff Benefits	0	5,200	0	(5,200)
Non-Departmental Benefits Total	0	14,961,080	14,945,570	(15,510)
General Fund Overhead	7,729,790	7,813,040	7,624,230	(188,810)
Non-Departmental Accounts				
Audit and Examiner's Fees	305,720	305,720	555,720	250,000
Hamco Treasurer & Auditor Fees	610,000	610,000	600,000	(10,000)
County Clerk Fees	365,000	365,000	175,000	(190,000)
Election Expense	110,000	325,000	110,000	(215,000)
Judgments Against the City	900,000	900,000	770,000	(130,000)
Enterprise Software and Licenses	0	1,173,250	2,657,770	1,484,520
Memberships & Lobbyists	50,000	213,400	213,400	0
HUD Section 108 Debt Service	565,310	632,630	645,590	12,960
Mayor's Office Obligations	10,000	160,000	160,000	0
Manager's Office Obligations	50,000	50,000	100,000	50,000
Downtown Spec Improve District	112,000	112,000	112,000	0
Cincinnati Public Schools	0	5,000,000	5,000,000	0
Cincinnati Music Hall	100,000	100,000	100,000	0
Port Authority of Greater Cincinnati	525,000	700,000	700,000	0
Property Investment Reim. Agreements	2,600,000	2,600,000	2,000,000	(600,000)
Non-Departmental Accounts Total	6,303,030	13,247,000	13,899,480	652,480
Reserve for Contingencies	850,000	3,100,000	1,300,000	(1,800,000)
Total	14,882,820	39,121,120	37,769,280	(1,351,840)

Departmental Budgets

General Fund Budget Summary



General Fund Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
City Council	2,127,400	1,996,760	2,040,460	43,690
Office of the Mayor	679,960	597,700	606,880	9,180
Clerk of Council	716,870	743,120	767,180	24,060
City Manager	6,170,420	7,139,730	8,962,880	1,823,160
Citizen Complaint and Internal Audit	1,050,280	953,470	970,790	17,320
Community Development	5,365,910	5,779,120	5,336,800	(42,320)
Enterprise Technology Solutions	5,602,280	4,459,350	5,463,910	1,004,560
Finance	7,132,240	7,345,540	7,630,300	284,760
Fire	98,662,160	94,358,450	93,876,010	(482,440)
Health	19,450,210	20,128,510	21,081,480	952,970
Human Resources	1,984,130	1,922,450	1,786,350	(136,100)
Law	5,909,840	5,787,220	6,104,740	317,520
Parks	5,830,390	8,151,190	8,158,920	7,730
Planning and Buildings	5,827,840	5,752,600	5,950,040	197,440
Police	146,175,220	132,888,620	137,486,250	4,597,630
Public Services	20,015,980	19,963,240	18,074,900	(1,888,330)
Recreation	15,468,130	16,338,870	16,897,870	559,000
Transportation & Engineering	1,688,840	3,563,290	3,262,720	(300,570)
Department Total	349,858,100	337,869,230	344,458,480	6,589,260
Non-Departmental Benefits	0	10,651,270	10,299,870	(351,400)
Non-Departmental Accounts	5,520,000	12,334,900	13,148,170	813,270
Reserve for Contingencies	500,000	2,800,000	1,000,000	(1,800,000)
Non-Departmental Budgets Total	6,020,000	25,786,170	24,448,040	(1,338,130)
Grand Total	355,878,100	363,655,400	368,906,520	5,251,130



Recommended Staffing Plan

	General Fund			Restricted Funds			All Funds		
	2011	2012	2013	2011	2012	2013	2011	2012	2013
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	32.00	40.01	51.63	12.00	17.99	8.37	44.00	58.00	60.00
Citizen Complaint and Internal Audit	10.10	9.73	10.00	0.00	0.27	0.00	10.10	10.00	10.00
Community Development	48.50	42.85	41.50	23.00	15.65	21.40	71.50	58.50	62.90
Enterprise Services	0.00	0.00	0.00	44.50	36.85	0.00	44.50	36.85	0.00
Enterprise Technology Solutions	31.00	29.00	49.00	70.00	71.00	50.00	101.00	100.00	99.00
Finance	75.75	73.48	71.49	33.00	34.57	31.46	108.75	108.05	102.95
Fire	842.00	845.00	825.00	1.00	1.00	1.00	843.00	846.00	826.00
Health	209.90	225.22	219.63	211.70	197.43	183.98	421.60	422.65	403.61
Human Resources	20.10	22.10	19.10	3.00	3.00	3.00	23.10	25.10	22.10
Law	60.20	61.20	60.20	10.00	8.00	8.00	70.20	69.20	68.20
Parks	106.33	119.83	126.83	61.40	66.40	67.40	167.73	186.23	194.23
Planning and Buildings	62.00	63.00	65.00	6.00	6.00	6.00	68.00	69.00	71.00
Police	1,365.00	1,341.00	1,349.00	1.00	0.00	0.00	1,366.00	1,341.00	1,349.00
Public Services	146.00	134.38	141.00	299.50	299.12	301.00	445.50	433.50	442.00
Recreation	206.29	262.54	271.27	102.07	148.84	147.26	308.36	411.38	418.53
Retirement	0.00	0.00	0.00	9.00	10.00	10.00	9.00	10.00	10.00
Sewers	0.00	0.00	0.00	753.00	764.08	770.00	753.00	764.08	770.00
Transportation & Engineering	71.00	24.86	13.65	103.00	148.50	159.35	174.00	173.36	173.00
Water Works	0.00	0.00	0.00	611.36	610.16	625.06	611.36	610.16	625.06
Total	3,328.17	3,336.20	3,356.30	2,354.53	2,438.86	2,393.28	5,682.70	5,775.06	5,749.58
Police Sworn	1,070.00	1,042.00	1,006.00	0.00	0.00	0.00	1,070.00	1,042.00	1,006.00
Fire Sworn	816.00	817.00	794.00	0.00	0.00	0.00	816.00	817.00	794.00
Non-Sworn	1,442.17	1,477.20	1,556.30	2,354.53	2,438.86	2,393.28	3,796.70	3,916.06	3,949.58

Departmental Budgets

2013 Continuation Budget / 2013 Recommended Budget Comparison



2013 Continuation Budget / 2013 Recommended Budget Comparison

	2013 Continuation Budget	2013 Recommended Budget	% Change 2013 Rec to 2013 Cont
Police	\$137,050,960	\$137,486,250	0.3%
Fire	\$96,081,880	\$93,876,010	-2.3%
Public Safety Sub-Total	\$233,132,840	\$231,362,260	-0.8%
Health	\$21,078,190	\$21,081,480	0.0%
Public Services	\$18,814,880	\$18,074,900	-3.9%
Recreation	\$17,346,900	\$16,897,870	-2.6%
Parks	\$9,039,600	\$8,158,920	-9.7%
City Manager's Office	\$8,218,080	\$8,962,880	9.1%
Finance	\$7,477,990	\$7,630,300	2.0%
Law	\$5,957,450	\$6,104,740	2.5%
Planning & Buildings	\$5,946,340	\$5,950,040	0.1%
Community Development	\$5,939,060	\$5,336,800	-10.1%
Enterprise Technology Solutions	\$5,375,490	\$5,463,910	1.6%
Transportation & Engineering	\$3,673,200	\$3,262,720	-11.2%
City Council	\$2,040,800	\$2,040,460	-0.0%
Human Resources	\$1,956,480	\$1,786,350	-8.7%
Citizen Complaint & Internal Audit	\$1,019,640	\$970,790	-4.8%
Clerk of Council	\$767,140	\$767,180	0.0%
Office of the Mayor	\$606,940	\$606,880	-0.0%
Non-Public Safety Sub-Total	\$115,258,180	\$113,096,220	-1.9%
Total Departmental Budgets	\$348,391,020	\$344,458,480	-1.1%
Employee Benefits	\$11,205,600	\$10,299,870	-8.1%
Non-Departmental	\$16,599,540	\$14,148,170	-14.8%
Total General Fund Budget	\$376,196,160	\$368,906,520	-100.0%



Departmental Budgets

All Funds Operating Budget Summary - By Type

All Funds Operating Budget Summary - By Type

Agency/Account	General Fund	Principal Restricted Funds	Other Restricted Fund	CDBG Funds	Total Operating
City Council	2,040,460	0	0	0	2,040,460
Office of the Mayor	606,880	0	0	0	606,880
Clerk of Council	767,180	0	0	0	767,180
City Manager	8,962,880	4,757,240	260,010	254,970	14,235,100
Citizen Complaint and Internal Audit	970,790	0	0	0	970,790
Community Development	5,336,800	0	54,220	1,226,050	6,617,070
Enterprise Services	0	7,461,190	0	0	7,461,190
Enterprise Technology Solutions	5,463,910	750,720	8,331,750	0	14,546,390
Finance	7,630,300	95,435,810	646,180	163,070	103,875,350
Fire	93,876,010	0	94,910	0	93,970,920
Health	21,081,480	5,138,850	14,401,420	0	40,621,750
Human Resources	1,786,350	322,210	0	0	2,108,560
Law	6,104,740	227,080	0	0	6,331,820
Parks	8,158,920	3,736,310	2,992,120	0	14,887,340
Planning and Buildings	5,950,040	67,500	6,380	398,310	6,422,230
Police	137,486,250	0	3,474,260	0	140,960,510
Public Services	18,074,900	19,654,730	73,860	0	37,803,500
Recreation	16,897,870	11,381,800	627,220	0	28,906,880
Retirement	0	0	0	0	0
Sewers	0	211,057,770	0	0	211,057,770
Transportation & Engineering	3,262,720	7,761,610	531,610	0	11,555,940
Water Works	0	128,319,960	0	0	128,319,960
SORTA	0	47,950,000	0	0	47,950,000
Program Total:	344,458,480	544,022,780	31,493,940	2,042,400	922,017,590
Non-Departmental Benefits	10,299,870	4,111,600	444,860	89,240	14,945,570
General Fund Overhead	0	6,862,330	461,900	300,000	7,624,230
Non-Departmental Accounts	13,148,170	100,000	0	651,310	13,899,480
Reserve for Contingencies	1,000,000	300,000	0	0	1,300,000
Program Total:	24,448,040	11,373,930	906,760	1,040,550	37,769,280
Grand Total	368,906,520	555,396,710	32,400,700	3,082,950	959,786,870

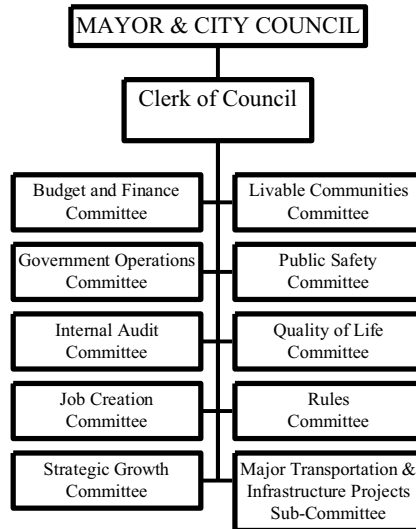


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City Council

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,414,410	1,414,730	1,414,400	(340)
Employee Benefits	655,840	523,890	566,030	42,140
Other Expenses	57,150	58,140	60,030	1,890
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,127,400	1,996,760	2,040,460	43,690
Internal Service Funds	0	0	0	0
Total	2,127,400	1,996,760	2,040,460	43,690
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



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,414,410	1,414,730	1,414,400	(340)
Employee Benefits	655,840	523,890	566,030	42,140
Other Expenses	57,150	58,140	60,030	1,890
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,127,400	1,996,760	2,040,460	43,690
Internal Service Funds	0	0	0	0
Total	2,127,400	1,996,760	2,040,460	43,690
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

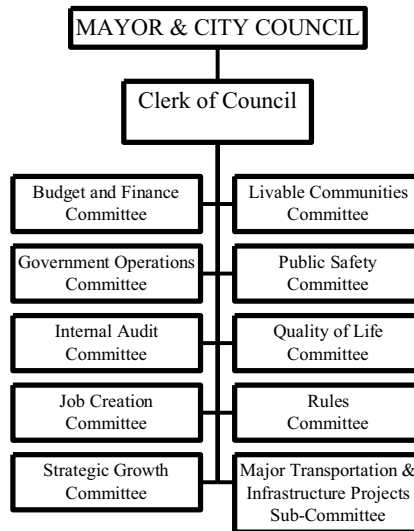
Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
43,690	0.00	All Funds	The City Council program reflects an all funds increase, which is primarily attributable to non-personnel inflation.



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	439,720	440,220	440,410	190
Employee Benefits	202,970	119,540	127,510	7,970
Other Expenses	37,270	37,940	38,960	1,020
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	679,960	597,700	606,880	9,180
Internal Service Funds	0	0	0	0
Total	679,960	597,700	606,880	9,180
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

Departmental Budgets

Office of the Mayor



Department Programs

1. 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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	439,720	440,220	440,410	190
Employee Benefits	202,970	119,540	127,510	7,970
Other Expenses	37,270	37,940	38,960	1,020
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	679,960	597,700	606,880	9,180
Internal Service Funds	0	0	0	0
Total	679,960	597,700	606,880	9,180
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

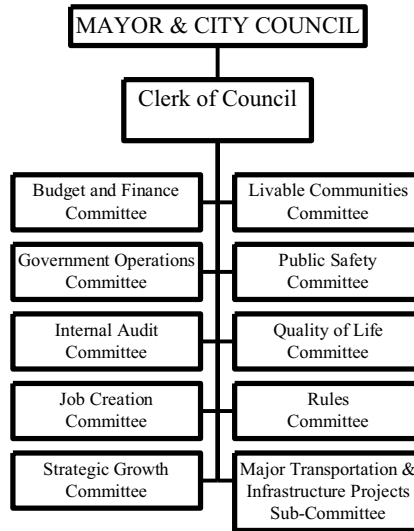
Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
9,280	0.00	All Funds	The Mayor program reflects an all funds increase, which is primarily attributable to inflation.



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	313,600	314,760	314,760	(10)
Employee Benefits	144,480	164,900	180,550	15,650
Other Expenses	258,790	263,450	271,870	8,420
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	716,870	743,110	767,180	24,060
Internal Service Funds	0	0	0	0
Total	716,870	743,110	767,180	24,060
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	10,420	120	0	(120)
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00

Departmental Budgets

Clerk of Council



Department Programs

1. Clerk of Council

Program Summaries

Program 1: Clerk of Council

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

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	313,600	314,760	314,760	(10)
Employee Benefits	144,480	164,900	180,550	15,650
Other Expenses	258,790	263,450	271,870	8,420
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	716,870	743,110	767,180	24,060
Internal Service Funds	0	0	0	0
Total	716,870	743,110	767,180	24,060
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	10,420	120	0	(120)
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00

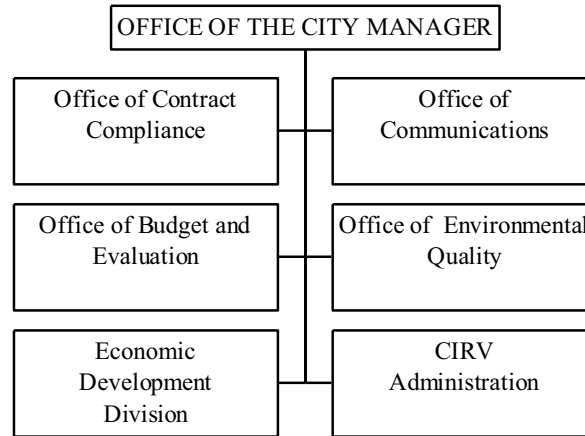
Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
24,060	0.00	All Funds	The Clerk of Council program reflects an all funds increase, which is primarily attributable to inflation.



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	2,884,910	3,270,890	4,153,400	882,520
Employee Benefits	1,341,110	1,155,400	1,721,770	566,380
Other Expenses	3,659,350	4,855,730	8,248,900	3,393,170
Properties	0	0	0	0
Debt Service	0	0	111,020	111,020
Operating Total	7,885,370	9,282,020	14,235,090	4,953,090
Internal Service Funds	246,800	190,390	190,920	530
Total	8,132,170	9,472,410	14,426,010	4,953,620
Capital Projects	3,807,600	59,665,000	103,199,300	43,534,300
Consolidated Plan Projects	2,860,000	2,070,000	2,025,000	(45,000)
Program Revenue	2,500,000	3,051,000	3,125,000	74,000
Total Full-time Equivalent Positions	44.00	58.00	60.00	2.00

Departmental Budgets

City Manager



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	715,850	728,130	771,290	43,160
Employee Benefits	323,270	211,800	258,040	46,250
Other Expenses	241,630	94,200	82,460	(11,740)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,280,750	1,034,130	1,111,790	77,670
Internal Service Funds	0	0	0	0
Total	1,280,750	1,034,130	1,111,790	77,670
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
93,120	0.00	All Funds	The City Manager's Office program reflects an all funds increase which is primarily the result of standard inflationary increases.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(15,450)	0.00	General Fund	This reflects a reduction in local and non-local travel.



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	317,130	553,050	1,484,530	931,490
Employee Benefits	144,760	243,350	710,510	467,160
Other Expenses	412,510	933,410	3,942,380	3,008,970
Properties	0	0	0	0
Debt Service	0	0	111,020	111,020
Operating Total	874,400	1,729,810	6,248,440	4,518,640
Internal Service Funds	0	0	0	0
Total	874,400	1,729,810	6,248,440	4,518,640
Capital Projects	3,665,100	4,368,700	5,116,800	748,100
Consolidated Plan Projects	2,860,000	2,070,000	2,025,000	(45,000)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	7.00	19.00	22.00	3.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
68,500	0.00	All Funds	The Economic Development program reflects an all funds increase which is primarily the result of standard inflationary increases.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
65,750	3.00	General Fund	This represents expenses related to the operation and management of the Parking Concession Agreement, Town Center garage, as well as Third & Central, Renaissance/Hennegan, and John Street parking lots.
1,103,780	0.00	Parking Facilities	This represents reimbursement expenses to the Economic Development Division of the City Manager's Office related to management oversight.
56,090	0.00	Parking Facilities	This reflects reduced reimbursements from the Parking Facilities Fund due to the Parking Concession Agreement.
(56,100)	0.00	General Fund	

Departmental Budgets

City Manager



One-Time Significant Program Changes

2013		Fund	Description
Budget	FTE		
3,302,610	0.00	Parking Facilities	This represents partial year expenses related to the operation and management of on-street parking meters, as well as the operation and management of the following garages and lots: Seventh Street, Elm Street, Fountain Square South, Garfield, Broadway, Third and Butler, and West Central and McFarland, after which these operations will transition to the Parking Concession Agreement.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of 25 major (50+ employees) employers Economic Development conducted Business Retention Visits with in the past year.	Percentage	100.00	100.00	100.00

Performance Objective

Increase employment opportunities in the City of Cincinnati.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of 50 citizens/clients who Economic Development provided technical service assistance/ issue resolution services to in the last year.	Percentage	155.00	100.00	100.00

Performance Objective

Promote economic growth in the City of Cincinnati.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Leverage private capital at an average ratio of 3:1 for each dollar of City funding received on projects each year.	Ratio	7.00:1	3.00:1	3.00:1



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	407,070	411,770	420,940	9,170
Employee Benefits	187,680	162,770	194,900	32,130
Other Expenses	155,020	456,380	137,360	(319,030)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	749,770	1,030,920	753,200	(277,730)
Internal Service Funds	0	0	0	0
Total	749,770	1,030,920	753,200	(277,730)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,500,000	2,700,000	2,700,000	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
22,270	0.00	All Funds	The Office of Communications program reflects an all funds increase which is primarily the result of standard inflationary increases.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(300,000)	0.00	General Fund	This decrease will eliminate Media Bridges funding.

Performance Measures

Performance Objective

Resolve complaints received against Time Warner Cable.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of complaints received against Time Warner Cable that are resolved.	Percentage	95.00	95.00	95.00

Performance Objective

Improve departmental participation in electronic communications with the public.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage increase in agency participation.	Percentage	10.00	10.00	10.00

Departmental Budgets

City Manager



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	914,110	964,080	825,720	(138,360)
Employee Benefits	443,540	325,290	295,610	(29,680)
Other Expenses	127,000	168,220	96,820	(71,400)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,484,650	1,457,590	1,218,150	(239,440)
Internal Service Funds	0	0	0	0
Total	1,484,650	1,457,590	1,218,150	(239,440)
Capital Projects	30,000	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	13.00	13.00	12.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(20,970)	0.40	All Funds	This Office of Budget and Evaluation program reflects an all funds decrease. This decrease is primarily the result of the elimination of funding for the Biennial Economic Forecast which is conducted every other year. As the forecast was last completed in 2012, funding for this purpose will not be necessary again until 2014.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
50,370	1.00	General Fund	
(264,770)	(2.40)	Community Dev Block Grant	This represents the transfer of the HUD Compliance and Monitoring program to the Department of Community Development.
4,000	0.00	Income Tax-Infrastructure	
(29,190)	0.00	General Fund	This adjustment results from increased reimbursements from Income Tax-Infrastructure Fund for eligible staff work.
29,190	0.00	Income Tax-Infrastructure	
26,720	0.00	General Fund	This represents the transfer of the oversight of the SORTA contract to the Department of Transportation & Engineering.
(34,430)	0.00	Income Tax Transit	



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	251,140	265,460	297,890	32,430
Employee Benefits	114,390	79,800	98,160	18,370
Other Expenses	2,425,290	2,671,980	3,097,360	425,380
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,790,820	3,017,240	3,493,410	476,180
Internal Service Funds	246,800	190,390	190,920	530
Total	3,037,620	3,207,630	3,684,330	476,710
Capital Projects	112,500	476,300	752,500	276,200
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	351,000	425,000	74,000
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
231,380	(1.00)	All Funds	This Office of Environmental Quality program reflects an all funds increase, which is primarily the result of a recycling cost adjustment and standard inflationary increases. The change in FTE is related to the elimination of a grant-funded position.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
50,000	0.00	General Fund	This increase will fund the Urban Agriculture program which was previously grant funded.
100,010	1.00	General Fund	This increase will fund a City Energy Manager position to implement additional energy savings with all City departments through Natural Gas Aggregation administrative fee revenues.
150,000	0.00	General Fund	This increase will fund the Greater Cincinnati Energy Alliance program to assist homeowners with energy efficiency improvements through Natural Gas Aggregation administrative fee revenues.
(55,000)	0.00	General Fund	This decrease will change the recycling incentive program from Recyclebank to a lottery-based cash incentive program.

Departmental Budgets

City Manager



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	2011 Actual	2012 Target	2013 Target
Reduce energy use from non-renewable sources by City departments by 1% per year.	Percentage	15.00	1.00	1.00

Performance Objective

Provide city-wide environmental outreach and communication.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage increase in the number of individuals receiving OEQ communication each year.	Percentage	5.00	20.00	20.00

Performance Objective

Enhance city-wide energy management and climate protection practices.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage increase in the number of buildings in the City that are LEED certified.	Percentage	292.00	20.00	20.00
Percentage of the Climate Protection Action Plan's recommendations implemented in accordance with the schedule contained therein.	Percentage	70.00	60.00	60.00

Performance Objective

Promote recycling throughout the City.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage increase in the amount of recyclable material collected as a result of the internal recycling program.	Percentage	146.00	2.00	2.00

Performance Objective

Promote a green fleet throughout the City.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Achieve a 1% reduction in City government fuel usage each year by operating vehicles in a fuel efficient manner.	Yes/No	Yes	Yes	Yes

Performance Objective

Promote environmental regulatory compliance throughout the City.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of City Facilities where an environmental compliance audit was completed in the past calendar year.	Percentage	22.00	50.00	33.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	211,390	338,390	344,130	5,740
Employee Benefits	95,840	132,390	160,460	28,060
Other Expenses	108,220	130,230	275,520	145,300
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	415,450	601,010	780,110	179,100
Internal Service Funds	0	0	0	0
Total	415,450	601,010	780,110	179,100
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	6.00	6.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
26,230	0.00	All Funds	The Office of Contract Compliance program reflects an all funds increase, which is primarily the result of standard inflationary increases.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
71,700	0.00	General Fund	This represents the cost to automate prevailing wage monitoring and Small Business Enterprise program compliance in 2013. This will lead to a reduction of a position once the system is implemented.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
81,070	0.00	General Fund	This increase will fund the General Fund portion of the SRL Consulting contract for Small Business Enterprise services.

Departmental Budgets

City Manager



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	2011 Actual	2012 Target	2013 Target
Percentage of four Outreach Activities to SBE vendors completed.	Percentage	200.00	100.00	100.00

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of all bid documents, proposals, and contracts that contain appropriate language.	Percentage	100.00	95.00	100.00

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of vendor payroll reports submitted to Contract Compliance for examination that were reviewed.	Percentage	95.00	90.00	100.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	68,220	10,000	8,910	(1,090)
Employee Benefits	31,630	0	4,090	4,090
Other Expenses	189,680	401,310	617,000	215,690
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	289,530	411,310	630,000	218,690
Internal Service Funds	0	0	0	0
Total	289,530	411,310	630,000	218,690
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
12,840	0.00	All Funds	The Cincinnati Initiative to Reduce Violence program reflects an all funds increase, which is primarily the result of standard inflationary increases.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
205,850	0.00	General Fund	This increase will provide additional funding for the Cincinnati Initiative to Reduce Violence program.

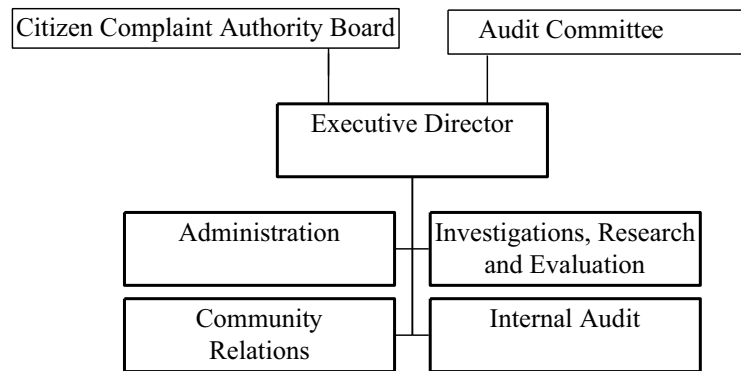


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Citizen Complaint and Internal Audit

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	702,580	668,270	671,060	2,790
Employee Benefits	323,890	253,240	247,440	(5,800)
Other Expenses	55,380	54,910	52,290	(2,620)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,081,850	976,420	970,790	(5,630)
Internal Service Funds	0	0	0	0
Total	1,081,850	976,420	970,790	(5,630)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	10.10	10.00	10.00	0.00

Departmental Budgets

Citizen Complaint and Internal Audit



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	202,510	168,130	209,700	41,570
Employee Benefits	93,440	48,780	45,630	(3,150)
Other Expenses	19,570	16,570	16,690	120
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	315,520	233,480	272,020	38,540
Internal Service Funds	0	0	0	0
Total	315,520	233,480	272,020	38,540
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
53,910	0.00	All Funds	The Investigations, Research, and Evaluation program reflects an all funds increase, which is primarily due to a restoration of two positions to full-time status and an increase in database maintenance.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(15,610)	0.00	General Fund	This represents a decrease in miscellaneous non-personnel line items.



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	2011 Actual	2012 Target	2013 Target
Percentage of investigations completed within 60 days.	Percentage	100.00	100.00	100.00

Departmental Budgets

Citizen Complaint and Internal Audit



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	209,660	209,470	219,510	10,030
Employee Benefits	96,270	77,210	74,780	(2,430)
Other Expenses	19,870	25,880	16,520	(9,360)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	325,800	312,560	310,810	(1,760)
Internal Service Funds	0	0	0	0
Total	325,800	312,560	310,810	(1,760)
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	3.00	3.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(1,770)	0.00	All Funds	The Administration program reflects a General Fund decrease primarily due to miscellaneous adjustments/reductions in non-personnel line items and an adjustment in benefits for CCIA board members.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,620	1,780	1,780	0
Employee Benefits	750	730	760	30
Other Expenses	1,310	1,340	1,380	40
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,680	3,850	3,920	70
Internal Service Funds	0	0	0	0
Total	3,680	3,850	3,920	70
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
70	0.00	All Funds	The Community Relations program reflects an all funds increase, which is primarily the result of standard inflationary increases.

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	2011 Actual	2012 Target	2013 Target
Percentage of increased Public Relations efforts.	Percentage	15.00	15.00	15.00

Departmental Budgets

Citizen Complaint and Internal Audit



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	288,790	288,890	240,070	(48,820)
Employee Benefits	133,430	126,510	126,270	(250)
Other Expenses	14,630	11,120	17,700	6,580
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	436,850	426,520	384,040	(42,490)
Internal Service Funds	0	0	0	0
Total	436,850	426,520	384,040	(42,490)
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	4.00	4.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
15,250	0.00	All Funds	The Internal Audit program reflects an all funds increase which is primarily due to inflation.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
23,810	0.00	General Fund	This represents the transfer of A-133 audits to the Finance Department.
(23,810)	0.00	Community Dev Block Grant	
(56,010)	0.00	General Fund	This represents a decrease by changing the classification of the vacant Internal Audit Manager position to a Supervising Management Analyst.

Performance Measures

Performance Objective

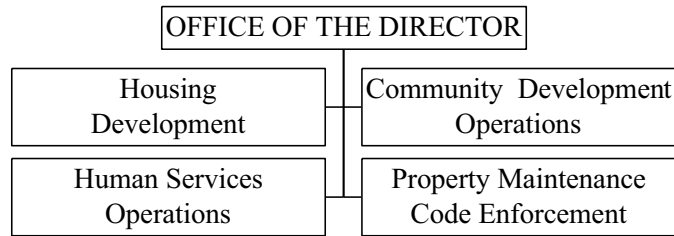
To ensure audits on the approved audit work plan are completed within the scheduled time period.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of approved audit work plan completed.	Percentage	0.00	0.00	90.00



Community Development

The mission of the Department of Community Development is to work with diverse neighborhood partners to seek and leverage funding that enables the City to develop and maintain quality housing and community-based programs.



Departmental Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	2,333,260	2,027,290	2,203,430	176,140
Employee Benefits	1,152,090	1,118,170	1,317,740	199,570
Other Expenses	3,639,450	3,631,270	3,095,900	(535,370)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	7,124,800	6,776,730	6,617,070	(159,660)
Internal Service Funds	0	0	0	0
Total	7,124,800	6,776,730	6,617,070	(159,660)
Capital Projects	4,853,200	3,792,000	6,800,200	3,008,200
Consolidated Plan Projects	12,618,420	10,939,190	9,827,990	(1,111,210)
Program Revenue	809,500	816,500	0	(816,500)
Total Full-time Equivalent Positions	71.50	58.50	62.90	4.40

Departmental Budgets

Community Development



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	104,750	104,750	48,860	(55,890)
Employee Benefits	48,110	62,630	33,730	(28,890)
Other Expenses	1,984,520	2,090,840	1,562,430	(528,420)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,137,380	2,258,220	1,645,020	(613,200)
Internal Service Funds	0	0	0	0
Total	2,137,380	2,258,220	1,645,020	(613,200)
Capital Projects	0	0	0	0
Consolidated Plan Projects	1,030,000	960,000	960,000	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	1.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(2,430)	(1.00)	All Funds	The Operations - Human Services program reflects an all funds increase, which is primarily attributable to inflation built into General Fund contracts with local organizations including the Human Services Policy, Center for Closing the Healthcare Gap, and the Cincinnati Human Relations Commission. This amount is partially offset by a reduction in personnel services due to turn over as well as a reduction in fringe benefits. The change in FTE is due to the transfer of one position to another program.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(610,770)	0.00	General Fund	This reduction would eliminate funding for agencies that fall into the promoting self-sufficiency priority area of the Human Services Policy.



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	2011 Actual	2012 Target	2013 Target
Percentage of Human Services agencies that meet or exceed performance goals outlined in the contract.	Percentage	90.00	90.00	90.00

Departmental Budgets

Community Development



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	287,040	297,910	305,210	7,300
Employee Benefits	153,700	117,170	167,320	50,150
Other Expenses	491,650	715,500	675,900	(39,600)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	932,390	1,130,580	1,148,430	17,850
Internal Service Funds	0	0	0	0
Total	932,390	1,130,580	1,148,430	17,850
Capital Projects	2,575,200	2,861,100	4,277,300	1,416,200
Consolidated Plan Projects	9,663,420	7,854,190	7,222,990	(631,210)
Program Revenue	764,500	756,500	0	(756,500)
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
17,650	0.00	All Funds	The Housing Development program reflects an all funds increase, which is primarily attributable to inflation. This increase is partially offset by an increase in Community Development Block Grant Fund reimbursements.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of 1,500 owner occupied housing units rehabilitated through City programs.	Percentage	100.80	100.00	100.00

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of 4,550 households served through Emergency Shelter Grant and Housing Persons With AIDS programs.	Percentage	99.82	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	687,610	580,050	783,670	203,620
Employee Benefits	374,450	132,830	255,540	122,710
Other Expenses	831,120	684,380	706,920	22,540
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,893,180	1,397,260	1,746,130	348,870
Internal Service Funds	0	0	0	0
Total	1,893,180	1,397,260	1,746,130	348,870
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	45,000	60,000	0	(60,000)
Total Full-time Equivalent Positions	11.00	9.00	12.40	3.40

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
82,440	1.00	All Funds	The Community Development Operations program reflects an all funds increase, which is primarily attributable to inflation. The change in FTE is due to the transfer of one position from another program.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
265,770	2.40	Community Dev Block Grant	This represents the transfer of compliance and monitoring of United States Department of Housing and Urban Development grants from the Office of Budget and Evaluation to the Department of Community Development.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
300	0.00	General Fund	This increase provides funding for expenses related to fleet services.

Departmental Budgets

Community Development



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	2011 Actual	2012 Target	2013 Target
Ratio of leveraged funds to City funds each year.	Ratio	4.86:1	4.00:1	4.00:1

Performance Objective

Provide excellent service to internal and external customers.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of contracts processed within five days of receipt of properly completed information from Community Development Analysts	Percentage	N/A	90.00	80.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	205,490	0	0	0
Employee Benefits	99,860	0	0	0
Other Expenses	195,120	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	500,470	0	0	0
Internal Service Funds	0	0	0	0
Total	500,470	0	0	0
Capital Projects	2,053,000	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	11.00	0.00	0.00	0.00

Departmental Budgets

Community Development



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,048,370	1,044,580	1,065,680	21,100
Employee Benefits	475,970	805,550	861,150	55,600
Other Expenses	137,040	140,550	150,660	10,110
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,661,380	1,990,680	2,077,490	86,810
Internal Service Funds	0	0	0	0
Total	1,661,380	1,990,680	2,077,490	86,810
Capital Projects	225,000	297,500	2,117,500	1,820,000
Consolidated Plan Projects	1,925,000	2,125,000	1,645,000	(480,000)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	32.50	32.50	34.50	2.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
83,110	0.00	All Funds	The Property Maintenance Code Enforcement (PMCE) program reflects an all funds increase, which is primarily due to an increase in postal costs and general inflation.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
2,550	2.00	General Fund	This increase would provide for the Vacant Foreclosed Residential Property Registration Program. The costs are offset by fees from the program.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
420	0.00	General Fund	This increase provides funding for expenses related to fleet services.

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	2011 Actual	2012 Target	2013 Target
Percentage of code violations brought into voluntary compliance prior to initiation of administrative or judicial action.	Percentage	35.00	40.00	40.00



Performance Objective

To barricade open vacant buildings within 15 days of the completion of the required owner's notification.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of buildings barricaded within 15 calendar days.	Percentage	98.00	95.00	95.00

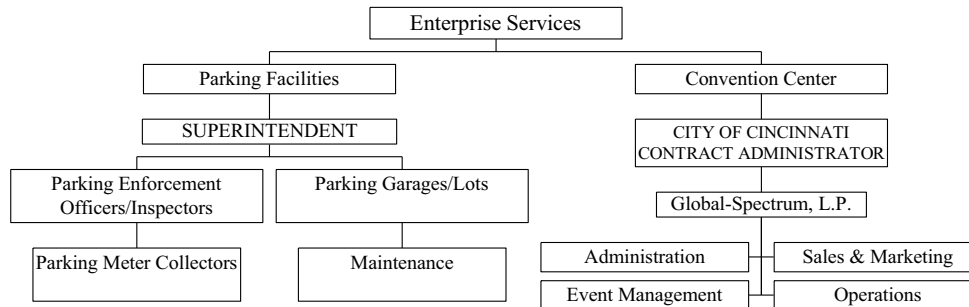


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Enterprise Services

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,732,900	1,494,740	51,800	(1,442,940)
Employee Benefits	781,740	716,390	23,790	(692,600)
Other Expenses	11,772,560	11,015,710	7,314,450	(3,701,260)
Properties	0	0	0	0
Debt Service	450,070	446,770	71,150	(375,620)
Operating Total	14,737,270	13,673,610	7,461,190	(6,212,420)
Internal Service Funds	0	0	0	0
Total	14,737,270	13,673,610	7,461,190	(6,212,420)
Capital Projects	998,300	1,473,000	460,000	(1,013,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	18,501,100	16,470,915	7,687,748	(8,783,167)
Total Full-time Equivalent Positions	44.50	36.85	0.00	(36.85)

Departmental Budgets

Enterprise Services



Department Programs

1. Duke Energy Convention Center
2. On-Street Parking
3. Off-Street Parking
4. Parking Business Services

Program Summaries

Program 1: Duke Energy Convention Center

Description: The Duke Energy Convention Center program oversees the management agreement between Global Spectrum, LP and the City of Cincinnati.

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	0	49,000	51,800	2,800
Employee Benefits	0	20,150	23,790	3,640
Other Expenses	7,169,380	7,008,780	7,314,450	305,670
Properties	0	0	0	0
Debt Service	73,410	72,050	71,150	(900)
Operating Total	7,242,790	7,149,980	7,461,190	311,210
Internal Service Funds	0	0	0	0
Total	7,242,790	7,149,980	7,461,190	311,210
Capital Projects	411,800	230,000	460,000	230,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	7,432,800	7,266,120	7,687,750	421,630
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
224,020	0.00	All Funds	The Duke Energy Convention Center program reflects an all funds increase, which is primarily the result of standard inflationary increases.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
5,800	0.00	Convention Center	This represents an increase in reimbursement expenses to the City Manager's Office related to Duke Energy Convention Center management oversight.
10,780	0.00	Convention Center	This represents an increase in property insurance premiums for the Duke Energy Convention Center building.



One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
70,420	0.00	Convention Center	This represents an increase to contract services expenses related to forecasted events at the Duke Energy Convention Center.
100	0.00	Convention Center	This increase will provide resources for the Convention Center's portion of the City's Enterprise-wide Information Technology (IT) project costs.
90	0.00	Convention Center	This will fund a portion of the SRL Consulting contract for city-wide Small Business Enterprise services.

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	2011 Actual	2012 Target	2013 Target
Customer satisfaction rating of 4.5 or more of customers surveyed.	Whole Number	4.57	4.50	4.50

Performance Objective

Maintain program self-sufficiency by maintaining a fund balance that is five percent of revenue.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Fund balance as a percent of revenue.	Percentage	25.10	5.00	5.00

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage reduction in the amount of energy used by the Convention Center within one year.	Percentage	10.00	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	2011 Actual	2012 Target	2013 Target
Percentage utilization of Small Business Enterprise firms based on contract values.	Percentage	43.00	30.00	30.00

Departmental Budgets

Enterprise Services



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	956,010	844,510	0	(844,510)
Employee Benefits	442,710	447,370	0	(447,370)
Other Expenses	208,180	491,910	0	(491,910)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,606,900	1,783,790	0	(1,783,790)
Internal Service Funds	0	0	0	0
Total	1,606,900	1,783,790	0	(1,783,790)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	3,350,200	3,159,200	0	(3,159,200)
Total Full-time Equivalent Positions	25.00	22.00	0.00	(22.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
147,980	0.00	All Funds	The On-Street Parking program reflects an all funds increase, which is primarily due to a Parking Facilities Fund increase in employee benefit expenses and standard inflationary increases.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(6,430)	0.00	Parking System Facilities	This represents a decrease to Automotive by Municipal Garage expenses.
173,000	0.00	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.
(2,096,300)	(22.00)	Parking System Facilities	This represents the elimination of Parking Facilities Fund supported expenses in the Division of Parking Facilities. Remaining expenses are transferred to the Economic Development Division.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	478,630	324,910	0	(324,910)
Employee Benefits	201,980	163,360	0	(163,360)
Other Expenses	4,308,610	3,435,700	0	(3,435,700)
Properties	0	0	0	0
Debt Service	376,660	374,720	0	(374,720)
Operating Total	5,365,880	4,298,690	0	(4,298,690)
Internal Service Funds	0	0	0	0
Total	5,365,880	4,298,690	0	(4,298,690)
Capital Projects	586,500	1,243,000	0	(1,243,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	7,718,100	6,045,600	0	(6,045,600)
Total Full-time Equivalent Positions	15.50	10.85	0.00	(10.85)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
31,770	0.00	All Funds	The Off-Street Parking program reflects an all funds increase, which is primarily due to a Parking Facilities Fund increase in reimbursements, expert services, taxes, debt service expenses, and standard inflationary increases. This increase is partially offset by a decrease in electric lighting expenses.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(7,320)	0.00	Parking System Facilities	This represents a decrease to Automotive by Municipal Garage expenses.
(4,320,170)	(10.85)	Parking System Facilities	This represents the elimination of Parking Facilities Fund supported expenses in the Division of Parking Facilities. Remaining expenses are transferred to the Economic Development Division.

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	2011 Actual	2012 Target	2013 Target
Turnover ratio.	Ratio	1.22:1	1.24:1	1.24:1

Departmental Budgets

Enterprise Services



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	298,260	276,330	0	(276,330)
Employee Benefits	137,050	85,520	0	(85,520)
Other Expenses	86,390	79,320	0	(79,320)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	521,700	441,170	0	(441,170)
Internal Service Funds	0	0	0	0
Total	521,700	441,170	0	(441,170)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	0.00	(4.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(7,060)	0.00	All Funds	The Parking Business Services program reflects an all funds decrease, which is primarily due to a Parking Facilities Fund decrease in data processing expenses. This decrease is partially offset by an increase in employee benefits and standard inflationary increases.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(2,250)	0.00	Parking System Facilities	This represents an increase to Automotive by Municipal Garage expenses.
(431,260)	(4.00)	Parking System Facilities	This represents the elimination of Parking Facilities Fund supported expenses in the Division of Parking Facilities. Remaining expenses are transferred to the Economic Development Division.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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	2011 Actual	2012 Target	2013 Target
Percentage response to customer service requests within 24 hours.	Percentage	100.00	100.00	100.00

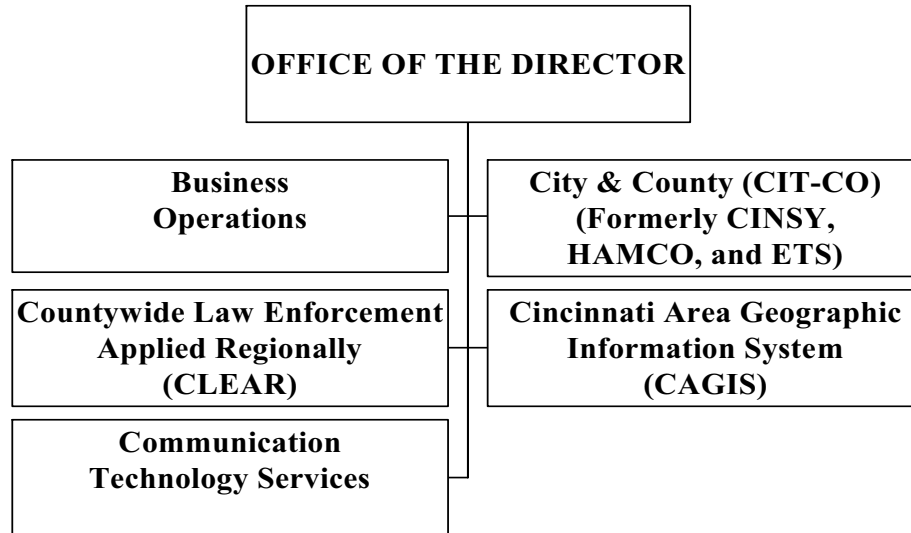


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Enterprise Technology Solutions

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	5,485,510	5,304,370	5,903,270	598,900
Employee Benefits	2,379,590	2,471,730	2,487,710	15,990
Other Expenses	8,805,640	7,534,710	6,119,410	(1,415,300)
Properties	427,220	76,800	36,000	(40,800)
Debt Service	0	0	0	0
Operating Total	17,097,960	15,387,610	14,546,390	(841,210)
Internal Service Funds	2,808,420	1,431,150	3,957,080	2,525,930
Total	19,906,380	16,818,760	18,503,470	1,684,720
Capital Projects	764,600	736,500	1,718,800	982,300
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,078,380	150,000	80,000	(70,000)
Total Full-time Equivalent Positions	101.00	100.00	99.00	(1.00)



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	437,540	367,740	141,050	(226,690)
Employee Benefits	198,710	286,160	98,530	(187,640)
Other Expenses	347,710	186,560	363,370	176,810
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	983,960	840,460	602,950	(237,520)
Internal Service Funds	526,170	0	0	0
Total	1,510,130	840,460	602,950	(237,520)
Capital Projects	125,000	87,500	56,300	(31,200)
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,078,380	150,000	80,000	(70,000)
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
6,220	0.00	All Funds	The ETS Administration program reflects an all funds increase, which is primarily the result of benefit reimbursements as well as fixed charges.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(154,440)	0.00	General Fund	This reduction eliminates funding for an Information Security Computer Systems Analyst position and for an Accountant position due to loss of overhead revenue from Hamilton County.
(90,000)	0.00	General Fund	This represents an increase in reimbursements from Information Security Capital projects for eligible staff development expenses.



Performance Measures

Performance Objective

Ensure payment of responsive vendor invoices within 30 days.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of CFS transactions entered for payment of a responsive invoice within 14 days of receipt.	Percentage	0.00	0.00	95.00

Departmental Budgets

Enterprise Technology Solutions



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,309,220	1,216,880	1,313,090	96,210
Employee Benefits	538,610	434,580	539,450	104,860
Other Expenses	2,878,380	2,493,130	2,826,630	333,500
Properties	315,000	0	0	0
Debt Service	0	0	0	0
Operating Total	5,041,210	4,144,590	4,679,170	534,570
Internal Service Funds	355,450	435,590	165,010	(270,580)
Total	5,396,660	4,580,180	4,844,180	263,990
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	19.00	(2.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
531,170	(1.00)	All Funds	The CLEAR program reflects an all funds increase and decrease of 1.0 FTE due to the transfer of one Computer Systems Analyst within the CLEAR function from the Regional Computer Center Fund, an increased General Fund Overhead line item to reflect 2012 spending, and an increase in the cost of Oracle licenses and other items purchased centrally.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(61,820)	(1.00)	Regional Computer Center	This reduction would eliminate a vacant Information Technology Coordinator position.

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	2011 Actual	2012 Target	2013 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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,401,880	1,420,110	1,457,410	37,300
Employee Benefits	577,080	491,150	573,770	82,630
Other Expenses	2,634,020	2,763,850	2,336,120	(427,730)
Properties	74,000	76,800	36,000	(40,800)
Debt Service	0	0	0	0
Operating Total	4,686,980	4,751,910	4,403,300	(348,600)
Internal Service Funds	0	0	0	0
Total	4,686,980	4,751,910	4,403,300	(348,600)
Capital Projects	147,900	76,200	58,500	(17,700)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	18.00	17.00	18.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(473,160)	0.00	All Funds	The CAGIS program reflects an all funds decrease, which is primarily due to decreases in outside data processing and consulting contracts in order to remain within available resources.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
124,580	1.00	Cinti Area Geographic Info Sys	This represents the transfer of a Computer Systems Analyst position from Customer Service Request (CSR) support to the CAGIS Program which reflects the elimination of the City-only program for a shared program where CAGIS staff supports City and County CSR needs.

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	2011 Actual	2012 Target	2013 Target
Implement at least 10 workflow improvements each year.	Whole Number	10.00	10.00	10.00

Departmental Budgets

Enterprise Technology Solutions



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,628,710	1,709,220	1,882,720	173,510
Employee Benefits	742,330	605,490	767,440	161,950
Other Expenses	1,138,230	311,570	220,660	(90,910)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,509,270	2,626,280	2,870,820	244,550
Internal Service Funds	1,410,110	906,760	1,055,160	148,390
Total	4,919,380	3,533,040	3,925,980	392,940
Capital Projects	271,700	256,800	1,267,300	1,010,500
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	30.00	27.00	28.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
123,600	2.00	All Funds	The CITCO Operations program reflects an all funds increase and an increase of 2.0 FTE. The FTE increase is due to the transfer of a vacant position from the County Law Enforcement Applied Regionally (CLEAR) fund to CITCO and the addition of an Information Technical Systems Manager to facilitate a project for Greater Cincinnati Water Works.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(124,580)	(1.00)	Cinti Area Geographic Info Sys	This represents the transfer of a Computer Systems Analyst position from a Customer Service Request (CSR) support to the CAGIS Program which reflects the elimination of the City-only program for a shared program where CAGIS staff supports City and County CSR needs.
(272,760)	0.00	General Fund	This represents an increase in reimbursements from EGov Capital projects for eligible staff development expenses.
(26,100)	0.00	General Fund	This represents decreased costs related to implementation of hosted email.



Performance Measures

Performance Objective

Increase efficiencies through staff reassignments, staff collaboration, hardware and software deployments, service innovations, etc., resulting in increased service levels and lower costs.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Amount of savings due to increased efficiencies/deployments.	Dollar Amount	0.00	0.00	25,000.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	708,160	590,410	1,108,990	518,570
Employee Benefits	322,860	654,340	508,520	(145,820)
Other Expenses	1,807,300	1,779,600	372,630	(1,406,970)
Properties	38,220	0	0	0
Debt Service	0	0	0	0
Operating Total	2,876,540	3,024,350	1,990,140	(1,034,220)
Internal Service Funds	516,690	88,790	2,736,910	2,648,120
Total	3,393,230	3,113,140	4,727,050	1,613,900
Capital Projects	220,000	316,000	336,700	20,700
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	21.00	25.00	24.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(888,380)	(1.00)	All Funds	The CTS Operations program represents an all funds decrease due primarily to shifting expenses from the Cable Communications Fund to the Regional Computer Fund, an internal service fund. The FTE decrease is due to the elimination of an Administrative Technician position during 2012. The continuation budget includes 19.0 FTE previously under the Cable Communications Fund.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
3,210	0.00	General Fund	This increase provides funding for expenses related to fleet services.
(150,010)	0.00	General Fund	This represents an increase in reimbursements for eligible staff development expenses.

Performance Measures

Performance Objective

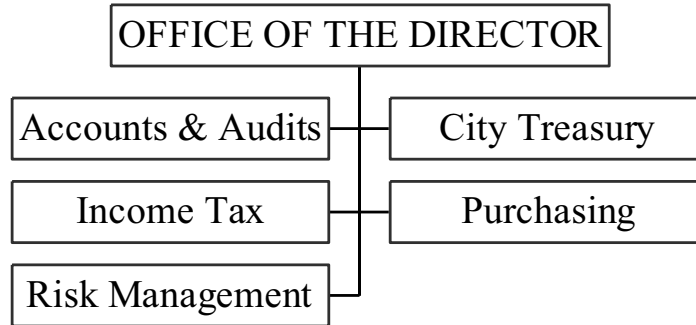
Conduct a detailed review of telecommunication expenses Citywide in order to eliminate unneeded services.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Amount of realized savings per month due to elimination of services that are no longer needed.	Dollar Amount	7,191.00	1,000.00	1,000.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	4,984,930	5,150,680	5,116,320	(34,360)
Employee Benefits	2,251,740	2,193,650	2,377,560	183,910
Other Expenses	3,273,850	3,427,220	3,380,980	(46,250)
Properties	0	0	0	0
Debt Service	78,000,000	93,000,500	93,000,500	0
Operating Total	88,510,520	103,772,050	103,875,360	103,300
Internal Service Funds	4,458,890	4,542,020	4,233,890	(308,130)
Total	92,969,410	108,314,070	108,109,250	(204,830)
Capital Projects	78,000	283,000	10,000	(273,000)
Consolidated Plan Projects	8,000	6,800	2,000	(4,800)
Program Revenue	28,602,790	27,135,718	27,963,894	828,176
Total Full-time Equivalent Positions	108.75	108.05	102.95	(5.10)

Departmental Budgets

Finance



Department Programs

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

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	272,510	319,620	337,700	18,080
Employee Benefits	124,550	91,600	107,700	16,100
Other Expenses	21,150	19,440	19,520	80
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	418,210	430,660	464,920	34,260
Internal Service Funds	0	10,890	10,550	(340)
Total	418,210	441,550	475,470	33,920
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
17,850	0.00	All Funds	The Administration program reflects an all funds increase, which is primarily due to minor personnel and non-personnel adjustments in the Urban Renewal Debt Retirement Fund.



One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
15,950	0.00	Urban Renewal Debt Retirement	This represents the transfer of funding for personnel services to the Administration Program from the Financial Reporting and Monitoring Program.

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	2011 Actual	2012 Target	2013 Target
General Obligation Bond ratings of Aa1/AA+ or better.	Yes/No	Yes	Yes	Yes

Departmental Budgets



Finance

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,083,740	1,157,510	1,364,740	207,240
Employee Benefits	537,270	487,560	629,530	141,980
Other Expenses	506,940	501,490	415,720	(85,780)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,127,950	2,146,560	2,409,990	263,440
Internal Service Funds	0	8,650	0	(8,650)
Total	2,127,950	2,155,210	2,409,990	254,790
Capital Projects	0	228,000	0	(228,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	750	750	0	(750)
Total Full-time Equivalent Positions	18.00	19.29	18.15	(1.14)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(71,320)	(1.14)	All Funds	The Financial Reporting and Monitoring program reflects an all funds decrease, which is due primarily to a reduction in payments to the Board of Education. The decrease in FTE is due to the elimination of a vacant part-time Senior Accountant position and other minor personnel adjustments.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
34,140	0.00	General Fund	This represents the transfer of funding for personnel services to Financial Reporting and Monitoring from Payroll Preparation.
18,310	0.00	Community Dev Block Grant	This represents the transfer of the A-133 audit reviews from Internal Audit.
296,810	0.00	General Fund	This represents an increase in resources to assist with preparation for the City's upcoming fiscal year change.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(15,950)	0.00	Urban Renewal Debt Retirement	This represents the transfer of funding for personnel services to the Administration Program from the Financial Reporting and Monitoring Program.



Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Unqualified (Clean) Audit Opinion for the Comprehensive Annual Financial Review (CAFR).	Yes/No	Yes	Yes	Yes

Departmental Budgets

Finance



Program 3: Payroll Preparation

Description: Processes biweekly payroll for approximately 6,500 employees, interprets and implements government regulations, and reconciles all employee deductions and tax deposits.

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

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	134,800	136,930	112,730	(24,200)
Employee Benefits	62,040	51,030	43,110	(7,920)
Other Expenses	6,560	6,630	6,910	280
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	203,400	194,590	162,750	(31,840)
Internal Service Funds	0	0	0	0
Total	203,400	194,590	162,750	(31,840)
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
2,300	0.00	All Funds	The Payroll Preparation program reflects an all funds increase, which is due to minor personnel and non-personnel adjustments.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(34,140)	0.00	General Fund	This represents the transfer of funding for personnel services to Financial Reporting and Monitoring from Payroll Preparation.

Performance Measures

Performance Objective

To issue all payroll checks on the established pay dates.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	199,020	158,490	161,240	2,750
Employee Benefits	0	79,200	89,410	10,210
Other Expenses	1,696,170	1,690,610	1,740,790	50,180
Properties	0	0	0	0
Debt Service	78,000,000	93,000,500	93,000,500	0
Operating Total	79,895,190	94,928,800	94,991,940	63,140
Internal Service Funds	0	0	0	0
Total	79,895,190	94,928,800	94,991,940	63,140
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	20,636,000	19,946,970	20,430,190	483,230
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
63,150	0.00	All Funds	The Debt Management program reflects an all funds increase, which is primarily due to an increase in fees and charges related to debt service.

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	2011 Actual	2012 Target	2013 Target
Percentage of debt service payments remitted on time.	Percentage	100.00	100.00	100.00

Departmental Budgets



Finance

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	219,500	346,370	353,680	7,300
Employee Benefits	100,390	178,890	168,550	(10,330)
Other Expenses	100,980	195,340	224,470	29,130
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	420,870	720,600	746,700	26,100
Internal Service Funds	0	0	0	0
Total	420,870	720,600	746,700	26,100
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	6.00	6.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
26,110	0.00	All Funds	The Cash Management/Banking program reflects an all funds increase, which is primarily attributable to an increase in banking service fees.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
27,960	0.00	General Fund	This adjustment is due to the elimination of reimbursements from the Parking Facilities Fund due to the franchising of the City parking operations.
(27,960)	0.00	Parking System Facilities	

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	2011 Actual	2012 Target	2013 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	2011 Actual	2012 Target	2013 Target
Percentage of all payments made electronically.	Percentage	29.60	35.00	35.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	51,380	55,050	46,790	(8,260)
Employee Benefits	23,590	16,200	25,940	9,740
Other Expenses	25,210	105,610	161,090	55,480
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	100,180	176,860	233,820	56,960
Internal Service Funds	0	0	0	0
Total	100,180	176,860	233,820	56,960
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
(5,290)	0.00	All Funds	The Delinquent Accounts program reflects an all funds decrease, which is primarily due to personnel savings.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
10,000	0.00	General Fund	This increase in the General Fund will provide for an anticipated increase in collection agency fees.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
52,250	0.00	General Fund	This represents the transfer of funding for non-personnel services to the Treasury Division from the Income Tax Division.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of past due accounts referred between 120 and 130 days to the total number of past due accounts.	Percentage	80.00	75.00	75.00

Departmental Budgets

Finance



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	42,350	76,810	77,840	1,030
Employee Benefits	19,410	32,560	36,280	3,720
Other Expenses	9,510	9,770	7,680	(2,090)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	71,270	119,140	121,800	2,660
Internal Service Funds	0	0	0	0
Total	71,270	119,140	121,800	2,660
Capital Projects	0	46,600	10,000	(36,600)
Consolidated Plan Projects	0	0	0	0
Program Revenue	4,394,550	4,088,000	4,233,700	145,700
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
2,650	0.00	All Funds	The Licensing, Admission Tax & Transient Occupancy Tax program represents an all funds increase, which is primarily due to inflation.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of license applications mailed 30 days prior to license expiration.	Percentage	99.00	98.00	98.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	89,080	90,840	59,120	(31,710)
Employee Benefits	41,360	47,790	29,060	(18,730)
Other Expenses	74,720	50,740	21,680	(29,060)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	205,160	189,370	109,860	(79,500)
Internal Service Funds	0	0	0	0
Total	205,160	189,370	109,860	(79,500)
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
6,330	0.00	All Funds	The Parking Revenue Collections program represents an all funds increase, which is due to an increase in armored car service fees.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
109,890	2.00	General Fund	This represents the elimination and transfer of Parking Facilities Fund supported expenses in the Treasury Division due to franchising of parking meter collections.
(192,970)	(2.00)	Parking System Facilities	

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	2011 Actual	2012 Target	2013 Target
Percentage of days deposits are delivered within one day relative to total number of business days.	Percentage	97.00	97.00	97.00

Departmental Budgets

Finance



Program 9: CDBG Loan Program

Description: This program was consolidated with the Licensing, Admission Tax & Transient Occupancy Tax program in 2012.

Goal: See the Licensing, Admission Tax & Transient Occupancy Tax program for more information.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	18,160	0	0	0
Employee Benefits	10,790	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	28,950	0	0	0
Internal Service Funds	0	0	0	0
Total	28,950	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	0.00	0.00	0.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	129,400	131,730	135,950	4,220
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	129,400	131,730	135,950	4,220
Internal Service Funds	1,721,440	1,910,190	2,001,800	91,610
Total	1,850,840	2,041,920	2,137,750	95,830
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	700,000	700,000	1,300,000	600,000
Total Full-time Equivalent Positions	14.00	14.00	14.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
4,220	0.00	All Funds	The Risk Management program reflects an all funds increase, which is due to an increase in property insurance premiums.

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	2011 Actual	2012 Target	2013 Target
Percentage of renewals where premium amount remained the same or was reduced.	Percentage	100.00	75.00	75.00

Performance Objective

To effectively manage the City's Workers Compensation Program.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Workers compensation rate per \$100 of payroll.	Dollar Amount	1.18	2.00	2.00

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of employees participating in health and wellness program (an intra-City partnership).	Percentage	61.00	65.00	65.00

Departmental Budgets



Finance

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	2,278,600	2,218,370	2,015,110	(203,250)
Employee Benefits	1,043,570	964,350	961,950	(2,400)
Other Expenses	588,320	598,900	526,420	(72,480)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,910,490	3,781,620	3,503,480	(278,130)
Internal Service Funds	0	0	0	0
Total	3,910,490	3,781,620	3,503,480	(278,130)
Capital Projects	0	0	0	0
Consolidated Plan Projects	8,000	6,800	2,000	(4,800)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	40.75	39.75	35.80	(3.95)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
123,610	0.05	All Funds	The Income Tax program reflects an all funds increase, which is primarily due to an increase in employee benefits and software license fees. The increase in FTE reflects minor personnel adjustments.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(52,250)	0.00	General Fund	This represents the transfer of funding for non-personnel services to the Treasury Division from the Income Tax Division.
(55,660)	(1.00)	General Fund	This represents the elimination of a vacant clerical position in the Document Management Program.
(85,030)	(1.00)	General Fund	This represents the elimination of one vacant Senior Accountant position in the Collections Program.
(85,030)	(1.00)	General Fund	This represents the elimination of one vacant Senior Accountant Position in the Taxpayer Service & Education Program.
(85,030)	(1.00)	General Fund	This represents the elimination of one vacant Senior Accountant position in the Compliance Program.
(41,650)	0.00	General Fund	This represents a reduction in Enterprise Technology Services expenses.



Performance Measures

Performance Objective

To provide timely and effective customer service.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of incoming calls answered within 30 seconds.	Percentage	93.70	90.00	90.00
Percentage of customers who were satisfied or very satisfied with the Income Tax Division's services as indicated by the Customer Satisfaction Survey.	Percentage	85.50	85.00	85.00

Departmental Budgets

Finance



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	595,790	590,700	587,360	(3,340)
Employee Benefits	288,770	244,480	286,020	41,540
Other Expenses	114,890	116,960	120,750	3,790
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	999,450	952,140	994,130	41,990
Internal Service Funds	0	86,860	0	(86,860)
Total	999,450	1,039,000	994,130	(44,870)
Capital Projects	78,000	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	100,000	0	0	0
Total Full-time Equivalent Positions	11.00	11.01	11.00	(0.01)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
42,060	(0.01)	All Funds	The Procurement program reflects an all funds increase, which is due to an increase in employee benefits.

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	2011 Actual	2012 Target	2013 Target
Percentage of contracts awarded within 90 days from start of bid process.	Percentage	78.00	75.00	80.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
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	2,737,450	2,525,430	2,221,540	(303,890)
Total	2,737,450	2,525,430	2,221,540	(303,890)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,771,490	2,400,000	2,000,000	(400,000)
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
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. The Printing and Stores program reflects an internal service funds decrease, which is due to a reduction in postage and supplies costs.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of office supply orders delivered within two business days of the purchase.	Percentage	98.00	95.00	95.00

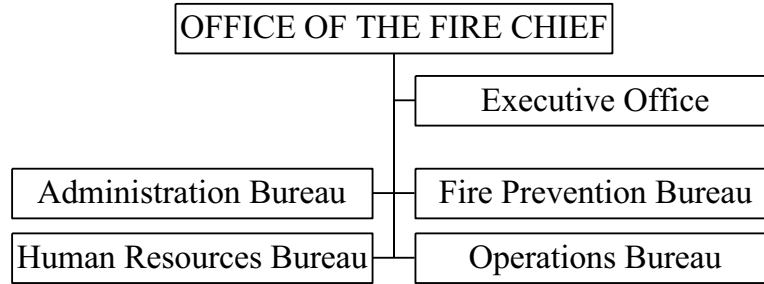


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Fire

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	62,387,190	58,088,150	57,047,860	(1,040,290)
Employee Benefits	28,604,700	28,233,480	27,773,430	(460,050)
Other Expenses	7,611,930	7,931,260	8,930,510	999,250
Properties	96,260	97,990	140,500	42,510
Debt Service	81,130	79,630	78,630	(1,000)
Operating Total	98,781,210	94,430,510	93,970,930	(459,580)
Internal Service Funds	0	0	0	0
Total	98,781,210	94,430,510	93,970,930	(459,580)
Capital Projects	366,900	381,400	1,257,600	876,200
Consolidated Plan Projects	0	0	0	0
Program Revenue	5,728,000	7,200,000	7,150,000	(50,000)
Total Full-time Equivalent Positions	843.00	846.00	826.00	(20.00)

Departmental Budgets

Fire



Department Programs

1. Financial Management and Planning
2. Support Services
3. Prevention and Community Education
4. Human Resources
5. Response

Program Summaries

Program 1: Financial Management and Planning

Description: This program sustains departmental functions through prudent oversight of available funding and management of activities necessary to meet financial obligations. This program also pursues resources through grants administration.

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

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	793,880	700,660	662,160	(38,500)
Employee Benefits	362,920	301,020	298,890	(2,130)
Other Expenses	82,020	45,260	47,610	2,350
Properties	72,920	19,150	19,760	610
Debt Service	0	0	0	0
Operating Total	1,311,740	1,066,090	1,028,420	(37,670)
Internal Service Funds	0	0	0	0
Total	1,311,740	1,066,090	1,028,420	(37,670)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	9.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(39,970)	(1.00)	All Funds	The Financial Management and Planning program reflects an all funds decrease, which is primarily the result of the transfer of 1.0 FTE to another program within the department.

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	2011 Actual	2012 Target	2013 Target
Percentage of grants applied for that do not require matching funds.	Percentage	83.00	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,416,040	1,656,310	1,237,870	(418,440)
Employee Benefits	641,870	659,620	573,590	(86,040)
Other Expenses	421,030	473,590	446,190	(27,400)
Properties	7,200	31,640	72,030	40,390
Debt Service	0	0	0	0
Operating Total	2,486,140	2,821,160	2,329,680	(491,490)
Internal Service Funds	0	0	0	0
Total	2,486,140	2,821,160	2,329,680	(491,490)
Capital Projects	0	107,800	100,000	(7,800)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	17.00	19.00	17.00	(2.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(210,690)	(2.00)	All Funds	The Support Services program reflects an all funds decrease, which is primarily the result of the transfer of 2.0 FTE to another program within the department, a reduction in overtime costs, miscellaneous contractual reductions, and a reduction in software licensing fees.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(221,230)	0.00	General Fund	This represents a transfer of paramedic certification pay to Response from Support Services.

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	2011 Actual	2012 Target	2013 Target
Percentage of Advanced Life Support (ALS) runs responded to within 8 minutes or less.	Percentage	91.00	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	2011 Actual	2012 Target	2013 Target
Percentage of Basic Life Support (BLS) runs responded to within five minutes or less.	Percentage	64.00	90.00	90.00

Departmental Budgets



Fire

Program 3: Prevention and Community Education

Description: This program provides fire prevention inspections and enforcement of the Fire Prevention Code. This program also provides fire education programs and safety information to the public.

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

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	2,306,720	2,508,060	1,801,100	(706,960)
Employee Benefits	1,039,860	1,038,900	842,220	(196,690)
Other Expenses	273,370	273,290	284,880	11,600
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,619,950	3,820,250	2,928,200	(892,050)
Internal Service Funds	0	0	0	0
Total	3,619,950	3,820,250	2,928,200	(892,050)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	208,000	200,000	150,000	(50,000)
Total Full-time Equivalent Positions	26.00	26.00	23.00	(3.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(324,720)	(3.00)	All Funds	The Fire Prevention and Community Education program reflects an all funds decrease, which is primarily the result of the transfer of 3.0 FTE to another program within the department.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(453,770)	0.00	General Fund	This represents a transfer of paramedic certification pay to Response from Prevention and Community Education.

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	2011 Actual	2012 Target	2013 Target
Percentage of Fire Prevention Bureau structure inspection goals completed (goal is 92,000).	Percentage	87.00	100.00	100.00
Percentage of requests for the education of school children met (goal is 8,000 children).	Percentage	168.00	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,222,000	1,638,160	1,074,660	(563,510)
Employee Benefits	556,650	601,530	463,090	(138,440)
Other Expenses	309,390	999,860	367,200	(632,670)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,088,040	3,239,550	1,904,950	(1,334,620)
Internal Service Funds	0	0	0	0
Total	2,088,040	3,239,550	1,904,950	(1,334,620)
Capital Projects	0	121,500	0	(121,500)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	14.00	16.00	13.00	(3.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(926,920)	(3.00)	All Funds	The Human Resources program reflects an all funds decrease, which is primarily the result of the transfer of 3.0 FTE, the transfer of funding for continuing education to allow sworn employees within the department to maintain Emergency Medical Technician (EMT) and paramedic certification, and the transfer of emergency medical services (EMS) billing functions and EMS equipment maintenance functions to the Response program.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(323,630)	0.00	General Fund	This represents the transfer of paramedic certification pay to the Response program from the Human Resources program.

Performance Measures

Performance Objective

Maintain a low employee injury rate.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage change in recordable injuries based upon National Fire Protection Association (NFPA) standards.	Percentage	(3.00)	(15.00)	(15.00)

Departmental Budgets



Fire

Program 5: Response

Description: This program is reactionary and provides effective fire response, emergency medical services (EMS), and other emergency response services such as hazardous materials response and specialized rescue services.

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

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	56,648,550	51,584,960	52,272,080	687,120
Employee Benefits	26,003,400	25,632,400	25,595,650	(36,750)
Other Expenses	6,526,120	6,139,260	7,784,620	1,645,360
Properties	16,140	47,200	48,710	1,510
Debt Service	81,130	79,630	78,630	(1,000)
Operating Total	89,275,340	83,483,450	85,779,690	2,296,240
Internal Service Funds	0	0	0	0
Total	89,275,340	83,483,450	85,779,690	2,296,240
Capital Projects	366,900	152,100	1,157,600	1,005,500
Consolidated Plan Projects	0	0	0	0
Program Revenue	5,520,000	7,000,000	7,000,000	0
Total Full-time Equivalent Positions	776.00	775.00	764.00	(11.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,602,110	(10.00)	All Funds	The Response program reflects an all funds increase, primarily due to the transfer of 10.0 FTE from other programs within the department, the transfer of funding for continuing education to allow sworn employees within the department to maintain Emergency Medical Technician (EMT) and paramedic certification, and the transfer of emergency medical services (EMS) billing functions and EMS equipment maintenance functions. These increases are partially offset by the elimination of funding and 20.0 FTE due to attrition.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
101,450	0.00	General Fund	This adjustment accounts for the upgrade of three Fire Fighter positions to Safety Captain positions in the Response program. The Safety Captains' primary responsibilities would be to respond to significant emergencies throughout the City and enhance the safety of our fire fighters with regards to NFPA Codes and Standards.
332,020	0.00	General Fund	This increase funds the non-personnel expenses associated with a second recruit class of 40 beginning in 2013. This recruit class would offset some of the attrition in 2013 and 2014 and help mitigate brownouts and overtime. This assumes the 2012 SAFER Grant will cover the personnel costs.
221,230	0.00	General Fund	This represents a transfer of paramedic certification pay to Response from Support Services.
453,770	0.00	General Fund	This represents a transfer of paramedic certification pay to Response from Prevention and Community Education.



On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
323,630	0.00	General Fund	This represents a transfer of paramedic certification pay to Response from Human Resources.
(1,253,840)	0.00	General Fund	This represents an increase of Position Vacancy Allowance savings in 2013. The savings are based on 18 projected separations in 2013.
(200)	0.00	General Fund	This represents the elimination of the Child Seat Installation Program offered by the Cincinnati Fire Department. Other local entities offer this service free of charge to the community.
(84,100)	(1.00)	General Fund	This represents the elimination of the Juvenile Fire Setters Program offered by the Cincinnati Fire Department. This program is offered to the community by other local entities.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
111,440	0.00	General Fund	This increase provides for Fleet Services charges for the Cincinnati 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	2011 Actual	2012 Target	2013 Target
Percentage of occurrences where fire response time is five minutes or less.	Percentage	74.00	90.00	90.00
Percentage of time 14 firefighters are on the scene of initial alarm in less than 9 minutes.	Percentage	70.00	90.00	90.00

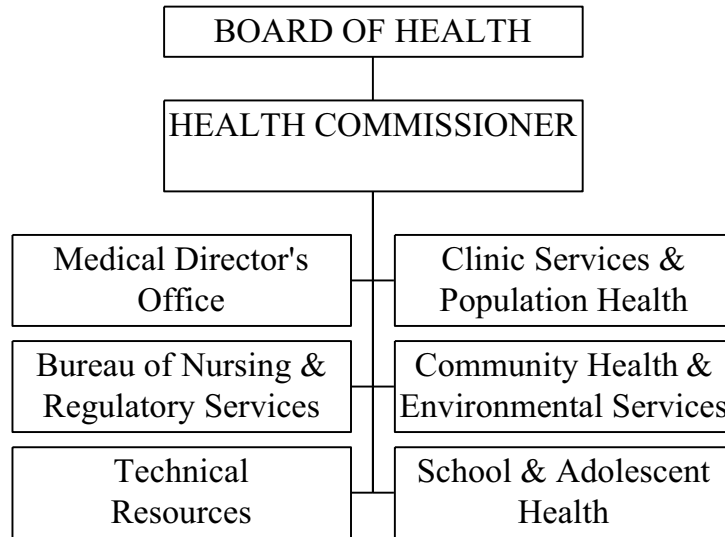


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Health

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	22,703,850	22,943,040	22,302,590	(640,460)
Employee Benefits	9,337,040	9,894,390	10,248,480	354,090
Other Expenses	7,950,290	8,414,110	7,946,280	(467,830)
Properties	3,000	3,000	3,100	100
Debt Service	125,260	122,890	121,310	(1,580)
Operating Total	40,119,440	41,377,430	40,621,760	(755,680)
Internal Service Funds	0	0	0	0
Total	40,119,440	41,377,430	40,621,760	(755,680)
Capital Projects	328,300	350,300	391,900	41,600
Consolidated Plan Projects	727,220	595,000	510,000	(85,000)
Program Revenue	20,020,500	22,674,000	19,281,510	(3,392,490)
Total Full-time Equivalent Positions	421.60	422.65	403.61	(19.04)

Departmental Budgets

Health



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	2,772,640	2,736,090	2,726,540	(9,550)
Employee Benefits	1,257,130	1,124,770	1,182,890	58,120
Other Expenses	1,218,870	1,228,310	1,152,880	(75,430)
Properties	3,000	3,000	3,100	100
Debt Service	125,260	122,890	121,310	(1,580)
Operating Total	5,376,900	5,215,060	5,186,720	(28,340)
Internal Service Funds	0	0	0	0
Total	5,376,900	5,215,060	5,186,720	(28,340)
Capital Projects	238,300	260,300	391,900	131,600
Consolidated Plan Projects	0	0	0	0
Program Revenue	735,000	1,625,000	1,316,000	(309,000)
Total Full-time Equivalent Positions	45.00	45.00	45.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(28,460)	0.00	All Funds	The Health Administration program reflects an all funds decrease primarily due to a reduction in Position Vacancy Adjustment and a reduction in miscellaneous non-personnel line items which is partially offset by increases in employee benefits.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of customer service complaints responded to within 72 hours of receipt.	Percentage	100.00	100.00	100.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	9,287,590	9,318,790	8,676,200	(642,590)
Employee Benefits	3,709,340	3,824,560	3,881,660	57,110
Other Expenses	4,074,780	3,646,600	3,454,920	(191,680)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	17,071,710	16,789,950	16,012,780	(777,160)
Internal Service Funds	0	0	0	0
Total	17,071,710	16,789,950	16,012,780	(777,160)
Capital Projects	0	90,000	0	(90,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	8,985,000	8,909,000	7,075,000	(1,834,000)
Total Full-time Equivalent Positions	151.60	148.95	136.33	(12.62)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(779,100)	(12.62)	All Funds	The Health Centers program reflects an all funds decrease primarily due to the reduction of 12.62 FTE as a result of expiring grants, the award of additional grant and the shifting of FTE between programs to administer and operate these grants. The decrease also reflects reductions in miscellaneous non-personnel line items.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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	N/A	95.00	95.00

Departmental Budgets

Health



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	7,501,560	8,246,640	8,132,940	(113,700)
Employee Benefits	3,209,400	3,795,010	3,823,360	28,350
Other Expenses	2,264,040	3,122,030	2,771,520	(350,510)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	12,975,000	15,163,680	14,727,820	(435,860)
Internal Service Funds	0	0	0	0
Total	12,975,000	15,163,680	14,727,820	(435,860)
Capital Projects	0	0	0	0
Consolidated Plan Projects	727,220	595,000	510,000	(85,000)
Program Revenue	8,420,500	10,304,000	7,029,510	(3,274,490)
Total Full-time Equivalent Positions	167.90	184.05	175.18	(8.87)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(436,090)	(8.87)	All Funds	The Home Health and Community Nursing Program reflects an all funds decrease primarily due a decrease in 8.87 FTE as a result shifting personnel between programs to staff new grants and a corresponding reduction in reimbursements as well as a significant reduction in miscellaneous non-personnel line items related to reductions in the lead abatement grant.

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	2011 Actual	2012 Target	2013 Target
Percentage increase in blood lead level screenings.	Percentage	10.00	1.00	1.00

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	2011 Actual	2012 Target	2013 Target
Percentage increase in the number of home health care visits.	Percentage	(20.00)	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	2,472,670	1,967,530	2,087,220	119,700
Employee Benefits	884,640	850,610	1,031,830	181,220
Other Expenses	161,700	155,550	318,700	163,150
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,519,010	2,973,690	3,437,750	464,070
Internal Service Funds	0	0	0	0
Total	3,519,010	2,973,690	3,437,750	464,070
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,500,000	1,436,000	3,519,000	2,083,000
Total Full-time Equivalent Positions	46.10	34.10	36.10	2.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
465,310	2.00	All Funds	The School and Adolescent Health Program shows an all funds increase primarily due to an increase in 2.0 FTE, inflationary increases in the cost of employee benefits, and increases in miscellaneous non-personnel line items.

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	2011 Actual	2012 Target	2013 Target
Percentage of referrals resolved or in process.	Percentage	88.00	85.00	85.00

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of children receiving the recommended immunizations.	Percentage	96.00	93.00	93.00

Departmental Budgets

Health



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	669,390	674,000	679,680	5,680
Employee Benefits	276,530	299,440	328,740	29,300
Other Expenses	230,900	261,620	248,260	(13,360)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,176,820	1,235,060	1,256,680	21,620
Internal Service Funds	0	0	0	0
Total	1,176,820	1,235,060	1,256,680	21,620
Capital Projects	90,000	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	380,000	400,000	342,000	(58,000)
Total Full-time Equivalent Positions	11.00	10.55	11.00	0.45

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
21,080	0.45	All Funds	The Dental Hygiene program reflects an all funds increase primarily due to inflationary increases in the cost of employee benefits.

Performance Measures

Performance Objective

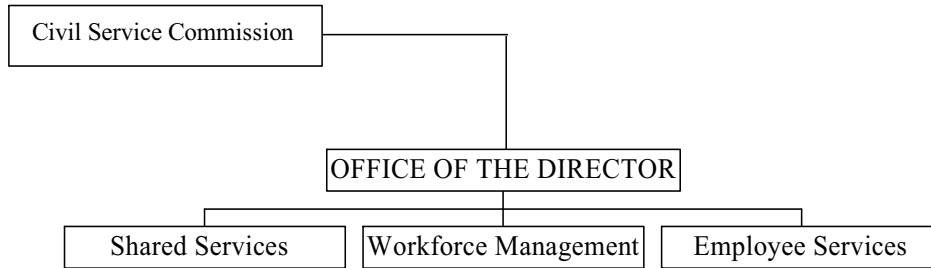
Provide dental hygiene services to all Cincinnatians who are uninsured or underinsured including 4,000 children.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of patients satisfied or very satisfied with dental services according to Health Department Client Satisfaction Survey results.	Percentage	N/A	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,280,330	1,450,020	1,381,200	(68,830)
Employee Benefits	616,790	537,970	576,360	38,380
Other Expenses	346,270	163,040	151,000	(12,030)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,243,390	2,151,030	2,108,560	(42,480)
Internal Service Funds	0	0	0	0
Total	2,243,390	2,151,030	2,108,560	(42,480)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	23.10	25.10	22.10	(3.00)

Departmental Budgets

Human Resources



Department Programs

1. Administration
2. Workforce Management
3. Employee Services
4. Shared Services

Program Summaries

Program 1: Administration

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

Goal: To lead the Human Resources Department in setting the strategic direction to address current and future program goals.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	191,240	193,480	195,740	2,260
Employee Benefits	88,210	61,370	115,790	54,410
Other Expenses	65,380	59,880	45,240	(14,640)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	344,830	314,730	356,770	42,030
Internal Service Funds	0	0	0	0
Total	344,830	314,730	356,770	42,030
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
57,160	0.00	All Funds	This Administration program budget reflects an all funds increase which is primarily the result of standard inflationary increases.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(15,350)	0.00	General Fund	This reflects a decrease in miscellaneous non-personnel expenditures.



Performance Measures

Performance Objective

To ensure system alignment through the development of an HR Strategic Plan

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of Strategic Plan developed	Percentage	N/A	N/A	100.00

Performance Objective

To educate stakeholders on the new direction of the Department of Human Resources

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of stakeholders educated on new HR model	Percentage	N/A	N/A	30.00

Performance Objective

To build a leadership development framework

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of Leadership Framework Developed	Percentage	N/A	N/A	50.00

Performance Objective

To develop and implement Phase II of the Charge for Change initiative

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of Charge for Change II Developed and Implemented	Percentage	N/A	N/A	50.00

Departmental Budgets

Human Resources



Program 2: Workforce Management

Description:

Goal: To acquire and retain the right talent for the right positions with the right skill sets for today and tomorrow.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	601,260	756,420	542,450	(213,960)
Employee Benefits	303,770	305,170	227,540	(77,630)
Other Expenses	49,310	67,640	77,140	9,500
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	954,340	1,129,230	847,130	(282,090)
Internal Service Funds	0	0	0	0
Total	954,340	1,129,230	847,130	(282,090)
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	16.10	11.10	(5.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(225,700)	(4.00)	All Funds	The Workforce Management program reflects an all funds decrease which is primarily due to departmental reorganization. The change in FTE is related to the correction of 1.0 FTE to Civil Service Commissioners time, the elimination of 1.0 FTE due to reorganization, and a transfer of 2.0 FTE to another program.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(32,080)	(1.00)	General Fund	This represents the cost to automate all functions related to hiring and promoting employees to increase efficiency and allow for the elimination of one position.
(49,460)	0.00	General Fund	This represents the transfer of eligible expenses from the General Fund to the Income Tax Infrastructure Fund.
49,460	0.00	Income Tax-Infrastructure	
(25,470)	0.00	General Fund	This reflects a decrease in miscellaneous non-personnel expenditures.

Performance Measures

Performance Objective

To ensure that classification specifications promote the career mobility and mapping of positions by focusing on transferable competencies that are job related and are appropriate for successful job performance

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of classification specifications revised to address career mobility	Percentage	N/A	N/A	40.00



Performance Objective

To establish classification career paths that cross job families and departmental lines

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of Classification Career Paths established	Percentage	N/A	N/A	25.00

Performance Objective

To measure and monitor classification and compensation process to ensure efficient and responsive delivery of services

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of reclassifications completed within a 90 day period	Percentage	N/A	N/A	80.00
Percent of salary request completed within a 72 hour period	Percentage	N/A	N/A	50.00

Performance Objective

To ensure assessment instruments are job related, statistically valid, and meet federal, state, and local guidelines

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of Job Analysis Questionnaire completed prior to test development and administration	Percentage	N/A	N/A	75.00
Percent of assessment instruments measuring no adverse impact	Percentage	N/A	N/A	75.00
Percent of item analysis identified as invalid	Percentage	N/A	N/A	20.00

Performance Objective

To ensure an efficient and timely examination process for a responsive service delivery model

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of vacancies filled within a 90 day time period	Percentage	N/A	N/A	85.00
Percent of Civil Service Commission approved examination appeals	Percentage	N/A	N/A	5.00

Departmental Budgets

Human Resources



Program 3: Employee Services

Description:

Goal: To cultivate an effective workforce by providing on-going employee education; ensuring legal compliance; reengineering work processes; while fostering a culture of collaboration.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	430,580	443,500	371,360	(72,150)
Employee Benefits	198,500	142,800	121,290	(21,510)
Other Expenses	30,810	30,940	23,510	(7,430)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	659,890	617,240	516,160	(101,090)
Internal Service Funds	0	0	0	0
Total	659,890	617,240	516,160	(101,090)
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	6.00	5.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(99,420)	(1.00)	All Funds	The Employee Services program reflects an all funds decrease which is primarily due to departmental reorganization. The change in FTE is related to a transfer of 1.0 FTE to another program.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(1,570)	0.00	General Fund	This reflects a decrease in miscellaneous non-personnel expenditures.

Performance Measures

Performance Objective

To create and foster a work environment that recognizes, appreciates, and values cultural inclusion

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of employees receiving training on cultural inclusionary practices	Percentage	N/A	N/A	50.00
Percent of environmental scans completed	Percentage	N/A	N/A	20.00



Performance Objective

To promote a culture that provides and embraces open lines of communication for the proactive and timely identification and resolution of problems and issues.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of formal complaints resolved within 90 days of identification.	Percentage	N/A	N/A	75.00
Percentage of complaints	Percentage	N/A	N/A	20.00
Number of complaints moving to OCRC/EEOC/Litigation	Number	N/A	N/A	5.00

Performance Objective

To work with department-customers to mitigate and resolve employee-supervisor challenges at the lowest level

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of grievances resolved within timelines as established by labor agreements	Percentage	N/A	N/A	95.00
Number of grievances	Number	N/A	N/A	85.00
Percent of grievance submitted to Step 3 and 4	Percentage	N/A	N/A	10.00
Number of arbitrations	Number	N/A	N/A	5.00

Performance Objective

To establish professional development opportunities that are geared to meet the current and future service delivery needs of our citizens and grow the talents and skills of our workforce

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of employees trained on Charge for Change II initiative	Percentage	N/A	N/A	75.00
Percent of long-term professional development plan created	Percentage	N/A	N/A	75.00
Percent of leaders trained on Leadership Competencies	Percentage	N/A	N/A	40.00
Percent of employees completing New Hire Orientation with 30 days from hire	Percentage	N/A	N/A	75.00
Percent of employees completing Departmental New Hire Orientation within 30 days from hire	Percentage	N/A	N/A	75.00

Departmental Budgets

Human Resources



Program 4: Shared Services

Description:

Goal: To develop strategic partnerships and maximize technology to create innovative solutions and enhance operational efficiency and effectiveness while ensuring system alignment across our agency.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	57,250	56,630	271,650	215,030
Employee Benefits	26,310	28,640	111,750	83,110
Other Expenses	200,770	4,580	5,120	540
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	284,330	89,850	388,520	298,680
Internal Service Funds	0	0	0	0
Total	284,330	89,850	388,520	298,680
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	4.00	3.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
298,380	3.00	All Funds	The Shared Services program reflects an all funds increase which is primarily due to departmental reorganization. The change in FTE is related to a transfer of 3.0 FTE from other program.

Performance Measures

Performance Objective

To promote, support, and leverage technology resources to increase operational efficiency and effectiveness while improving the organizations' customer service delivery model

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of NEOGOV implemented	Percentage	N/A	N/A	95.00
Percent of NEOGOV utilized	Percentage	N/A	N/A	95.00
Percent of Time and Labor implemented	Percentage	N/A	N/A	75.00
Percent of Time and Labor utilized	Percentage	N/A	N/A	75.00
Percent of SharePoint implemented	Percentage	N/A	N/A	25.00
Percent of SharePoint utilization	Percentage	N/A	N/A	25.00



Performance Objective

To promote organizational effectiveness through the framing of an HR Shared Service Model

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of HR Work Processes Designed and Implemented	Percentage	N/A	N/A	85.00
Percent of Standard Operating Procedures Designed and Implemented	Percentage	N/A	N/A	85.00
Percent of HR Liaisons trained on HR Core Competencies	Percentage	N/A	N/A	50.00
Percent of HR Department Lines audited	Percentage	N/A	N/A	10.00

Performance Objective

To provide information through 21st Century user-friendly online services and social media venues

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of employees accessing on-line information	Percentage	N/A	N/A	30.00
Percent of employees engaged in HR social media activities	Percentage	N/A	N/A	30.00

Performance Objective

To create opportunities for consumerism through the identification of creative funding strategies

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Number of external presentations conducted on services	Number	N/A	N/A	3.00
Number of shared service partnerships	Number	N/A	N/A	2.00

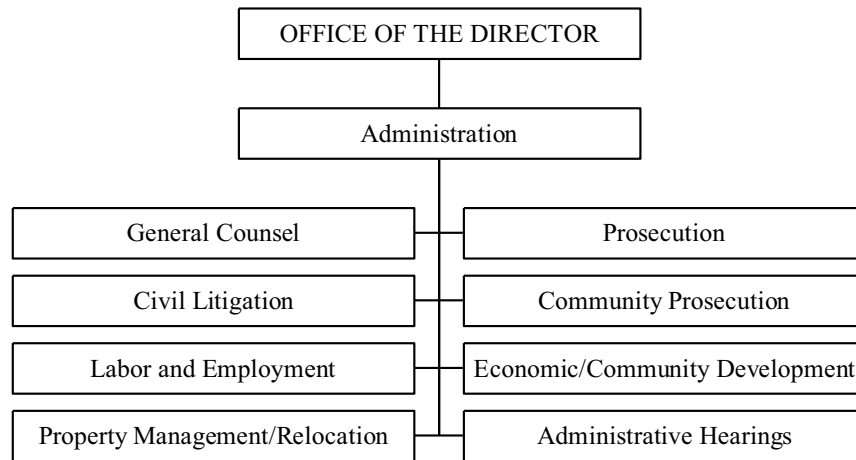


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Law

The mission of the Law Department is to provide the highest quality legal services to all City of Cincinnati departments and officials in service of the citizens of Cincinnati, to do justice for the community, and to protect and defend the Charter and the Municipal Code. This mission is carried out by prosecuting criminal misdemeanors and implementing innovative crime prevention measures, representing the City in all forms of civil litigation, providing legal advice for the City's administrative and legislative activities, conducting administrative hearings for a wide range of civil offenses, managing the City's real estate holdings, and drafting contracts for all of the City's operations and economic development activities.



Departmental Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	3,643,900	3,813,670	3,780,800	(32,870)
Employee Benefits	1,716,120	1,651,030	1,785,830	134,810
Other Expenses	1,022,220	542,870	765,190	222,320
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	6,382,240	6,007,570	6,331,820	324,260
Internal Service Funds	569,370	392,290	407,120	14,830
Total	6,951,610	6,399,860	6,738,940	339,090
Capital Projects	90,000	0	0	0
Consolidated Plan Projects	160,000	0	0	0
Program Revenue	1,312,500	1,125,000	1,336,520	211,520
Total Full-time Equivalent Positions	70.20	69.20	68.20	(1.00)

Departmental Budgets



Law

Department Programs

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

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	415,230	399,740	399,740	0
Employee Benefits	190,920	115,850	126,110	10,260
Other Expenses	8,800	16,930	17,470	540
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	614,950	532,520	543,320	10,800
Internal Service Funds	0	0	0	0
Total	614,950	532,520	543,320	10,800
Capital Projects	90,000	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
11,010	0.00	All Funds	The Law Administration program reflects an all funds increase, which is primarily due to inflation.



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	702,840	708,690	708,700	10
Employee Benefits	320,560	337,120	368,210	31,090
Other Expenses	165,700	180,950	316,720	135,770
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,189,100	1,226,760	1,393,630	166,870
Internal Service Funds	0	0	0	0
Total	1,189,100	1,226,760	1,393,630	166,870
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	3,000	0	0	0
Total Full-time Equivalent Positions	12.20	12.20	14.20	2.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
37,560	2.00	All Funds	The Civil Litigation program reflects an all funds increase, which is primarily attributed to inflation. The increase in FTE is due to the Department realigning positions to actual departmental needs, which is offset by an addition of reimbursements.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
130,000	0.00	General Fund	This increase will provide additional expert services funding for outside counsel associated with two pending litigation cases.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of all claims resolved within 90 days of receipt.	Percentage	85.00	80.00	80.00

Departmental Budgets



Law

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	412,900	261,530	261,530	0
Employee Benefits	211,310	97,950	106,770	8,820
Other Expenses	477,260	47,870	49,400	1,540
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,101,470	407,350	417,700	10,360
Internal Service Funds	0	0	0	0
Total	1,101,470	407,350	417,700	10,360
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	687,490	600,000	800,000	200,000
Total Full-time Equivalent Positions	8.00	5.00	5.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
10,260	0.00	All Funds	The Administrative Hearings program reflects an all funds increase, which is primarily attributable to inflation costs.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of all civil code and environmental violations resolved within 90 days of receipt.	Percentage	75.00	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	127,740	186,440	186,440	0
Employee Benefits	59,230	85,550	94,180	8,630
Other Expenses	8,140	8,430	8,700	270
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	195,110	280,420	289,320	8,900
Internal Service Funds	0	0	0	0
Total	195,110	280,420	289,320	8,900
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	18,950	0	0	0
Total Full-time Equivalent Positions	3.00	4.00	1.00	(3.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
8,780	(3.00)	All Funds	The Community Prosecution program reflects an all funds increase, which is primarily attributable to inflation. The FTE change is attributed to the Department realigning positions to actual departmental needs, which is offset by a change in reimbursements.

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	2011 Actual	2012 Target	2013 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

Departmental Budgets



Law

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	132,210	352,130	352,130	10
Employee Benefits	78,410	171,390	189,830	18,440
Other Expenses	63,580	61,520	63,470	1,950
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	274,200	585,040	605,430	20,400
Internal Service Funds	0	0	0	0
Total	274,200	585,040	605,430	20,400
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	37,000	0	0	0
Total Full-time Equivalent Positions	7.00	8.00	7.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
20,550	(1.00)	All Funds	The Economic and Community Development program reflects an all funds increase, which is primarily attributable to inflation. The FTE change is attributed to the Department realigning positions to actual departmental needs, which is offset by a change in reimbursements.

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	2011 Actual	2012 Target	2013 Target
Percentage of all requests for legal services, from stated departments, completed by the promised due date.	Percentage	70.00	70.00	70.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	507,120	457,150	457,150	0
Employee Benefits	234,220	230,310	254,180	23,870
Other Expenses	55,230	50,730	127,330	76,610
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	796,570	738,190	838,660	100,480
Internal Service Funds	0	0	0	0
Total	796,570	738,190	838,660	100,480
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,000	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	7.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
25,080	(1.00)	All Funds	The General Counsel program reflects an all funds increase, which is primarily attributable to inflation. The FTE change is attributed to the Department realigning positions to actual departmental needs, which is offset by a change in reimbursements.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
75,000	0.00	General Fund	This increase will provide for the on-going annual legal fees for the electric and natural gas aggregation programs. The costs would be covered by aggregation administration fees received by the City.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of all requests for legal services completed by the promised due date.	Percentage	70.00	70.00	70.00

Departmental Budgets



Law

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	2011 Actual	2012 Target	2013 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 five training sessions: including one session on Council Rules/parliamentary procedure with Law, Council and Clerk of Council; two presentations to Citizens' Government Academy or similar agencies to inform about the role of Solicitor's Office.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of five 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



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	259,690	259,220	259,220	0
Employee Benefits	118,560	103,050	113,500	10,450
Other Expenses	63,440	67,280	69,430	2,150
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	441,690	429,550	442,150	12,600
Internal Service Funds	0	0	0	0
Total	441,690	429,550	442,150	12,600
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	60	0	0	0
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
12,370	1.00	All Funds	The Labor and Employment program reflects an all funds increase, which is primarily attributable to inflation. The FTE change is attributed to the Department realigning positions to actual departmental needs, which is offset by a change in reimbursements.

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 OCRC filings.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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

Departmental Budgets



Law

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,067,290	1,167,610	1,134,740	(32,880)
Employee Benefits	491,640	468,810	488,610	19,800
Other Expenses	177,000	106,080	109,480	3,400
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,735,930	1,742,500	1,732,830	(9,680)
Internal Service Funds	0	0	0	0
Total	1,735,930	1,742,500	1,732,830	(9,680)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	19.00	19.00	20.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
46,440	2.00	All Funds	The Prosecution program reflects an all funds increase, which is primarily attributable to inflation. The FTE change is attributed to the Department realigning positions to actual departmental needs, which is offset by a change in reimbursements.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(56,280)	(1.00)	General Fund	This reduction eliminates a Legal Assistant position that serves as a Domestic Violence Advocate. The Legal Assistant/Victim Advocate assists victims through the criminal court process.

Performance Measures

Performance Objective

Enhance Police staff awareness of targeted crime reduction strategies.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	18,880	21,150	21,150	0
Employee Benefits	11,270	41,000	44,430	3,430
Other Expenses	3,070	3,090	3,190	100
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	33,220	65,240	68,770	3,530
Internal Service Funds	569,370	392,290	407,120	14,830
Total	602,590	457,530	475,890	18,360
Capital Projects	0	0	0	0
Consolidated Plan Projects	160,000	0	0	0
Program Revenue	565,000	525,000	536,520	11,520
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
3,530	0.00	All Funds	The Property Management and Real Estate/Relocation program reflects an all funds increase, which is primarily attributable to inflation.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Number of ordinances related to property transfers submitted for City Council approval.	Whole Number	0.00	10.00	10.00

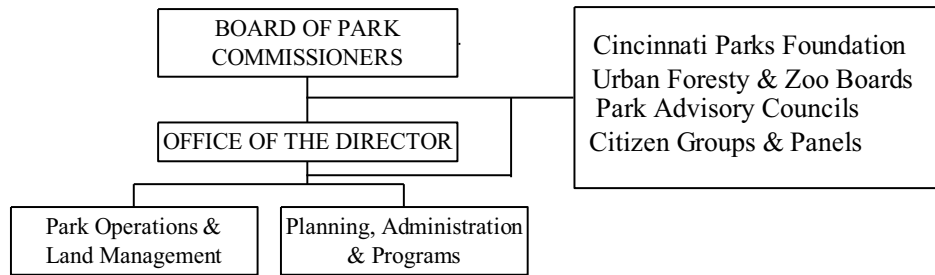


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Parks

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	5,751,710	6,417,720	6,874,650	456,930
Employee Benefits	2,424,600	3,196,040	3,038,910	(157,130)
Other Expenses	4,768,880	5,080,700	4,973,790	(106,910)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	12,945,190	14,694,460	14,887,350	192,890
Internal Service Funds	0	0	0	0
Total	12,945,190	14,694,460	14,887,350	192,890
Capital Projects	7,655,800	4,674,000	7,598,100	2,924,100
Consolidated Plan Projects	100,000	85,000	85,000	0
Program Revenue	3,587,720	3,603,900	3,616,500	12,600
Total Full-time Equivalent Positions	167.73	186.23	194.23	8.00

Departmental Budgets



Parks

Department Programs

1. Director's Office
2. Operations & Facility Management
3. Urban Forestry
4. Planning & Design
5. Financial & Business Services
6. Krohn Conservatory
7. Explore Nature
8. Facility Maintenance
9. Customer Service

Program Summaries

Program 1: Director's Office

Description: The Director's Office manages the entire department according to the Park Board's annual Business Plan approved by the Board of Park Commissioners.

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	157,950	158,170	167,850	9,680
Employee Benefits	72,770	66,750	65,970	(780)
Other Expenses	650	660	680	20
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	231,370	225,580	234,500	8,920
Internal Service Funds	0	0	0	0
Total	231,370	225,580	234,500	8,920
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
14,760	0.00	All Funds	The Director's Office program reflects an all funds increase, which is primarily due to a General Fund decrease in personnel reimbursement expenses.



On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(5,750)	0.00	General Fund	This represents adjustments to budgeted salary and employee reimbursements in order to align the budget with actual anticipated reimbursements.

Performance Measures

Performance Objective

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

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of business plan performance targets met annually.	Percentage	98.00	80.00	80.00

Departmental Budgets



Parks

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	3,414,700	4,064,380	4,565,780	501,410
Employee Benefits	1,494,220	2,013,360	2,089,160	75,810
Other Expenses	2,356,710	2,876,940	2,766,940	(110,000)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	7,265,630	8,954,680	9,421,880	467,220
Internal Service Funds	0	0	0	0
Total	7,265,630	8,954,680	9,421,880	467,220
Capital Projects	0	4,674,000	7,638,100	2,964,100
Consolidated Plan Projects	0	0	0	0
Program Revenue	737,900	737,900	762,000	24,100
Total Full-time Equivalent Positions	105.08	122.58	129.58	7.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
692,570	7.00	All Funds	The Operations and Facility Management program reflects an all funds increase, which is primarily due to General Fund increases in salaries and related employee benefits, electric lighting, and sewerage services expenses. This increase is partially offset by a reduction in security guard services at Washington Park, as well as reduced horticulture and contractual services expenses. The change in FTE is related to a General Fund increase for personnel operating and managing the Waterfront Parks program.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(28,330)	0.00	General Fund	This represents a decrease to Automotive by Municipal Garage expenses. This also represents an increase to Fuel expenses.
(125,690)	0.00	General Fund	This represents adjustments to budgeted salary and employee reimbursements in order to align the budget with actual anticipated reimbursements.
0	0.00	Sawyer Point	
0	0.00	Stormwater Management	
(18,670)	0.00	Income Tax-Infrastructure	
0	0.00	Park Lodge/ Pavilion Deposits	
0	0.00	Park Donations/Spec Activities	This represents a reduction in horticulture and expert services resources that are used to support park maintenance and beautification at Washington Park.
(50,000)	0.00	General Fund	



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	2011 Actual	2012 Target	2013 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	2011 Actual	2012 Target	2013 Target
Percentage of customers rating facilities good to excellent.	Percentage	98.00	95.00	95.00
Percentage increase in Park attendance over previous year statistics.	Percentage	2.00	2.00	2.00

Departmental Budgets



Parks

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	472,090	505,060	476,260	(28,800)
Employee Benefits	194,690	203,710	246,190	42,480
Other Expenses	1,286,070	1,059,620	1,012,630	(46,990)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,952,850	1,768,390	1,735,080	(33,310)
Internal Service Funds	0	0	0	0
Total	1,952,850	1,768,390	1,735,080	(33,310)
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
(32,870)	0.00	All Funds	The Urban Forestry program reflects an all funds decrease, which is primarily due to a Forestry Assessments Fund decrease in miscellaneous supplies and expert services expenses.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
0	0.00	Forestry Assessments	This represents adjustments to budgeted salary and employee reimbursements in order to align the budget with actual anticipated reimbursements.

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	2011 Actual	2012 Target	2013 Target
Percentage of City trees inspected and maintained each year.	Percentage	16.50	16.50	16.50



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	73,610	62,600	9,760	(52,850)
Employee Benefits	22,400	185,770	(20,620)	(206,390)
Other Expenses	1,620	1,650	1,710	60
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	97,630	250,020	(9,150)	(259,180)
Internal Service Funds	0	0	0	0
Total	97,630	250,020	(9,150)	(259,180)
Capital Projects	7,655,800	0	0	0
Consolidated Plan Projects	100,000	85,000	85,000	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	7.50	8.50	6.50	(2.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(58,430)	(2.00)	All Funds	The Planning and Design program reflects an all funds decrease, which is primarily due to a General Fund decrease in personnel expenses. This decrease is partially offset by a decrease in personnel reimbursements. The change in FTE is related to realigning positions to actual departmental needs.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(199,920)	0.00	General Fund	This represents adjustments to budgeted salary and employee reimbursements in order to align the budget with actual anticipated reimbursements.

Performance Measures

Performance Objective

Complete on a yearly basis at least 70 construction, renovation, or replacement projects.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of the 70 construction, renovation, or replacement projects goal completed.	Percentage	100.00	100.00	100.00

Departmental Budgets



Parks

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	440,430	445,010	486,120	41,110
Employee Benefits	209,210	206,740	254,930	48,190
Other Expenses	638,350	649,840	664,310	14,470
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,287,990	1,301,590	1,405,360	103,770
Internal Service Funds	0	0	0	0
Total	1,287,990	1,301,590	1,405,360	103,770
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	97,000	97,000
Total Full-time Equivalent Positions	7.00	7.00	9.00	2.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
127,680	2.00	All Funds	The Financial and Business Services program reflects an all funds increase, which is primarily due to an increase in personnel reimbursement expenses in the following funds: Sawyer Point, Park Lodge/ Pavilion Deposits, and Krohn Conservatory. The change in FTE is related to the addition of a Clerk Typist 2 position in the Park Lodge/ Pavilion Deposits Fund and the transfer of an existing position in the General Fund.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(23,810)	0.00	General Fund	This represents adjustments to budgeted salary and employee reimbursements in order to align the budget with actual anticipated reimbursements.
0	0.00	Sawyer Point	
0	0.00	Krohn Conservatory	

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	2011 Actual	2012 Target	2013 Target
Percentage of employees receiving at least 10 hours of training each year.	Percentage	100.00	100.00	100.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	581,060	575,090	570,490	(4,600)
Employee Benefits	262,190	189,380	188,340	(1,040)
Other Expenses	205,280	146,740	189,560	42,820
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,048,530	911,210	948,390	37,180
Internal Service Funds	0	0	0	0
Total	1,048,530	911,210	948,390	37,180
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	496,000	599,000	562,000	(37,000)
Total Full-time Equivalent Positions	15.50	15.50	15.50	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
36,800	0.00	All Funds	The Krohn Conservatory program reflects an all funds increase, which is primarily due to an Income Tax-Infrastructure and Krohn Conservatory Fund increases in printing, collection and horticulture expenses. This increase is partially offset by supply expense decreases in the General Fund.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
0	0.00	General Fund	This represents adjustments to budgeted salary and employee reimbursements in order to align the budget with actual anticipated reimbursements.
0	0.00	Krohn Conservatory	

Performance Measures

Performance Objective

Sustain high customer satisfaction for the Krohn Conservatory.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Krohn Conservatory attendee rating of satisfied or very satisfied by 90% of customers surveyed.	Percentage	98.00	90.00	90.00

Departmental Budgets



Parks

Program 7: Explore Nature

Description: This program provides more than 1,500 nature programs to the citizens of Cincinnati each year. The programs are a combination of free and paid and reach all social economic levels. The program also provides for enhanced awareness of nature.

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	464,850	467,240	473,480	6,250
Employee Benefits	101,400	155,410	158,410	3,000
Other Expenses	17,950	33,280	38,220	4,940
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	584,200	655,930	670,110	14,190
Internal Service Funds	0	0	0	0
Total	584,200	655,930	670,110	14,190
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
14,090	0.00	All Funds	The Explore Nature program reflects an all funds increase, which is primarily due to a General Fund increase in personnel expenses.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
0	0.00	General Fund	This represents adjustments to budgeted salary and employee reimbursements in order to align the budget with actual anticipated reimbursements.
0	0.00	Park Donations/Spec Activities	

Performance Measures

Performance Objective

Sustain high customer satisfaction for Nature Education Programs.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Nature Education participant rating of satisfied or very satisfied by 90% of customers surveyed.	Percentage	99.00	90.00	90.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	36,840	36,270	18,780	(17,490)
Employee Benefits	17,090	119,930	14,050	(105,880)
Other Expenses	74,820	86,470	107,190	20,720
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	128,750	242,670	140,020	(102,650)
Internal Service Funds	0	0	0	0
Total	128,750	242,670	140,020	(102,650)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	5.00	5.00	6.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
30,910	1.00	All Funds	The Facility Maintenance program reflects an all funds increase, which is primarily due to a General Fund increase in personnel expenses and building equipment supplies. The change in FTE is related to realigning positions to actual departmental needs.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(133,410)	0.00	General Fund	This represents adjustments to budgeted salary and employee reimbursements in order to align the budget with actual anticipated reimbursements.

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	2011 Actual	2012 Target	2013 Target
Percentage of the 1,300 maintenance tasks goal completed.	Percentage	100.00	100.00	100.00

Departmental Budgets



Parks

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	110,180	103,900	106,130	2,230
Employee Benefits	50,630	54,990	42,470	(12,520)
Other Expenses	187,430	225,500	192,550	(32,940)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	348,240	384,390	341,150	(43,230)
Internal Service Funds	0	0	0	0
Total	348,240	384,390	341,150	(43,230)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	553,820	467,000	395,500	(71,500)
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
(43,230)	0.00	All Funds	The Customer Service program reflects an all funds decrease, which is primarily due to a Park Lodge/Pavilion Deposits Fund decrease in miscellaneous contractual services expenses.

Performance Measures

Performance Objective

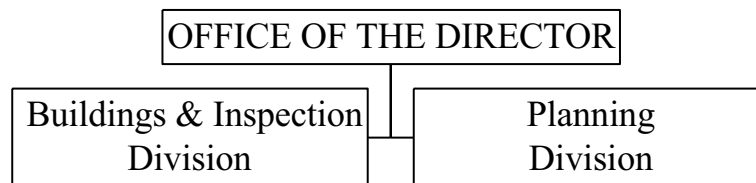
Provide timely and quality customer service in response to citizen requests for service, facility reservations, and special use permits.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of applications for reservations processed within 10 days of receipt.	Percentage	98.00	95.00	95.00
Percentage of service requests, complaints, and referrals responded to within five days of receipt.	Percentage	100.00	100.00	100.00
Percentage of reservation and permit application forms issued within 24 hours of request.	Percentage	100.00	100.00	100.00



Planning and Buildings

The mission of the Department of Planning and Buildings is to utilize sound planning principles, ensure excellent customer service delivery, uphold the life and fire safety standards in our building stock, conserve the rich architectural history of Cincinnati, foster sustainable and environmentally sensitive developments and encourage participation from the communities in all aspects of development and economic development in the City.



Departmental Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	3,984,120	3,921,290	4,093,900	172,610
Employee Benefits	1,881,940	1,766,770	1,737,050	(29,720)
Other Expenses	593,260	495,100	519,050	23,940
Properties	0	0	0	0
Debt Service	74,530	73,150	72,230	(920)
Operating Total	6,533,850	6,256,310	6,422,230	165,910
Internal Service Funds	0	0	0	0
Total	6,533,850	6,256,310	6,422,230	165,910
Capital Projects	117,800	124,500	77,100	(47,400)
Consolidated Plan Projects	0	0	0	0
Program Revenue	6,074,600	6,174,000	6,103,000	(71,000)
Total Full-time Equivalent Positions	68.00	69.00	71.00	2.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	498,100	336,270	349,820	13,550
Employee Benefits	249,340	170,690	173,500	2,810
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	747,440	506,960	523,320	16,360
Internal Service Funds	0	0	0	0
Total	747,440	506,960	523,320	16,360
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	52,600	52,000	40,000	(12,000)
Total Full-time Equivalent Positions	7.00	6.00	7.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
16,440	1.00	All Funds	The Land Use program reflects a General Fund increase primarily due to an adjustment in benefit line items which is partially offset by a decrease in salaries (replacing one higher salary position by two lower salary positions for a net savings).



Performance Measures

Performance Objective

Provide timely disposition of land use casework.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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	2011 Actual	2012 Target	2013 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

Departmental Budgets

Planning and Buildings



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	171,830	164,580	154,920	(9,670)
Employee Benefits	101,150	77,580	54,650	(22,940)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	272,980	242,160	209,570	(32,610)
Internal Service Funds	0	0	0	0
Total	272,980	242,160	209,570	(32,610)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	15,000	15,000	0	(15,000)
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
(32,700)	0.00	All Funds	The Historic Conservation Program reflects a Fund 304 increase primarily due a decrease in reimbursements from Fund 304. The departmental Fund 304 appropriation has been reduced as well as reimbursements to the Historic Conservation program.

Performance Measures

Performance Objective

Conduct all historic preservation reviews in a timely manner.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	506,160	464,250	523,860	59,610
Employee Benefits	231,220	219,220	269,910	50,690
Other Expenses	68,740	37,410	42,610	5,200
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	806,120	720,880	836,380	115,500
Internal Service Funds	0	0	0	0
Total	806,120	720,880	836,380	115,500
Capital Projects	37,200	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,020,000	0	1,450,000	1,450,000
Total Full-time Equivalent Positions	10.00	10.00	11.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
115,500	1.00	All Funds	The Customer Service program shows a General Fund increase primarily due to the addition of a Permit Center Assistant Customer Service Manager, an inflationary increase in employee benefits and an increase in miscellaneous non-personnel line items.

Performance Measures

Performance Objective

Scan and route applications, plans, and specifications within two days of plan submittal.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of plans scanned and routed within two days of plan submittal.	Percentage	88.00	75.00	70.00

Performance Objective

Meet targeted processing time of three days after final review approval of plans.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of plans completed within three days for final approval.	Percentage	85.00	75.00	80.00

Departmental Budgets

Planning and Buildings



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	586,550	588,200	590,760	2,560
Employee Benefits	269,050	196,730	214,080	17,350
Other Expenses	94,490	18,550	21,650	3,100
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	950,090	803,480	826,490	23,010
Internal Service Funds	0	0	0	0
Total	950,090	803,480	826,490	23,010
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	960,000	960,000	1,423,000	463,000
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
23,020	0.00	All Funds	The Plans Examination program reflects a General Fund increase primarily due to an inflationary increase in employee benefits and miscellaneous non-personnel items.

Performance Measures

Performance Objective

To provide 10 day notices for residential permits with 20 dwelling units or less

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage completed within timeframe	Percentage	97.00	80.00	95.00

Performance Objective

Complete commercial plan review in 12 days or less.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of plans reviewed within 12 days or less.	Percentage	93.00	70.00	90.00

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	2011 Actual	2012 Target	2013 Target
Percentage of plan reviews completed in ten working days or less.	Percentage	97.00	80.00	90.00



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	2011 Actual	2012 Target	2013 Target
Percentage of plan reviews completed in fifteen working days or less.	Percentage	76.00	80.00	80.00

Performance Objective

Complete residential plan review in seven days or less.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of plan reviews completed in seven days or less.	Percentage	93.00	70.00	90.00

Performance Objective

Complete requests for zoning verification/rebuild letters within three business days.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of zoning requests completed in three business days or less.	Percentage	66.00	80.00	80.00

Departmental Budgets

Planning and Buildings



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,466,160	1,476,940	1,627,830	150,890
Employee Benefits	685,040	783,480	709,040	(74,450)
Other Expenses	132,190	130,070	138,580	8,510
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,283,390	2,390,490	2,475,450	84,950
Internal Service Funds	0	0	0	0
Total	2,283,390	2,390,490	2,475,450	84,950
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,730,000	2,730,000	2,590,000	(140,000)
Total Full-time Equivalent Positions	29.00	29.00	30.00	1.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
85,970	1.00	All Funds	The Building Construction Inspection program reflects a General Fund increase primarily due the transfer of an Inspector from the Elevator Inspection Program and a decrease in Position Vacancy Adjustment.

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	2011 Actual	2012 Target	2013 Target
Percentage of inspections completed in 2 working days.	Percentage	88.00	95.00	95.00

Performance Objective

Up-to-date licensing and certification of staff

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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	2011 Actual	2012 Target	2013 Target
Percentage completed in time frame	Percentage	77.00	75.00	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	2011 Actual	2012 Target	2013 Target
Percentage of complaints and requests investigated and resolved	Percentage	10.00	10.00	50.00

Performance Objective

To perform eight new construction inspections, per inspector, per day.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of inspectors performing five new construction inspections per day.	Percentage	100.00	100.00	95.00

Performance Objective

To respond to all building, plumbing, and mechanical complaints within two business days.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of complaints responded to within two business days.	Percentage	36.00	50.00	50.00

Departmental Budgets

Planning and Buildings



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	347,000	399,250	349,360	(49,890)
Employee Benefits	159,040	172,680	165,290	(7,390)
Other Expenses	34,120	33,040	34,090	1,050
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	540,160	604,970	548,740	(56,230)
Internal Service Funds	0	0	0	0
Total	540,160	604,970	548,740	(56,230)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	630,000	730,000	600,000	(130,000)
Total Full-time Equivalent Positions	6.00	7.00	6.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(56,480)	(1.00)	All Funds	The Elevator Inspection program reflects a General Fund decrease primarily due to the transfer of an Inspector from the Elevator Inspection program to the Building Construction Inspection program.

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	2011 Actual	2012 Target	2013 Target
Percentage of inspections completed within one day of a request for permits issued for all new elevators, escalators and other assorted equipment.	Percentage	100.00	100.00	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	408,320	491,800	497,360	5,550
Employee Benefits	187,100	146,390	150,580	4,190
Other Expenses	258,720	276,030	282,120	6,090
Properties	0	0	0	0
Debt Service	74,530	73,150	72,230	(920)
Operating Total	928,670	987,370	1,002,290	14,910
Internal Service Funds	0	0	0	0
Total	928,670	987,370	1,002,290	14,910
Capital Projects	80,600	124,500	77,100	(47,400)
Consolidated Plan Projects	0	0	0	0
Program Revenue	667,000	667,000	0	(667,000)
Total Full-time Equivalent Positions	5.00	6.00	6.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
15,020	0.00	All Funds	The Administration program reflects a General Fund increase primarily due to miscellaneous adjustments in non-personnel line items, salary increases and position reclassifications.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
0	0.00	General Fund	The increase will provide a consultant to work directly at the Permit Center implementing the IT upgrades for the Building Construction Inspections Virtual Office. The software is complicated and will require full-time oversight during the implementation.
42,100	0.00	General Fund	The City is co-locating the Hamilton County Building Department in the City Permit Center Building. Hamilton County is expected to use 50% of the building and there will be increased operating costs associated with this move.
(42,100)	0.00	General Fund	The City will be collecting rent from Hamilton County for use of 50% of the Permit Center space. A portion of this rent payment will reimburse the Planning and Building Department for the incremental operating and maintenance expenses related to the Hamilton County Building Department's occupation of Permit Center space.

Departmental Budgets

Planning and Buildings



Performance Measures

Performance Objective

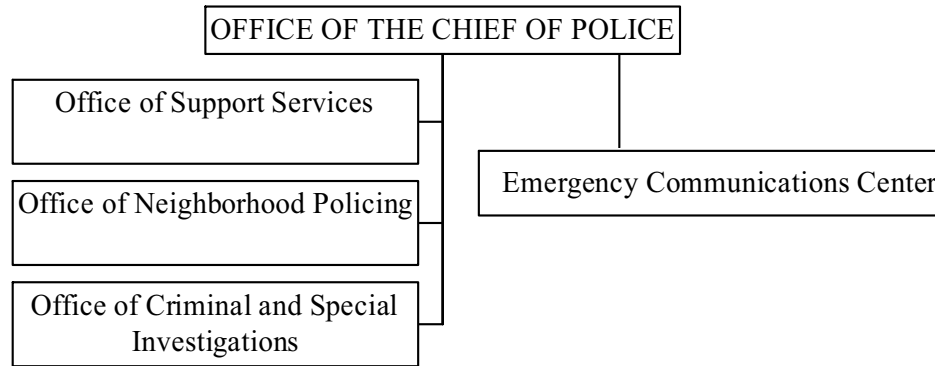
Respond to all customer calls within one business day.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of customer calls responded to within one business day.	Percentage	90.00	95.00	95.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	93,006,260	87,001,780	88,604,740	1,602,960
Employee Benefits	41,854,360	34,969,050	37,295,180	2,326,130
Other Expenses	13,668,840	13,518,650	14,703,020	1,184,370
Properties	25,000	219,980	13,050	(206,930)
Debt Service	346,890	163,890	344,520	180,630
Operating Total	148,901,350	135,873,350	140,960,510	5,087,160
Internal Service Funds	0	0	0	0
Total	148,901,350	135,873,350	140,960,510	5,087,160
Capital Projects	0	0	1,175,000	1,175,000
Consolidated Plan Projects	100,000	85,000	85,000	0
Program Revenue	2,600,000	2,877,000	1,150,000	(1,727,000)
Total Full-time Equivalent Positions	1,366.00	1,341.00	1,349.00	8.00

Departmental Budgets

Police



Department Programs

1. Department of Emergency Communications
2. Neighborhood Policing
3. Special Operations
4. Special Investigations
5. Operations Support
6. Personnel Training and Support
7. Technology Support
8. General Administration and Support

Program Summaries

Program 1: 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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	6,748,910	6,636,830	6,944,790	307,960
Employee Benefits	2,501,250	2,847,210	3,312,770	465,560
Other Expenses	569,010	658,670	767,180	108,520
Properties	25,000	219,980	13,050	(206,930)
Debt Service	0	0	0	0
Operating Total	9,844,170	10,362,690	11,037,790	675,110
Internal Service Funds	0	0	0	0
Total	9,844,170	10,362,690	11,037,790	675,110
Capital Projects	0	0	850,000	850,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,200,000	1,367,000	0	(1,367,000)
Total Full-time Equivalent Positions	133.00	133.00	133.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
636,650	0.00	All Funds	The Emergency Communications Center (ECC) reflects an all funds increase, which is primarily the result of a decrease in Position Vacancy Allowance (PVA) to account for the planned hiring of Operators and Dispatchers in 2013 and increases in overtime and professional services to ensure full staffing around the clock. There is no change in FTE.



One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(313,470)	0.00	General Fund	This represents an increase in reimbursements from the 911 Cell
313,470	0.00	911 Cell Phone Fees	Phone Fees Fund.

Performance Measures

Performance Objective

Maintain an effective processing time for emergency police, fire, and medical incoming calls to dispatch.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of fire/medical calls, from call received to dispatch, processed in less than 90 seconds.	Percentage	91.00	90.00	90.00
Percentage of 9-1-1 calls answered in 10 seconds or less.	Percentage	N/A	N/A	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	2011 Actual	2012 Target	2013 Target
Percentage of fire requests, from call to dispatch, with processing times of less than 50 seconds.	Percentage	64.00	90.00	90.00

Departmental Budgets



Police

Program 2: Neighborhood Policing

Description: This program provides for the prevention, suppression, and investigation of crime through highly visible patrol activities and community partnerships in the Department's five Police Districts and the Central Business Section.

Goal: Make Cincinnati safer by utilizing resources and strategies to reduce violent crime and vice, traffic violations and congestion, and to apprehend fugitives.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	78,389,860	46,894,890	50,989,690	4,094,800
Employee Benefits	35,710,270	17,924,480	20,526,360	2,601,880
Other Expenses	12,143,250	12,194,740	13,216,990	1,022,250
Properties	0	0	0	0
Debt Service	346,890	163,890	344,520	180,630
Operating Total	126,590,270	77,178,000	85,077,560	7,899,560
Internal Service Funds	0	0	0	0
Total	126,590,270	77,178,000	85,077,560	7,899,560
Capital Projects	0	0	325,000	325,000
Consolidated Plan Projects	100,000	85,000	85,000	0
Program Revenue	0	50,000	50,000	0
Total Full-time Equivalent Positions	1,122.10	655.00	736.00	81.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
8,826,950	41.00	All Funds	The Neighborhood Policing program reflects an all funds increase, which is primarily due to the transfer of functions from other Police Department programs due to the re-organization of the Police Department which increased the number of departmental programs. The change in FTE is also due to the departmental re-organization that took place during 2012.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
266,530	40.00	General Fund	This increase funds additional sworn employees that will graduate from a Police recruit class scheduled for completion in December 2013.
2,047,660	0.00	General Fund	This increase accounts for grant reimbursements from the completed 2009 United States Department of Justice (DOJ) Community Oriented Policing Services (COPS) Hiring Grant, the terminated Drug Abuse Resistance Education (DARE) program as well as reimbursements from the Parking Meter Fund that have been eliminated.
(366,350)	0.00	Parking Meter	

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(2,526,870)	0.00	General Fund	This reduction reduces the department's sworn complement based on projected vacancies due to attrition in 2013.



Performance Measures

Performance Objective

Reduce Crime - Implement strategies including the formation/continuation of partnerships with 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	2011 Actual	2012 Target	2013 Target
Percentage change in total violent crime from prior year.	Percentage	(11.00)	(5.00)	(5.00)
Percentage change in total property crime from prior year.	Percentage	N/A	N/A	(3.00)

Performance Objective

Utilize Problem Solving Strategies and Techniques - Utilize problem solving strategies and techniques to address chronic crime and disorder issues.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of identified problems resolved.	Percentage	N/A	N/A	60.00

Departmental Budgets

Police



Program 3: Special Operations

Description: This program provides specialized units for response to specific public safety issues such as Traffic Enforcement and Park Patrols.

Goal: Make Cincinnati safer by utilizing resources and strategies to prevent, protect, and recover from critical incidents and natural disasters.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	0	6,084,370	6,728,120	643,750
Employee Benefits	0	2,534,010	3,058,120	524,110
Other Expenses	0	0	(129,400)	(129,400)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	8,618,380	9,656,840	1,038,460
Internal Service Funds	0	0	0	0
Total	0	8,618,380	9,656,840	1,038,460
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	122.00	139.00	17.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,226,810	18.00	All Funds	The Special Operations program reflects an all funds increase, which is primarily due to the transfer of functions from other Police Department programs due to the re-organization of the Police Department which increased the number of departmental programs. The change in FTE is also due to the departmental re-organization that took place during 2012 as School Crossing Guards and associated reimbursements are now included in this program.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(188,350)	(1.00)	General Fund	This reduction would eliminate funding for the Mounted Patrol Unit. The sworn personnel will be redirected to other functions.

Performance Measures

Performance Objective

Successful Critical Incident Response - Enhance the department's preparedness and capability for response to emergency incidents, critical incidents, and natural disasters.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of favorable audit findings for critical incidents.	Percentage	N/A	N/A	100.00
Percentage of employees trained in critical incident response.	Percentage	N/A	N/A	100.00



Program 4: Special Investigations

Description: This program prevents and solves crime through a variety of crime-specific units such as Homicide and Vice and specialized techniques including scientific investigative services.

Goal: Make Cincinnati safer by utilizing resources and strategies to prevent and solve crimes through a variety of crime-specific units and specialized techniques.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	0	10,232,430	10,130,400	(102,030)
Employee Benefits	0	4,324,750	4,558,850	234,100
Other Expenses	0	0	600	600
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	14,557,180	14,689,850	132,670
Internal Service Funds	0	0	0	0
Total	0	14,557,180	14,689,850	132,670
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	156.00	156.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
132,670	0.00	All Funds	The Special Investigations program reflects an all funds increase, which is primarily due to the transfer of functions from other Police Department programs due to the re-organization of the Police Department which increased the number of departmental programs. There is no change in FTE.

Performance Measures

Performance Objective

Reduce Illegal Drug Activity - Utilize new organizational structure, partnerships, and techniques to reduce illegal drug activity.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage change in calls for service related to drug activity.	Percentage	2.00	(4.00)	(3.00)

Departmental Budgets

Police



Program 5: Operations Support

Description: This program supports the line operations of the Department through supplies, transportation, police records, and custody of property involved in criminal activity.

Goal: Provide necessary equipment and support to facilitate the Public Safety Operations of the Police Department.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	0	1,514,370	2,758,370	1,244,000
Employee Benefits	0	768,370	1,379,070	610,700
Other Expenses	0	0	600	600
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	2,282,740	4,138,040	1,855,300
Internal Service Funds	0	0	0	0
Total	0	2,282,740	4,138,040	1,855,300
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	38.00	59.00	21.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,940,970	21.00	All Funds	The Operations Support program reflects an all funds increase, which is primarily due to the transfer of functions from other Police Department programs due to the re-organization of the Police Department which increased the number of departmental programs. The change in FTE is also due to the departmental re-organization that took place during 2012.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(85,680)	0.00	General Fund	This decrease is the result of the reduction of sworn positions that have been replaced with civilian positions as part of the department's civilianization efforts.

Performance Measures

Performance Objective

Ensure Administrative Accountability - Maintain the highest level of accuracy and accountability for administration of property, evidence, and records.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of audits with satisfactory findings.	Percentage	N/A	N/A	90.00



Program 6: Personnel Training and Support

Description: This program provides support and training for all Department employees through employee relations and in-service training; and administers the recruiting, selection, and training of new officers.

Goal: Insure the Police Department's standards for professionalism and efficiency are maintained or expanded.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,935,150	1,619,630	2,959,230	1,339,600
Employee Benefits	896,840	673,860	1,560,050	886,190
Other Expenses	590,410	286,330	346,320	59,990
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,422,400	2,579,820	4,865,600	2,285,780
Internal Service Funds	0	0	0	0
Total	3,422,400	2,579,820	4,865,600	2,285,780
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	22.90	26.00	39.00	13.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,239,150	13.00	All Funds	The Personnel Training and Support program reflects an all funds increase, which is primarily due to the transfer of functions from other Police Department programs due to the re-organization of the Police Department which increased the number of departmental programs. The change in FTE is also due to the departmental re-organization that took place during 2012.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(22,000)	0.00	General Fund	This decrease is the result of the replacement of sworn positions with civilian positions as part of the department's civilianization efforts.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
1,068,860	0.00	General Fund	This increase funds the personnel costs of 40 police recruits in the 2013 Recruit Class beginning in June 2013.

Departmental Budgets

Police



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	2011 Actual	2012 Target	2013 Target
Number of employees participating in tuition reimbursement opportunity.	Whole Number	N/A	N/A	50.00
Percentage increase of employees participating in professional development training.	Percentage	N/A	N/A	25.00
Percentage of employees completing mandated training.	Percentage	N/A	N/A	100.00

Performance Objective

Maintain an Efficient and Effective Work Force - Utilize employee selection, training, cross-training, evaluation, and communication to facilitate organizational changes directed toward continued department improvement.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of recruits successfully completing the Police Academy.	Percentage	N/A	N/A	90.00



Program 7: Technology Support

Description: This program supports all information technology systems and equipment used throughout the Department and includes systems development, implementation, and support; hardware and software purchase, installation, and maintenance; and systems coordination.

Goal: Utilize technology to improve public safety and enhance public service while balancing costs to insure efficiency.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,302,540	919,230	1,260,480	341,250
Employee Benefits	602,580	414,860	572,200	157,340
Other Expenses	364,610	367,630	500,130	132,500
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	2,269,730	1,701,720	2,332,810	631,090
Internal Service Funds	0	0	0	0
Total	2,269,730	1,701,720	2,332,810	631,090
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	18.20	16.00	21.00	5.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
663,290	5.00	All Funds	The Technology Support program reflects an all funds increase, which is primarily due to the transfer of functions from other Police Department programs due to the re-organization of the Police Department which increased the number of departmental programs. The change in FTE is also due to the departmental re-organization that took place during 2012.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(32,890)	0.00	General Fund	This decrease is the result of the replacement of sworn positions with civilian positions as part of the department's civilianization efforts.

Performance Measures

Performance Objective

Develop Technology for More Efficient Daily Operations - Implement solutions for technology issues in daily operations.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of deployment and functionality of Records Management System.	Percentage	N/A	N/A	50.00

Departmental Budgets

Police



Performance Objective

Utilize Technological Advances for Public Safety - Implement innovative programs utilizing technology to improve public safety such as surveillance cameras, information websites, and cellular identification.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage completion of the Real Time Crime Center Project.	Percentage	N/A	N/A	60.00



Program 8: General Administration and Support

Description: This program directs and controls all Department activities and fiscal affairs; and administers the Department's community-relations programs and youth initiatives.

Goal: Provide Department leadership in developing personnel and managing 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.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	4,629,800	13,100,030	6,833,660	(6,266,380)
Employee Benefits	2,143,420	5,481,510	2,327,750	(3,153,760)
Other Expenses	1,560	11,270	600	(10,670)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	6,774,780	18,592,810	9,162,010	(9,430,810)
Internal Service Funds	0	0	0	0
Total	6,774,780	18,592,810	9,162,010	(9,430,810)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,400,000	1,460,000	1,100,000	(360,000)
Total Full-time Equivalent Positions	69.80	195.00	66.00	(129.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(9,751,140)	(88.00)	All Funds	The General Administration and Support program reflects an all funds decrease, which is primarily due to the transfer of functions to other Police Department programs due to the re-organization of the Police Department which increased the number of departmental programs. The change in FTE is also due to the departmental re-organization that took place during 2012.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(79,420)	(1.00)	General Fund	This decrease is due to the reduction of the complement of the Assistant Police Chief rank due to the department's re-organization.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(40)	(40.00)	General Fund	This reduction eliminates forty vacant Police Officer positions for which the budgeted salaries are fully offset by Position Vacancy Allowance (PVA).

Departmental Budgets

Police



Performance Measures

Performance Objective

Enhance Public Communication - Expand department's role in neighborhood meetings.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage increase in the number of meetings attended.	Percentage	N/A	N/A	10.00

Performance Objective

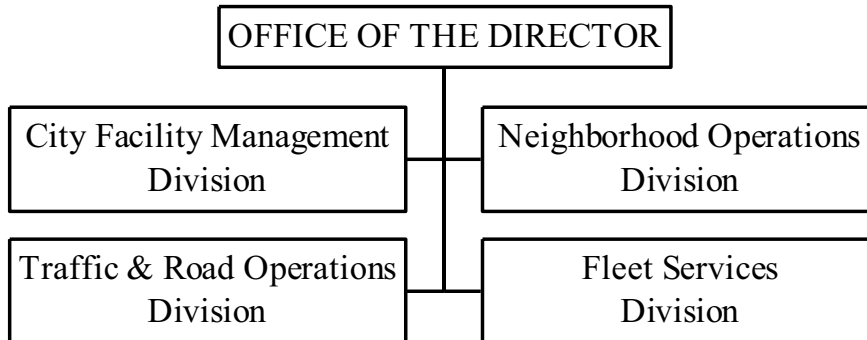
Enhance Public Education on Police Operations - Improve Community/Police relationships by expanding educational efforts for public understanding of Police Operations.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage increase in the number of community outreach events and forums.	Percentage	N/A	N/A	10.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	15,027,340	14,303,540	14,576,490	272,950
Employee Benefits	7,909,060	8,136,540	7,061,320	(1,075,220)
Other Expenses	16,548,930	17,398,020	15,906,230	(1,491,780)
Properties	27,590	28,090	28,990	900
Debt Service	237,780	233,390	230,460	(2,930)
Operating Total	39,750,700	40,099,580	37,803,490	(2,296,080)
Internal Service Funds	16,852,320	18,329,640	18,549,310	219,660
Total	56,603,020	58,429,220	56,352,800	(2,076,420)
Capital Projects	9,985,100	12,289,300	34,099,300	21,810,000
Consolidated Plan Projects	585,000	497,250	497,250	0
Program Revenue	16,269,180	16,607,985	19,451,884	2,843,899
Total Full-time Equivalent Positions	445.50	433.50	442.00	8.50

Departmental Budgets

Public Services



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	327,850	327,850	327,850	0
Employee Benefits	152,020	59,010	65,570	6,560
Other Expenses	2,678,910	2,564,550	112,600	(2,451,950)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,158,780	2,951,410	506,020	(2,445,390)
Internal Service Funds	0	0	0	0
Total	3,158,780	2,951,410	506,020	(2,445,390)
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
(1,608,690)	0.00	All Funds	The Winter Maintenance program reflects an all funds decrease, which is primarily due to a General Fund decrease in resources needed for salt due to the mild winter in 2012.



One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(740,050)	0.00	General Fund	This represents a reduction in resources for salt supplies, which is partially offset by an increase for beet juice and calcium chloride supplies. These adjustments to ice control supplies are necessary in order to align the Department's resources with anticipated expenditures.
(61,510)	0.00	Street Const Maint & Repair	
(35,140)	0.00	Municipal Motor Vehicle Lic Tx	

Performance Measures

Performance Objective

To make all streets passable from snow and ice within 24 hours after an ordinary snowstorm.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of all streets passable within 24 hours.	Percentage	95.00	90.00	90.00

Departmental Budgets

Public Services



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	327,740	333,640	339,310	5,670
Properties	0	0	0	0
Debt Service	157,120	154,220	152,280	(1,940)
Operating Total	484,860	487,860	491,590	3,730
Internal Service Funds	0	0	0	0
Total	484,860	487,860	491,590	3,730
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
3,730	0.00	All Funds	The Energy Management program reflects an all funds increase, which is primarily due to a General Fund increase in miscellaneous contractual services expenses.

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	2011 Actual	2012 Target	2013 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	2011 Actual	2012 Target	2013 Target
Percentage reduction in the amount of energy used by Public Services within one year.	Percentage	10.00	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	473,580	567,270	585,730	18,460
Employee Benefits	227,000	224,380	220,580	(3,790)
Other Expenses	95,390	571,790	133,710	(438,080)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	795,970	1,363,440	940,020	(423,410)
Internal Service Funds	0	0	0	0
Total	795,970	1,363,440	940,020	(423,410)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	10.00	2.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(497,000)	0.00	All Funds	The Director's Office program reflects an all funds decrease, which is primarily due to a General Fund decrease in contractual services resources for the World Choir Games that was a one-time event in 2012.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(43,270)	0.00	General Fund	This represents adjustments to budgeted salary and employee reimbursements in order to align the budget with actual anticipated reimbursements.
109,990	1.00	General Fund	This represents the transfer of the Deputy Public Works Director position from the Fleet Services Division to the Director's Office Division.
13,180	1.00	General Fund	This represents additional resources to support a Supervising Management Analyst position, which will oversee human resources activities in the Department of Public Services. These expenses are partially offset through reimbursements related to a Senior Administrative Specialist position.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(6,520)	0.00	General Fund	This represents a decrease to Automotive by Municipal Garage and Fuel expenses.

Departmental Budgets

Public Services



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	2011 Actual	2012 Target	2013 Target
Achieve a 20 percent increase in intra-City partnerships that increase department efficiency and effectiveness in solving recurring problems.	Percentage	20.00	25.00	25.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	5,050,030	4,847,950	4,820,570	(27,380)
Employee Benefits	2,847,240	3,453,270	2,597,240	(856,040)
Other Expenses	3,318,990	3,655,780	3,873,360	217,580
Properties	27,590	28,090	28,990	900
Debt Service	0	0	0	0
Operating Total	11,243,850	11,985,090	11,320,160	(664,940)
Internal Service Funds	0	0	0	0
Total	11,243,850	11,985,090	11,320,160	(664,940)
Capital Projects	200,000	346,800	330,000	(16,800)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	159.50	160.50	156.00	(4.50)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
526,060	(3.50)	All Funds	The Traffic Control, Pavement and Structure Maintenance program reflects an all funds increase, which is primarily due to a reduction in reimbursements and an increase in employee benefits in the Street Construction Maintenance & Repair Fund. In addition, the increase is related to an increase in employee benefits in the Income Tax-Infrastructure Fund. The change in FTE is related to a Street Construction Maintenance & Repair Fund decrease for part-time personnel related to the eliminated yard waste program.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(94,570)	(1.00)	Street Const Maint & Repair	This represents the transfer of a Public Works Operations Supervisor from the Traffic and Road Operations Division (TROD) to the Neighborhood Operations Division (NOD) in order to match operational needs.
0	0.00	Street Const Maint & Repair	This represents the transfer of a Convention Hall Security Worker from the Neighborhood Operations Division (NOD) to the Traffic and Road Operations Division (TROD) in order to match operational needs.
(290)	0.00	Blem Assessment	
(438,730)	0.00	Income Tax-Infrastructure	
(604,280)	0.00	Street Const Maint & Repair	This represents adjustments to budgeted salary and employee reimbursements in order to align the budget with actual anticipated reimbursements.
(59,660)	0.00	Municipal Motor Vehicle Lic Tx	

Departmental Budgets

Public Services



Performance Measures

Performance Objective

Repair critical potholes in the pavement within 48 hours.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of critical potholes repaired within 48 hours.	Percentage	46.00	50.00	50.00

Performance Objective

Promptly correct reported traffic signal outages within 48 hours.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of traffic signal outages made safe within 48 hours.	Percentage	100.00	90.00	90.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	4,845,210	4,301,870	4,462,440	160,560
Employee Benefits	2,235,430	2,176,770	2,040,780	(135,990)
Other Expenses	4,917,970	4,762,720	5,474,550	711,830
Properties	0	0	0	0
Debt Service	80,660	79,170	78,180	(990)
Operating Total	12,079,270	11,320,530	12,055,950	735,410
Internal Service Funds	0	0	0	0
Total	12,079,270	11,320,530	12,055,950	735,410
Capital Projects	0	0	4,700,000	4,700,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	113.00	101.00	112.00	11.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(75,040)	1.00	All Funds	The Waste Collection program reflects an all funds decrease, which is primarily due to a decrease in resources needed for solid waste tipping fees. The tipping fees for solid waste were reduced in 2012 from \$27.83 per ton to \$24.90 per ton. The change in FTE is related to realigning positions to actual departmental needs.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
94,570	1.00	General Fund	This represents the transfer of a Public Works Operations Supervisor from the Traffic and Road Operations Division (TROD) to the Neighborhood Operations Division (NOD) in order to match operational needs.
(33,900)	(1.00)	General Fund	This represents the transfer of a Convention Hall Security Worker from the Neighborhood Operations Division (NOD) to the Traffic and Road Operations Division (TROD) in order to match operational needs.
(365,570)	(6.00)	General Fund	This represents the elimination of all commercial solid waste collection. Commercial solid waste also includes buildings/premises containing five or more housing units.
(136,160)	0.00	General Fund	This reduction is achieved through increased position vacancy savings, which aligns the operating budget to actual anticipated position vacancies.
(69,450)	(2.00)	General Fund	This represents anticipated savings related to the implementation of standardized wheeled trash carts and certain revisions to the Cincinnati Municipal Code.

Departmental Budgets

Public Services



On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
244,500	3.00	General Fund	This represents resources for communication and full-time, temporary customer service support related to the implementation of standardized trash carts and revisions to the City Municipal Code.
407,610	14.00	General Fund	This represents resources needed to implement a bi-weekly yardwaste program that will operate April through December.
11,480	0.00	General Fund	This represents non-personnel resources needed to support a third grapple truck, which will be utilized to respond to requests for bulky item pick-up.
53,850	1.00	General Fund	This represents resources needed for additional enforcement related to the implementation of standardized trash carts and revisions to the City Municipal Code.
54,390	0.00	General Fund	This represents additional resources needed to maintain the wheeled trash carts, which will be implemented as part of the City's residential solid waste collection program.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
594,630	0.00	General Fund	This represents an increase to Automotive by Municipal Garage expenses.
(59,360)	0.00	General Fund	This represents a decrease to fuel expenses.

Performance Measures

Performance Objective

Provide efficient and effective collection of residential tires.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent collected within 2 weeks of request.	Percentage	99.00	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	3,031,530	3,061,380	3,106,810	45,440
Employee Benefits	1,672,640	1,483,740	1,596,640	112,900
Other Expenses	2,348,890	2,559,050	2,847,590	288,550
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	7,053,060	7,104,170	7,551,040	446,890
Internal Service Funds	0	0	0	0
Total	7,053,060	7,104,170	7,551,040	446,890
Capital Projects	150,000	175,200	186,500	11,300
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	71.00	70.00	70.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
254,370	0.00	All Funds	The Neighborhood Investment Services program reflects an all funds increase, which is primarily due to information technology, data processing, and personnel expense increases in the Street Construction Maintenance & Repair Fund.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(52,900)	0.00	General Fund	This reduction is achieved through increased position vacancy savings, which aligns the operating budget to actual anticipated position vacancies.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
78,660	0.00	General Fund	This represents an increase to Automotive by Municipal Garage expenses.
17,530	0.00	Stormwater Management	
68,130	0.00	Street Const Maint & Repair	
70,000	0.00	General Fund	This represents resources to mitigate and remove dead and dying trees from Wesleyan Cemetery. This is necessary due to the extensive damage caused by the Emerald Ash Borer.
(9,550)	0.00	General Fund	This represents a decrease to fuel expenses.
(5,770)	0.00	Stormwater Management	
(10,810)	0.00	Street Const Maint & Repair	

Departmental Budgets

Public Services



Performance Measures

Performance Objective

Provide efficient customer service to the citizens utilizing the Customer Service Communication Center.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of phone calls answered by the Customer Service Communication Center employees within 35 seconds or less.	Percentage	0.00	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	2011 Actual	2012 Target	2013 Target
A litter index rating of 2.0 or lower.	Whole Number	1.55	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,299,140	1,197,220	1,273,100	75,880
Employee Benefits	774,730	739,370	540,510	(198,860)
Other Expenses	2,861,040	2,950,490	3,125,110	174,620
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	4,934,910	4,887,080	4,938,720	51,640
Internal Service Funds	0	0	0	0
Total	4,934,910	4,887,080	4,938,720	51,640
Capital Projects	5,333,200	6,526,700	23,426,100	16,899,400
Consolidated Plan Projects	585,000	497,250	497,250	0
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
331,920	0.00	All Funds	The Property Management program reflects an all funds increase, which is primarily due to a General Fund decrease in reimbursements and an increase in miscellaneous contractual services expenses.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
2,420	0.00	General Fund	This represents an adjustment to fuel expenses.
(15,390)	0.00	Income Tax-Infrastructure	
2,590	0.00	General Fund	This represents an increase in stormwater charges due to the newly constructed Smale Riverfront Park and the expansion of Washington Park.
(86,740)	0.00	General Fund	This represents the transfer of security duties at City Hall to the Cincinnati Police Department, which will be handled by light duty officers.
(51,650)	0.00	General Fund	This represents adjustments to budgeted salary and employee reimbursements in order to align the budget with actual anticipated reimbursements.
(152,680)	0.00	Income Tax-Infrastructure	
(380,370)	(6.00)	General Fund	This represents the transfer of eligible expenses from the General Fund into the Income Tax Infrastructure Fund.
380,370	6.00	Income Tax-Infrastructure	

Departmental Budgets

Public Services



One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
19,080	0.00	Income Tax-Infrastructure	This represents a one-time increase for accrued leave payment (lump sum) expenses.

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	2011 Actual	2012 Target	2013 Target
Percentage of customers satisfied with CFM's management of their facilities.	Percentage	90.00	90.00	90.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
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	16,852,320	18,329,640	18,549,310	219,660
Total	16,852,320	18,329,640	18,549,310	219,660
Capital Projects	4,301,900	5,240,600	5,456,700	216,100
Consolidated Plan Projects	0	0	0	0
Program Revenue	16,269,180	16,607,990	19,451,880	2,843,900
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	1.00	All Funds	The Fleet Services program's all funds increase over the 2012 Approved Budget Update is primarily attributable to a Fleet Services Fund increase in employee benefit expenses. The Fleet Services program's FTE increase over the 2012 Approved Budget Update is primarily attributable to the addition of two Automotive Mechanic positions, which is offset by the elimination of a Clerk Typist 2 position.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
37,550	0.00	Fleet Services	This represents the addition of an Assistant Fleet Service Manager position, which is partially offset by the elimination of a vacant Automotive Mechanic position. The new Assistant Fleet Service Manager position will help provide support to the Deputy Director of Public Services to manage the daily operations of Fleet Services.
(89,910)	0.00	Fleet Services	This represents adjustments to budgeted salary and employee reimbursements in order to align the budget with actual anticipated reimbursements.
(109,990)	(1.00)	Fleet Services	This represents the transfer of the Deputy Public Works Director position from the Fleet Services Division to the Director's Office Division.

Departmental Budgets

Public Services



Performance Measures

Performance Objective

Maintain operation of essential Police, Fire and Public Service equipment at full capacity.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of police beat cars 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 ambulances available for operation at full capacity.	Percentage	100.00	100.00	100.00
Percentage of solid waste equipment available for operation at full capacity.	Percentage	97.00	100.00	100.00

Performance Objective

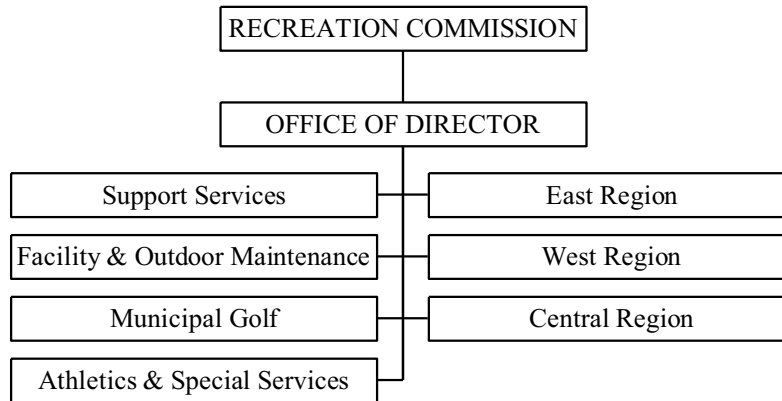
Reduce the amount of energy used by the Fleet Services Division each year by implementing the department's Energy Management Plan.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage reduction in the amount of energy used by the Fleet Services Division within one year.	Percentage	8.63	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	11,621,950	12,510,640	12,852,910	342,280
Employee Benefits	4,021,390	3,941,100	4,190,250	249,150
Other Expenses	10,055,980	10,959,180	11,082,620	123,440
Properties	34,840	35,460	36,600	1,140
Debt Service	775,810	758,920	744,500	(14,420)
Operating Total	26,509,970	28,205,300	28,906,880	701,590
Internal Service Funds	0	30,630	31,420	800
Total	26,509,970	28,235,930	28,938,300	702,390
Capital Projects	4,360,200	4,656,300	7,162,600	2,506,300
Consolidated Plan Projects	0	0	0	0
Program Revenue	10,208,970	10,165,250	6,592,550	(3,572,700)
Total Full-time Equivalent Positions	308.36	411.38	418.53	7.15



Department Programs

1. Community Center Operations
2. Support Services
3. Therapeutic Recreation
4. Youth & Family Services
5. Seniors
6. Indoor/Facility Maintenance
7. Outdoor Maintenance
8. Golf
9. Athletics
10. Aquatics
11. 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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	5,677,590	5,942,900	5,953,360	10,450
Employee Benefits	1,747,370	1,758,110	2,009,840	251,740
Other Expenses	2,001,700	2,021,940	1,955,690	(66,250)
Properties	0	0	0	0
Debt Service	394,650	387,180	382,190	(4,990)
Operating Total	9,821,310	10,110,130	10,301,080	190,950
Internal Service Funds	0	0	0	0
Total	9,821,310	10,110,130	10,301,080	190,950
Capital Projects	100,000	1,555,500	3,768,700	2,213,200
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,440,130	2,429,380	0	(2,429,380)
Total Full-time Equivalent Positions	173.42	207.00	205.27	(1.73)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
102,530	(3.40)	All Funds	The Community Center Operations program reflects an all funds increase and a decrease of 3.40 FTE, which is the result a funding increase that is primarily due to standard inflationary increases. The FTE decrease is attributable due to the calculation of part-time personnel FTE including changes in hourly rates and estimated number of hours worked.



On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(13,580)	(0.58)	General Fund	This reduction will reduce part-time personnel in the Community Center Operations program.
117,760	1.57	General Fund	This increase shifts the resources of the eliminated Youth and Family Services program into the Community Center Operations program.
1,800	0.00	Contributions For Recreation	
36,020	1.68	Recreation Special Activities	
(54,250)	(1.00)	General Fund	This reduction will eliminate one Community Center Director position from the Community Center Operations program.

Performance Measures

Performance Objective

To provide both quality and affordable programs for youth and teens citywide.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of customers rating programs good to excellent.	Percentage	97.00	90.00	95.00

Performance Objective

Provide both quality and affordable recreation programs for citizens citywide.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Increase community center attendance over previous year statistics.	Percentage	1.60	1.00	1.00
Percentage of participants who rate good or excellent program value for the money.	Percentage	94.00	92.00	95.00

Performance Objective

Improve staff professionalism and friendliness.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of customers rating staff friendliness and courteousness good to excellent.	Percentage	97.00	96.00	95.00

Departmental Budgets

Recreation



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 department's programs.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,064,210	1,184,430	1,195,920	11,500
Employee Benefits	491,530	549,850	489,860	(59,990)
Other Expenses	302,700	348,390	309,440	(38,950)
Properties	34,840	35,460	36,600	1,140
Debt Service	0	0	0	0
Operating Total	1,893,280	2,118,130	2,031,820	(86,300)
Internal Service Funds	0	30,630	31,420	800
Total	1,893,280	2,148,760	2,063,240	(85,500)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	151,470	145,500	192,550	47,050
Total Full-time Equivalent Positions	22.49	24.21	24.40	0.19

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(52,280)	(0.34)	All Funds	The Support Services program reflects an all funds decrease and a decrease of 0.34 FTE due to the result of available reimbursements to employee benefit expenses. The majority of this increase is attributable to a requested increase in reimbursable part-time salaries in Recreation Federal Grants Projects fund.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
7,430	0.22	General Fund	This increase transfers part-time personnel from the Planning and Development program.
10,450	0.31	Recreation Fed Grant Project	This increase provides for additional administrative support for the grant-funded After School At Risk Snack program.
(51,600)	0.00	General Fund	This reduction will eliminate arts grants funding.

Performance Measures

Performance Objective

To respond effectively and efficiently to interdepartmental inquiries and requests.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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	81.00	85.00	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	616,430	632,780	647,780	15,000
Employee Benefits	168,160	141,900	205,700	63,800
Other Expenses	77,900	81,910	94,690	12,780
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	862,490	856,590	948,170	91,580
Internal Service Funds	0	0	0	0
Total	862,490	856,590	948,170	91,580
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	83,100	85,500	0	(85,500)
Total Full-time Equivalent Positions	12.00	28.77	23.09	(5.68)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
64,500	(5.68)	All Funds	The Therapeutic Recreation program reflects an all funds increase and a 5.68 FTE decrease. The funding increase is primarily due to increased employee benefit costs. The FTE decrease is due to calculation of part-time personnel FTE including changes in hourly rates and estimated number of hours worked.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
26,970	0.00	Recreation Fed Grant Project	This increase will provide for additional programming and will be offset with revenue generated from Medicare Waivers.

Performance Measures

Performance Objective

Promote participation of individuals with disabilities in general recreation (inclusive) programs through advocacy and support services

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Number of internal training programs offered by Therapeutics staff to other departmental staff	Whole Number	9.00	10.00	8.00

Departmental Budgets

Recreation



Performance Objective

To provide high quality recreational programs designed to meet the needs and interests of individuals with disabilities.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	178,670	90,010	0	(90,010)
Employee Benefits	66,690	26,560	0	(26,560)
Other Expenses	37,620	29,310	0	(29,310)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	282,980	145,880	0	(145,880)
Internal Service Funds	0	0	0	0
Total	282,980	145,880	0	(145,880)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	59,700	59,700	0	(59,700)
Total Full-time Equivalent Positions	4.50	3.25	0.00	(3.25)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
9,970	0.00	All Funds	The Youth and Family Services program reflects an all funds increase, which is primarily the result of increased employee benefit costs.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(117,750)	(1.57)	General Fund	This decrease transfers the Youth and Family Services program's resources to the Community Center Operations program, thereby, eliminating the stand-alone Youth and Family Services program.
(1,800)	0.00	Contributions For Recreation	
(36,020)	(1.68)	Recreation Special Activities	

Performance Measures

Performance Objective

To expand participation of teen programming within community center activities and citywide teen social events.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of teen participation over previous year statistics.	Percentage	0.30	1.00	0.00

Departmental Budgets

Recreation



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 Department's community centers to offer excellent senior programs directly in the neighborhoods where participants live.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	379,200	374,200	309,870	(64,330)
Employee Benefits	171,290	67,530	64,450	(3,080)
Other Expenses	122,830	122,460	127,600	5,140
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	673,320	564,190	501,920	(62,270)
Internal Service Funds	0	0	0	0
Total	673,320	564,190	501,920	(62,270)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	285,500	285,500	0	(285,500)
Total Full-time Equivalent Positions	7.50	13.05	12.05	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
35,450	0.00	All Funds	The Seniors program reflects an all funds increase and no changes in FTE. This increase is attributable to the standard inflation that was applied for non-personnel line items.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(97,730)	(1.00)	General Fund	This reduction will eliminate one Service Area Coordinator position in the Seniors program.

Performance Measures

Performance Objective

To expand senior program opportunities in recreation centers.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of customers rating all senior programs good to excellent.	Percentage	97.00	90.00	95.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	807,200	809,800	826,030	16,230
Employee Benefits	421,970	373,890	403,430	29,540
Other Expenses	472,780	626,440	647,720	21,280
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,701,950	1,810,130	1,877,180	67,050
Internal Service Funds	0	0	0	0
Total	1,701,950	1,810,130	1,877,180	67,050
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	3,500	3,500	0	(3,500)
Total Full-time Equivalent Positions	15.00	15.00	15.41	0.41

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
51,720	(0.32)	All Funds	The Indoor/Facility Maintenance program reflects an all funds increase, which is partially due to the transfer of part-time salaries from the Outdoor Maintenance program to properly align the budget but is primarily attributable to the standard inflation that was applied for non-personnel line items.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
16,950	0.73	General Fund	This increase transfers part-time personnel from the Outdoor Maintenance program.
(300,000)	0.00	General Fund	This represents the transfer of eligible expenses from the General Fund into the Income Tax-Infrastructure Fund.
300,000	0.00	Income Tax-Infrastructure	

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(1,560)	0.00	General Fund	This decrease aligns the budget for Municipal Garage services with the projected need.

Departmental Budgets

Recreation



Performance Measures

Performance Objective

To offer clean, safe and well-maintained facilities for public use.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of customers rating facilities good to excellent.	Percentage	95.00	95.00	95.00

Performance Objective

To complete work orders related to indoor maintenance in a timely manner.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of work orders completed.	Percentage	97.00	97.00	95.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,867,360	1,860,050	1,843,830	(16,220)
Employee Benefits	588,320	613,260	708,120	94,860
Other Expenses	652,560	697,330	752,000	54,670
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,108,240	3,170,640	3,303,950	133,310
Internal Service Funds	0	0	0	0
Total	3,108,240	3,170,640	3,303,950	133,310
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	300	300	0	(300)
Total Full-time Equivalent Positions	49.95	56.74	55.01	(1.73)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
155,120	(1.00)	All Funds	The Outdoor Maintenance program reflects an all funds increase and a decrease of 1.0 FTE. The FTE decrease is due to calculation of part-time personnel FTE including changes in hourly rates and estimated number of hours worked as well as the part-time salary transfer to the Indoor/Facility Maintenance program.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(16,950)	(0.73)	General Fund	This decrease transfers part-time personnel to the Indoor Maintenance program.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(4,680)	0.00	General Fund	This decrease aligns the budget for Municipal Garage Services with the projected need.

Performance Measures

Performance Objective

To complete work orders related to outdoor maintenance in a timely manner.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of work orders completed.	Percentage	95.00	95.00	95.00

Departmental Budgets

Recreation



Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of customers rating facilities good to excellent.	Percentage	95.00	95.00	95.00

Performance Objective

To ensure playground safety via the playground safety team inspection program.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Number of weekly inspections conducted on playgrounds.	Whole Number	1.00	1.00	1.00

Performance Objective

To offer clean, safe and well-maintained outdoor facilities for public use.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of customers rating outdoor facilities good to excellent.	Percentage	95.00	95.00	95.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	226,650	148,380	149,900	1,530
Employee Benefits	48,290	49,040	53,160	4,120
Other Expenses	5,750,030	6,223,690	6,424,150	200,460
Properties	0	0	0	0
Debt Service	381,160	371,740	362,310	(9,430)
Operating Total	6,406,130	6,792,850	6,989,520	196,680
Internal Service Funds	0	0	0	0
Total	6,406,130	6,792,850	6,989,520	196,680
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	6,400,000	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
196,720	0.00	All Funds	The Golf program reflects a Municipal Golf Fund increase with no changes in FTE. This increase is attributable to the standard inflation that was applied for non-personnel line items.

Performance Measures

Performance Objective

To offer clean, well-maintained, quality golf courses for the citizens of Cincinnati.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of customers rating golf facilities good to excellent.	Percentage	0.00	90.00	90.00

Performance Objective

To increase rounds played at City-owned golf courses.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage change in the number of rounds played at the seven municipal golf courses over previous year statistics.	Percentage	(16.20)	6.00	3.00

Departmental Budgets



Recreation

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	311,950	318,810	396,810	78,000
Employee Benefits	156,930	86,660	103,640	16,980
Other Expenses	532,140	541,030	492,590	(48,440)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,001,020	946,500	993,040	46,540
Internal Service Funds	0	0	0	0
Total	1,001,020	946,500	993,040	46,540
Capital Projects	760,200	1,254,700	842,900	(411,800)
Consolidated Plan Projects	0	0	0	0
Program Revenue	494,670	481,170	0	(481,170)
Total Full-time Equivalent Positions	5.90	6.63	8.59	1.96

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
32,910	1.38	All Funds	The Athletics program reflects an all funds increase and an increase of 1.0 FTE, which is primarily the result of a salary transfer from Community Center Operations for a Municipal Worker for Airport Tennis/Playfield which is needed since the department has resumed in-house operations of that facility. The Recreation Special Activities fund increase is attributable to the standard inflation that was applied for non-personnel line items. The increase of 2.00 FTE is attributable to a transfer from the non-personnel budget to personnel for staff for Airport Tennis/Playfield.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
13,580	0.58	General Fund	This increase transfers part-time personnel from the Athletics Program.

Performance Measures

Performance Objective

To offer affordable and quality adult athletic programs for the citizens of Cincinnati.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage change in adult program attendance.	Percentage	3.90	2.00	2.00



Performance Objective

To expand the youth athletic program by offering additional youth athletic opportunities.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage change in the number of youth athletic programs over previous year statistics.	Percentage	2.00	2.00	2.00

Departmental Budgets

Recreation



Program 10: Aquatics

Description: The Aquatics Division not only provides open swimming at our neighborhood pools, but also a variety of diverse programs including swim team, water aerobics, swim lessons, and youth lifeguard training.

Goal: The Aquatics Division provides safe and clean aquatic facilities for the enjoyment of the citizens of Cincinnati.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	485,460	1,142,160	1,523,400	381,240
Employee Benefits	160,550	53,770	152,820	99,050
Other Expenses	82,350	239,230	248,910	9,680
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	728,360	1,435,160	1,925,130	489,970
Internal Service Funds	0	0	0	0
Total	728,360	1,435,160	1,925,130	489,970
Capital Projects	1,650,000	1,846,100	2,551,000	704,900
Consolidated Plan Projects	0	0	0	0
Program Revenue	290,600	274,700	0	(274,700)
Total Full-time Equivalent Positions	7.10	45.73	62.55	16.82

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
254,580	7.97	All Funds	The Aquatics program reflects an all funds increase and an increase of 7.97 FTE. The increase is due to the department proposing closing all non-Armleder pools for a budget reduction in 2011 while Armleder pools were to be operated using a combination of non General Fund dollars. That year City Council restored some of the General Fund dollars for the non-Armleder pools, and the rest was secured through donations. As a result, the department's budget was short in 2012 and beyond. The FTE increase is primarily attributable to the reallocation of employee benefit savings to payroll and partly to the calculation of part-time personnel FTE including changes in hourly rates and estimated number of hours worked.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
235,350	8.85	General Fund	This increase provides for Aquatics program personnel resources that can no longer be supported by private donations.

Performance Measures

Performance Objective

To offer clean, safe, and well-maintained aquatic facilities for the citizens of Cincinnati.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of customers rating facilities good to excellent.	Percentage	95.00	95.00	95.00



Performance Objective

To offer safe and affordable aquatic programs for the citizens of Cincinnati.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Increase attendance at pools over previous year statistics.	Percentage	(4.70)	0.00	3.00

Departmental Budgets

Recreation



Program 11: 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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	7,230	7,120	6,010	(1,110)
Employee Benefits	290	220,540	(770)	(221,320)
Other Expenses	23,370	27,440	29,830	2,390
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	30,890	255,100	35,070	(220,040)
Internal Service Funds	0	0	0	0
Total	30,890	255,100	35,070	(220,040)
Capital Projects	1,850,000	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	8.50	9.00	10.16	1.16

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
30,860	1.38	All Funds	The Planning & Development program reflects an all funds net increase and an increase of 1.0 FTE. The increase is mainly due to increases in personnel costs. The FTE increase is due to the calculation of part-time staff including changes in estimated number of hours worked and in hourly rates, specifically for the new classification for co-op/student intern.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(7,430)	(0.22)	General Fund	This decrease transfers part-time personnel to the Support Services program.
(243,260)	0.00	General Fund	This transfers employee benefits for eligible expenses in Planning and Development staff work to the Capital Budget.
0	0.00	General Capital	

Performance Measures

Performance Objective

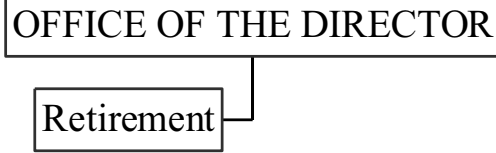
To complete capital projects within budget and capital program time frame.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of capital projects completed on time and within budget.	Percentage	100.00	100.00	95.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
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	10.00	10.00	0.00

Departmental Budgets



Retirement

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
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	10.00	10.00	0.00

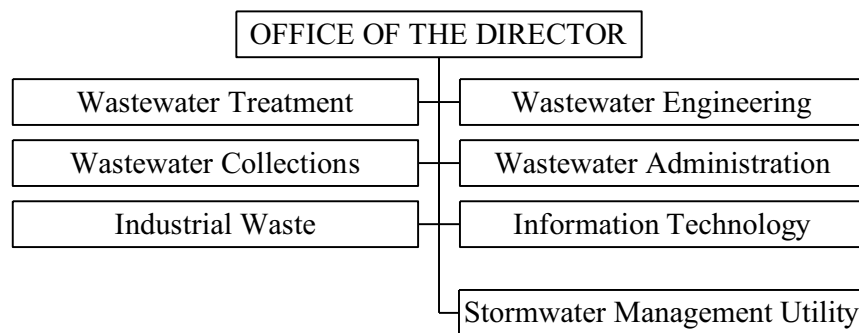
Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
0	0.00	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	38,314,910	39,278,730	35,430,330	(3,848,400)
Employee Benefits	16,538,600	17,178,780	17,273,800	95,020
Other Expenses	58,721,930	58,476,350	53,208,190	(5,268,160)
Properties	4,975,290	4,221,250	4,415,950	194,700
Debt Service	83,912,630	90,823,500	100,729,500	9,906,000
Operating Total	202,463,360	209,978,610	211,057,770	1,079,160
Internal Service Funds	0	0	0	0
Total	202,463,360	209,978,610	211,057,770	1,079,160
Capital Projects	211,764,000	249,372,800	308,274,600	58,901,800
Consolidated Plan Projects	0	0	0	0
Program Revenue	240,255,000	258,777,200	273,103,000	14,325,800
Total Full-time Equivalent Positions	753.00	764.08	770.00	5.92

Departmental Budgets

Sewers



Department Programs

1. Stormwater - Admin. & Financial Management
2. Stormwater - Planning/Design
3. Stormwater - Operations & Maintenance
4. Stormwater - NPDES Compliance
5. Stormwater - Flood Control
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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	172,960	146,400	179,040	32,640
Employee Benefits	34,690	58,410	65,460	7,050
Other Expenses	658,700	670,970	693,040	22,070
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	866,350	875,780	937,540	61,760
Internal Service Funds	0	0	0	0
Total	866,350	875,780	937,540	61,760
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	8,765,000	9,987,200	10,353,000	365,800
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
(26,790)	0.00	All Funds	The Stormwater - Administration & Financial Management program reflects an all funds decrease, which is primarily the result of a decrease in miscellaneous Personnel Services and Employee Benefits which is partially offset by an increase in contractual services. There is no change in FTE.



On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
86,270	1.00	Stormwater Management	This increase provides for a Supervising Management Analyst position with the responsibility of planning, developing, and implementing division projects and strategies.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
1,600	0.00	Stormwater Management	This increase provides resources for the Stormwater Management Utility (SMU)'s portion of the City's Enterprise-wide Information Technology (IT) project costs.
790	0.00	Stormwater Management	This will fund a portion of the SRL Consulting contract for city-wide Small Business Enterprise services.

Performance Measures

Performance Objective

Ensure the accuracy of all Stormwater Management Utility billing accounts.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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

Departmental Budgets

Sewers



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	123,420	88,420	88,420	0
Employee Benefits	25,300	34,820	38,550	3,730
Other Expenses	292,570	290,730	288,860	(1,870)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	441,290	413,970	415,830	1,860
Internal Service Funds	0	0	0	0
Total	441,290	413,970	415,830	1,860
Capital Projects	1,595,000	0	505,000	505,000
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
1,860	0.00	All Funds	The Stormwater - Planning/Design program reflects an all funds increase, which is primarily the result of standard inflationary increases. There is no change in FTE.

Performance Measures

Performance Objective

Incorporate sustainable infrastructure into drainage projects where feasible.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of projects where environmentally friendly strategies were evaluated for sustainable infrastructure solutions.	Percentage	75.00	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	444,290	512,180	558,510	46,330
Employee Benefits	90,920	220,840	275,280	54,430
Other Expenses	2,908,580	2,758,320	2,819,330	61,010
Properties	52,000	47,000	77,700	30,700
Debt Service	0	0	0	0
Operating Total	3,495,790	3,538,340	3,730,820	192,470
Internal Service Funds	0	0	0	0
Total	3,495,790	3,538,340	3,730,820	192,470
Capital Projects	0	1,032,000	0	(1,032,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	8.00	9.00	11.00	2.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(28,690)	(1.00)	All Funds	The Stormwater - Operations & Maintenance program reflects an all funds decrease and decrease of 1.0 FTE, which is related to the reduction of a Civil Engineering Technician 1 position.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
171,380	3.00	Stormwater Management	This increase provides for three Wastewater Collection Equipment Specialists to develop and consistently implement industry standard asset management principles.
49,680	0.00	Stormwater Management	This increase provides for Operations & Maintenance items as part of a new system to track a variety of assets requiring regular inspections, conditions assessments, and maintenance.

Performance Measures

Performance Objective

Minimize the occurrence of street flooding due to blocked inlets through inlet inspection.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of total inlets inspected and cleaned annually.	Percentage	51.00	50.00	50.00

Departmental Budgets



Sewers

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	255,050	257,440	337,390	79,950
Employee Benefits	52,290	97,220	151,950	54,730
Other Expenses	362,130	472,790	383,090	(89,700)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	669,470	827,450	872,430	44,980
Internal Service Funds	0	0	0	0
Total	669,470	827,450	872,430	44,980
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	7.00	3.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(81,000)	2.00	All Funds	The Stormwater - NPDES Compliance program reflects an all funds decrease and increase of 2.0 FTE, which is related to a reduction in contractual services which is partially offset by the addition of two Water Customer Service Representative 2 positions.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
125,980	1.00	Stormwater Management	This increase provides for a Principal Engineer position that supervises and coordinates assigned engineering activities and operations.

Performance Measures

Performance Objective

Comply with NPDES permit requirements of the Good Housekeeping Measures.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
City-owned properties inspected to identify and implement Stormwater pollution prevention techniques.	Whole Number	30.00	10.00	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	83,000	83,200	84,290	1,090
Employee Benefits	16,670	33,780	37,640	3,860
Other Expenses	519,010	496,920	571,030	74,110
Properties	0	0	0	0
Debt Service	860,630	823,500	729,500	(94,000)
Operating Total	1,479,310	1,437,400	1,422,460	(14,940)
Internal Service Funds	0	0	0	0
Total	1,479,310	1,437,400	1,422,460	(14,940)
Capital Projects	100,000	516,500	356,000	(160,500)
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
(53,940)	0.00	All Funds	The Stormwater - Flood Control program reflects an all funds decrease, which is primarily the result of a reduction in bond interest which is partially offset by an increase in contractual services for flood control services. There is no change in FTE.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
19,000	0.00	Stormwater Management	This increase provides for additional supplies and materials for the flood control systems of the Barrier Dam Facility.
20,000	0.00	Stormwater Management	The increase provides for materials and supplies to maintain the Madison Road Flood Gate System.

Performance Measures

Performance Objective

Receive an acceptable rating for all items inspected by the USACE during annual inspection.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of critical maintenance work and capital improvements projects identified and completed each year.	Percentage	99.00	99.00	99.00

Departmental Budgets



Sewers

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	4,418,650	4,262,770	3,570,120	(692,660)
Employee Benefits	1,933,390	1,587,650	1,417,960	(169,690)
Other Expenses	8,885,220	8,973,690	7,735,860	(1,237,830)
Properties	4,923,290	4,174,250	4,338,250	164,000
Debt Service	0	0	0	0
Operating Total	20,160,550	18,998,360	17,062,190	(1,936,180)
Internal Service Funds	0	0	0	0
Total	20,160,550	18,998,360	17,062,190	(1,936,180)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	231,490,000	248,790,000	262,750,000	13,960,000
Total Full-time Equivalent Positions	63.00	64.15	66.00	1.85

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(1,963,050)	1.85	All Funds	The Office of the Director/Administration program reflects an all funds decrease, which is primarily due to a significant increase in vacant positions. The 2013 budget is consistent with the final Hamilton County approved 2012 operating budget for this program. The change in FTE is primarily related to the addition of a Principal Engineer position.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
27,730	0.00	Metropolitan Sewer District	This will fund a portion of the SRL Consulting contract for city-wide Small Business Enterprise services.

Performance Measures

Performance Objective

Provide timely service to external customers.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of water-in-basement responses within four hours of request.	Percentage	87.00	95.00	95.00
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	47.00	100.00	100.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	4,629,430	5,191,150	4,984,900	(206,250)
Employee Benefits	2,010,070	2,305,910	2,654,470	348,560
Other Expenses	891,330	908,170	957,550	49,380
Properties	0	0	0	0
Debt Service	83,052,000	90,000,000	100,000,000	10,000,000
Operating Total	90,582,830	98,405,230	108,596,920	10,191,690
Internal Service Funds	0	0	0	0
Total	90,582,830	98,405,230	108,596,920	10,191,690
Capital Projects	210,069,000	247,824,300	307,413,600	59,589,300
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	150.00	156.16	155.00	(1.16)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(55,040)	(1.16)	All Funds	The Wastewater Engineering program reflects an all funds decrease, which is primarily the result of an increase in Position Vacancy Allowance (PVA). The 2013 budget is consistent with the final Hamilton County approved 2012 operating budget for this program. The change in FTE is related to the reclassification of intern positions into their own classification.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
239,260	0.00	Metropolitan Sewer District	This increase will provide for building maintenance costs for the Engineering Building previously budgeted to the Wastewater Treatment Division.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
10,000,000	0.00	Metropolitan Sewer District	This increase will provide an increase in debt service in order to take advantage of low interest loans from the State of Ohio's revolving loan fund.

Departmental Budgets

Sewers



Performance Measures

Performance Objective

Comply with approved and established capital project and program scopes, schedules, and budgets.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of capital improvement construction projects completed on schedule.	Percentage	100.00	90.00	90.00



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	2,229,270	2,197,250	1,898,020	(299,240)
Employee Benefits	977,170	855,920	840,750	(15,170)
Other Expenses	3,169,320	3,578,230	3,717,180	138,950
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	6,375,760	6,631,400	6,455,950	(175,460)
Internal Service Funds	0	0	0	0
Total	6,375,760	6,631,400	6,455,950	(175,460)
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	31.00	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(265,160)	(1.00)	All Funds	The Information Technology program reflects an all funds decrease, which is primarily due to savings from keeping positions vacant. The 2013 budget is consistent with the final Hamilton County approved 2012 operating budget for this program. The change in FTE is related to the reduction of an Information Technology Assistant Manager position.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
90,900	0.00	Metropolitan Sewer District	This increase provides resources for the Metropolitan Sewer District (MSD)'s portion of the City's Enterprise-wide Information Technology (IT) project costs.

Performance Measures

Performance Objective

Provide a highly reliable information technology system infrastructure for managing MSD business.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage availability of critical business systems maintained by the IT division.	Percentage	99.90	99.00	99.00

Departmental Budgets



Sewers

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	15,231,930	15,740,530	14,384,570	(1,355,960)
Employee Benefits	6,690,100	6,956,820	7,163,520	206,700
Other Expenses	27,344,400	27,003,590	24,000,530	(3,003,060)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	49,266,430	49,700,940	45,548,620	(4,152,320)
Internal Service Funds	0	0	0	0
Total	49,266,430	49,700,940	45,548,620	(4,152,320)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	280.00	281.77	282.00	0.23

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(3,996,550)	0.23	All Funds	The Wastewater Treatment program reflects an all funds decrease, which is primarily due to significant savings from keeping positions vacant and a significant reduction in the amount needed for power. The 2013 budget is consistent with the final Hamilton County approved 2012 operating budget for this program.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(47,000)	0.00	Metropolitan Sewer District	This decrease results from efficiency improvements due to asset management software upgrades.
(55,000)	0.00	Metropolitan Sewer District	This decrease results from efficiency improvements due to incineration energy savings.
(70,000)	0.00	Metropolitan Sewer District	This decrease results from savings due to contracting with the Greater Cincinnati Water Works (GCWW) for pump station monitoring services.

Performance Measures

Performance Objective

Meet or exceed the regulatory compliance established through National Pollutant Discharge Elimination System (NPDES) permit.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of NPDES reporting data met or performed better than the limits set by Environmental Protection Agency (EPA).	Percentage	99.80	99.00	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	7,482,380	7,667,220	6,651,240	(1,015,980)
Employee Benefits	3,288,150	3,709,550	3,412,370	(297,180)
Other Expenses	8,622,880	8,224,050	7,809,010	(415,040)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	19,393,410	19,600,820	17,872,620	(1,728,200)
Internal Service Funds	0	0	0	0
Total	19,393,410	19,600,820	17,872,620	(1,728,200)
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	158.00	158.00	158.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(1,729,190)	0.00	All Funds	The Wastewater Collection program reflects an all funds decrease, which is primarily due to a significant increase in reimbursements from the capital program to Personnel Services and to Employee Benefits. The 2013 budget is consistent with the final Hamilton County approved 2012 operating budget for this program. There is no change in FTE.

Performance Measures

Performance Objective

Minimize sewer overflows and deterioration with a systematic preventive maintenance program.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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

Departmental Budgets



Sewers

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	3,244,530	3,132,160	2,693,840	(438,320)
Employee Benefits	1,419,850	1,317,840	1,215,840	(102,000)
Other Expenses	1,642,290	1,488,510	1,238,160	(250,350)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	6,306,670	5,938,510	5,147,840	(790,670)
Internal Service Funds	0	0	0	0
Total	6,306,670	5,938,510	5,147,840	(790,670)
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	54.00	54.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(782,100)	0.00	All Funds	The Industrial Waste program reflects an all funds decrease, which is primarily due to significant savings from keeping positions vacant. The 2013 budget is consistent with the final Hamilton County approved 2012 operating budget for this program. There is no change in FTE.

Performance Measures

Performance Objective

Provide lab analysis support to internal customers.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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	11.41	13.00	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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	3,425,500	3,610,390	2,994,560	(615,830)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,425,500	3,610,390	2,994,560	(615,830)
Internal Service Funds	0	0	0	0
Total	3,425,500	3,610,390	2,994,560	(615,830)
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
(615,830)	0.00	All Funds	The Water-In-Basement program reflects an all funds decrease, which is primarily due to the projection of actual 2012 cleaning, restoration, and damage claims expenditures. There is no change in FTE.

Performance Measures

Performance Objective

Respond with WIB service in compliance with the Consent Decree to minimize sewerage outflow into basements.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Average cost for each water-in-basement cleanup that is the responsibility of MSD.	Dollar Amount	3,614.00	4,000.00	4,000.00

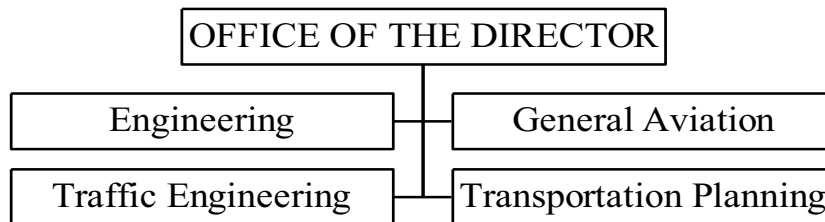


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Transportation & Engineering

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	4,751,860	4,695,130	4,916,460	221,340
Employee Benefits	2,522,010	2,269,090	2,200,190	(68,900)
Other Expenses	4,571,920	4,566,130	4,253,870	(312,260)
Properties	105,590	106,870	110,290	3,420
Debt Service	75,710	75,360	75,120	(240)
Operating Total	12,027,090	11,712,580	11,555,930	(156,640)
Internal Service Funds	0	0	0	0
Total	12,027,090	11,712,580	11,555,930	(156,640)
Capital Projects	24,038,000	24,035,600	30,368,100	6,332,500
Consolidated Plan Projects	0	0	0	0
Program Revenue	4,753,500	2,555,000	2,532,100	(22,900)
Total Full-time Equivalent Positions	174.00	173.36	173.00	(0.36)



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	739,580	804,300	804,790	490
Employee Benefits	401,560	353,200	362,480	9,280
Other Expenses	108,560	108,510	112,020	3,510
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	1,249,700	1,266,010	1,279,290	13,280
Internal Service Funds	0	0	0	0
Total	1,249,700	1,266,010	1,279,290	13,280
Capital Projects	130,000	150,000	123,000	(27,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	33,000	0	0	0
Total Full-time Equivalent Positions	16.00	16.02	16.00	(0.02)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
4,710	(0.01)	All Funds	The Director's Office program reflects an all funds increase, which is primarily related to inflationary increases. The FTE decrease is attributable to improvements in the methodology used to calculate FTE.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(12,940)	(0.13)	General Fund	This represents the transfer of the oversight of the SORTA contract from the Office of Budget & Evaluation.
34,430	0.25	Income Tax Transit	
(12,940)	(0.13)	Income Tax-Infrastructure	



Performance Measures

Performance Objective

Implement the Departmental Business Plan.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of Business Plan Implemented.	Percentage	85.00	80.00	80.00

Departmental Budgets

Transportation & Engineering



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	296,170	256,310	258,990	2,680
Employee Benefits	135,850	135,880	92,070	(43,810)
Other Expenses	142,820	139,530	139,040	(490)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	574,840	531,720	490,100	(41,620)
Internal Service Funds	0	0	0	0
Total	574,840	531,720	490,100	(41,620)
Capital Projects	4,000,000	3,675,000	5,308,000	1,633,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	215,000	0	0	0
Total Full-time Equivalent Positions	16.00	15.75	16.00	0.25

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(36,700)	0.25	All Funds	The Transportation Planning and Urban Design program reflects an all funds decrease, which is primarily related to an anticipated increase in reimbursements. The change in FTE is due to a position increasing from a partial FTE to a full FTE.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(57,480)	(1.00)	General Fund	This decrease represents the elimination of the Downtown and Neighborhood Gateways program.
(2,680)	0.00	Income Tax-Infrastructure	
56,380	1.00	General Fund	This represents the transfer of a vacant Civil Engineering Technician 1 position from Engineering to Transportation Planning.
(141,550)	(3.95)	General Fund	This represents the transfer of eligible expenses from the General Fund into the Income Tax-Infrastructure Fund.
0	0.00	General Capital	
141,550	3.95	Income Tax-Infrastructure	

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(590)	0.00	General Fund	This represents the adjustment of resources in fleet repairs and fuel.
(750)	0.00	Income Tax-Infrastructure	



Performance Measures

Performance Objective

Complete downtown and neighborhood gateway projects that meet the needs of the stakeholders (work-group participants).

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of stakeholder group satisfaction with downtown, business district streetscape, and neighborhood gateway projects.	Percentage	85.00	80.00	80.00

Departmental Budgets

Transportation & Engineering



Program 3: Engineering

Description: This program preserves and enhances the City's multimodal transportation system, including public roadways, bridges, and retaining walls. The program includes design, project management, construction review, and oversees private use of the right-of-way.

Goal: Preserve the condition of Cincinnati's transportation system assets, including pavements, curbs, bridges, retaining walls, sidewalks, and stairways.

Program Budget Summary

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,570,050	1,544,920	1,779,980	235,060
Employee Benefits	905,400	942,020	799,620	(142,400)
Other Expenses	553,780	572,140	573,830	1,690
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	3,029,230	3,059,080	3,153,430	94,350
Internal Service Funds	0	0	0	0
Total	3,029,230	3,059,080	3,153,430	94,350
Capital Projects	17,860,000	18,067,000	22,915,200	4,848,200
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,128,500	445,000	467,000	22,000
Total Full-time Equivalent Positions	102.00	101.59	101.00	(0.59)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
173,890	0.41	All Funds	The Engineering program reflects an all funds increase, which is primarily related to a decrease in anticipated reimbursements. The FTE increase is attributable to a net reduction in partial position specific vacancy.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(56,380)	(1.00)	General Fund	This represents the transfer of a vacant Civil Engineering Technician 1 position from Engineering to Transportation Planning.
(449,740)	(7.33)	General Fund	This represents the transfer of eligible expenses from the General Fund into the Income Tax-Infrastructure Fund.
0	0.00	General Capital	
449,740	7.33	Income Tax-Infrastructure	

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(8,300)	0.00	General Fund	This represents the adjustment of resources in fleet repairs and fuel.
(15,380)	0.00	Income Tax-Infrastructure	



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	2011 Actual	2012 Target	2013 Target
Percentage of transportation assets in good or better condition based on industry standard criteria.	Percentage	62.00	57.00	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	2011 Actual	2012 Target	2013 Target
Percentage of the 100 lane-mile goal completed.	Percentage	63.10	75.00	100.00

Performance Objective

Maintain the condition of city bridges at a standard consistent with public safety and available funding.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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	2011 Actual	2012 Target	2013 Target
Percentage of permits issued within three weeks after application date.	Percentage	86.00	80.00	80.00

Departmental Budgets

Transportation & Engineering



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	1,360,740	1,381,490	1,379,920	(1,570)
Employee Benefits	784,670	559,670	623,480	63,810
Other Expenses	3,102,440	3,064,510	2,821,530	(242,980)
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	5,247,850	5,005,670	4,824,930	(180,740)
Internal Service Funds	0	0	0	0
Total	5,247,850	5,005,670	4,824,930	(180,740)
Capital Projects	1,492,500	1,567,500	1,419,300	(148,200)
Consolidated Plan Projects	0	0	0	0
Program Revenue	132,000	15,000	15,100	100
Total Full-time Equivalent Positions	26.00	27.00	27.00	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
124,730	0.00	All Funds	The Traffic Engineering program reflects an all funds increase, which is primarily related to increases in personnel and street lighting expenditures.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
804,290	1.42	General Fund	This represents the transfer of expenses from the Parking Meter Fund to the General Fund, due to the franchising of the parking meter function.
(804,310)	(1.42)	Parking Meter	
0	0.00	General Capital	This represents the transfer of eligible expenses from the General Fund into the Income Tax-Infrastructure Fund.
(221,190)	(0.59)	General Fund	
0	0.00	General Capital	
221,190	0.59	Income Tax-Infrastructure	

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
(5,570)	0.00	General Fund	This represents the adjustment of resources in fleet repairs and fuel.
(1,600)	0.00	Income Tax-Infrastructure	
(298,300)	0.00	General Fund	This reduction represents projected street light and traffic signal energy savings due to the purchase of electricity through competitive bidding on the open market.



Performance Measures

Performance Objective

Respond to council referrals and close CSRs by stated deadlines.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percent of responses that meet deadlines.	Percentage	90.00	90.00	90.00

Departmental Budgets

Transportation & Engineering



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	785,320	708,100	692,780	(15,320)
Employee Benefits	294,530	278,320	322,540	44,220
Other Expenses	664,320	681,440	607,450	(73,990)
Properties	105,590	106,870	110,290	3,420
Debt Service	75,710	75,360	75,120	(240)
Operating Total	1,925,470	1,850,090	1,808,180	(41,910)
Internal Service Funds	0	0	0	0
Total	1,925,470	1,850,090	1,808,180	(41,910)
Capital Projects	555,500	576,100	602,600	26,500
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,245,000	2,095,000	2,050,000	(45,000)
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
53,000	0.00	All Funds	The General Aviation program reflects an all funds increase, which is primarily related to inflationary increases.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
(40,290)	0.00	Blue Ash Property Operation	This decrease represents the reduction in operational expenditures for the Blue Ash Airport, which has ceased operations. Resources will be required to maintain the remaining City portion of the property.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
900	0.00	General Aviation	This increase will provide resources for General Aviation's portion of the City's Enterprise-wide Information Technology (IT) project costs.
(59,500)	0.00	General Aviation	This represents the adjustment of resources in fleet repairs and fuel.
4,080	0.00	General Aviation	This will fund a portion of the SRL Consulting contract for city-wide Small Business Enterprise services.



Performance Measures

Performance Objective

Operate Lunken Airport as a self sufficient operation.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of annual revenues compared to annual expenditures.	Percentage	124.00	100.00	100.00

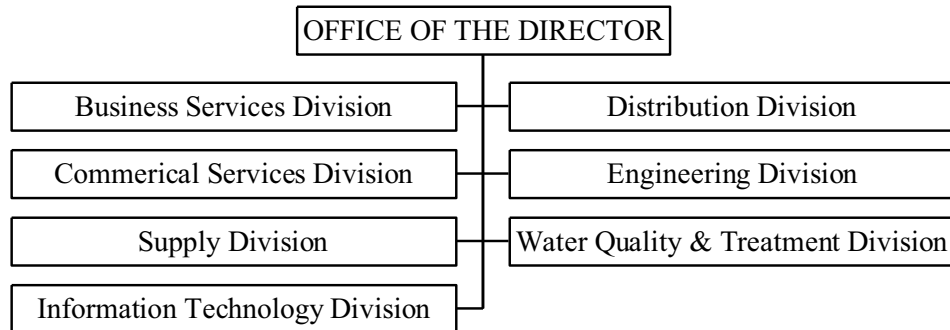


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Water Works

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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	29,991,110	30,445,600	31,407,650	962,040
Employee Benefits	13,409,740	13,113,100	14,692,520	1,579,420
Other Expenses	31,739,960	33,186,910	35,874,060	2,687,150
Properties	837,400	939,900	1,008,100	68,200
Debt Service	38,023,900	41,140,040	45,337,640	4,197,600
Operating Total	114,002,110	118,825,550	128,319,970	9,494,410
Internal Service Funds	0	0	0	0
Total	114,002,110	118,825,550	128,319,970	9,494,410
Capital Projects	52,527,500	43,798,000	90,842,000	47,044,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	611.36	610.16	625.06	14.90

Departmental Budgets

Water Works



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	4,422,570	4,491,090	4,496,210	5,120
Employee Benefits	1,969,770	1,734,670	1,930,070	195,400
Other Expenses	3,655,870	3,591,970	4,269,500	677,530
Properties	837,400	939,900	1,008,100	68,200
Debt Service	38,023,900	41,140,040	45,337,640	4,197,600
Operating Total	48,909,510	51,897,670	57,041,520	5,143,850
Internal Service Funds	0	0	0	0
Total	48,909,510	51,897,670	57,041,520	5,143,850
Capital Projects	0	360,000	4,157,500	3,797,500
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	73.00	76.13	75.13	(1.00)

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
4,568,240	(1.00)	All Funds	The Departmental Support Services program reflects a Water Works Fund increase, which is primarily related to significantly increased debt service costs. The decrease in FTE is primarily attributable to the elimination of one vacant position.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
13,370	0.00	Water Works	This increase will provide for higher labor charges associated with Fleet Services.



One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
122,920	0.00	Water Works	This increase will provide for software purchased by Fleet Management. It is GCWW's portion of the cost of the software.
200,000	0.00	Water Works	This increase will provide for an EPA requested full-scale water emergency exercise. This will help GCWW be more prepared in the event of an emergency.
90,000	0.00	Water Works	This increase will provide resources for the Greater Cincinnati Water Works' portion of the City's Enterprise-wide Information Technology (IT) project costs.
129,290	0.00	Water Works	This increase in cost for Build America Bonds (BAB) Interest represents a potential 7.6% reduction in the federal subsidy.
21,250	0.00	Water Works	This will fund a portion of the SRL Consulting contract for city-wide Small Business Enterprise services.

Performance Measures

Performance Objective

Maintain (or upgrade) bond ratings.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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 percent participation in the annual Safety Action Plan.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage completion of safety goals.	Percentage	99.00	100.00	100.00

Departmental Budgets

Water Works



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	5,745,430	5,868,300	6,628,150	759,850
Employee Benefits	2,581,540	2,457,230	2,924,130	466,900
Other Expenses	3,397,530	3,677,970	4,908,930	1,230,960
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	11,724,500	12,003,500	14,461,210	2,457,710
Internal Service Funds	0	0	0	0
Total	11,724,500	12,003,500	14,461,210	2,457,710
Capital Projects	0	0	1,500,000	1,500,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	114.36	115.00	130.90	15.90

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,417,740	15.90	All Funds	The Commercial Services program reflects a Water Works Fund increase, which is primarily attributed to new positions and related non-personnel costs necessary to support new billing and customer service contracts with Lexington, Kentucky and Alexandria, Virginia. These contracts will generate additional revenue to offset these costs.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
45,260	0.00	Water Works	This increase will provide for higher labor charges associated with Fleet Services.

Performance Measures

Performance Objective

To optimize the customer experience by providing prompt service.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 Target
Percentage of calls answered within 35 seconds.	Percentage	68.00	80.00	80.00



Performance Objective

Maximize the number of customers satisfied with the way GCWW handles questions or problems.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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	N/A	85.00	85.00

Departmental Budgets

Water Works



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

	2011 Budget	2012 Budget	2013 Recommended	Change 2012 Budget to 2013
Operating Budget				
Personnel Services	19,823,110	20,086,210	20,283,290	197,070
Employee Benefits	8,858,430	8,921,190	9,838,310	917,120
Other Expenses	24,686,560	25,916,970	26,695,640	778,670
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	53,368,100	54,924,370	56,817,240	1,892,860
Internal Service Funds	0	0	0	0
Total	53,368,100	54,924,370	56,817,240	1,892,860
Capital Projects	52,527,500	43,438,000	85,184,500	41,746,500
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	424.00	419.03	419.03	0.00

Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,506,700	0.00	All Funds	The Water Supply, Treatment and Distribution program reflects a Water Works Fund increase, which is primarily attributed to increased energy, chemical, and freight costs. The budget also includes operating expenses for the new Ultraviolet Disinfection Plant that will go online in 2013.

On-Going Significant Program Changes

2013			
Budget	FTE	Fund	Description
86,420	0.00	Water Works	This increase will provide for higher labor charges associated with Fleet Services.

One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
150,000	0.00	Water Works	This increase will provide for a three-year maintenance agreement for the supervisory control and data acquisition (SCADA) system. This will help ensure continued functionality of the water monitoring system.
75,000	0.00	Water Works	This increase will provide for a solids management study regarding the solids in the reservoirs at the Richard Miller Treatment Plant. This is a regulatory requirement.



One-Time Significant Program Changes

2013			
Budget	FTE	Fund	Description
75,000	0.00	Water Works	This increase will provide for a pilot program for scanning, 3D modeling and asset management information which will aid GCWW in making better decisions on asset condition and replacement by basing replacement on risk, need and condition.

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	2011 Actual	2012 Target	2013 Target
Average number of hours a customer is without water service during maintenance and repair activities.	Whole Number	4.00	6.00	6.00

Performance Objective

Achieve the highest level of regulatory compliance in water quality assurance.

Unit of Measure	Unit	2011 Actual	2012 Target	2013 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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Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Citizen Complaint and Internal Audit	Citizen Complaint and Internal Audit	Investigations, Research and Evaluation	1	Provides the community with an investigation that is clear, concise, focused, and understandable and enhances the public's awareness of both the role and complaint process of the CCA. Initiates community dialogue and disseminates information that will educate citizens on ways to avoid negative conflict and interactions with the police.	No Change		\$233,480	3.00	\$369,618	\$369,618	\$ -
Citizen Complaint and Internal Audit	Citizen Complaint and Internal Audit	Internal Audit	2	Performs performance audits in order to examine and evaluate the effectiveness and efficiency of management controls in all City departments and independent boards and commissions.	Decreased	Staffing changes led to lower costs	\$426,530	4.00	\$606,802	\$606,802	\$ -
Citizen Complaint and Internal Audit	Citizen Complaint and Internal Audit	Administration	A	To provide administrative support to the Internal Audit and Citizen Complaint Investigative staff	No Change		\$316,410	3.00	\$ -	\$ -	\$ -
City Council	City Council & City Council Member Offices	City Council	A	Provides legislative oversight, policy direction and budget appropriation for all City departments and agencies.	No Change		\$1,996,770	27.00	\$1,996,770	\$1,996,770	\$ -
City Manager	Budget & Evaluation	Budget Development	1	Prepares biennial operating and capital budgets with accurate and relevant information in an easily understood manner to foster sound decision-making.	No Change		\$455,940	4.34	\$656,731	\$656,731	\$ -
City Manager	Budget & Evaluation	Budget Monitoring	1	Reviews and analyzes fiscal status of the organization by conducting periodic budget to actual reviews, preparing all fiscal related ordinances, reviewing and approving vacant positions, analyzing the impact of policies on operating costs, and ensuring compliance with established codes, policies and procedures.	No Change		\$192,860	2.05	\$294,788	\$294,788	\$ -
City Manager	Budget & Evaluation	Housing and Urban Development Compliance	2	Ensures fiscal and programmatic compliance with HUD funded grant activities, including managing database, preparing ordinances, approving contracts, and staying abreast of regulation changes.	Reorganized	Impacted by transfer of HUD Compliance and Monitoring program to Community Development	\$254,620	1.11	\$315,378	\$315,378	\$ -
City Manager	Budget & Evaluation	Special Projects and Policy Research	4	Provides analysis of management operations, research of best practices, and manage city-wide special projects to improve the quality and effectiveness of City services.	Reorganized	Impacted by transfer of HUD Compliance and Monitoring program to Community Development	\$125,590	1.30	\$190,703	\$190,703	\$ -
City Manager	Budget & Evaluation	Budget Administration	A	Provides administrative support to the Office of Budget and Evaluation to assist the City Manager in the allocation of fiscal, organizational, human and tangible resources for the organization.	No Change		\$428,590	4.21	\$ -	\$ -	\$ -
City Manager	Economic Development	Strategic Program for Urban Redevelopment/Go Cincinnati	1	Provides for the redevelopment of abandoned, vacant, or underutilized industrial, commercial and residential sites in accordance with the priorities set by the GO Cincinnati plan.	No Change		\$24,641	1.40	\$69,322	\$69,322	\$ -





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
City Manager	Economic Development	Central Business District Development - Downtown/OTR Development	2	Manages tax incentive programs, works with regional partners (Chamber, 3CDC, Port Authority, Findlay Market, etc.) to manage business retention efforts and provide vibrant development in Downtown and Over-the-Rhine neighborhoods.	No Change		\$564,950	5.10	\$1,044,695	\$1,044,695	\$ -
City Manager	Economic Development	Neighborhood Business Development	2	Manages tax incentive programs, provides assistance to neighborhood business districts and community councils to manage business retention efforts, create capital improvements, manage tax-increment financing projects, and create commercial development.	No Change		\$44,580	3.80	\$402,037	\$402,037	\$ -
City Manager	Economic Development	Quality of Life Programs Administration	4	Manages sidewalk & mobile food vendors, Capital Arts funding, Future Blooms, Film Commission and other programs.	No Change		\$18,000	1.00	\$112,068	\$112,068	\$ -
City Manager	Economic Development	Small Business Assistance	4	Provides various programs and services for small businesses, including loans, capacity development, business education and coaching, entrepreneurial training, incubation, and technical assistance.	No Change		\$37,861	1.00	\$101,690	\$101,690	\$ -
City Manager	Economic Development	Economic Development Administration	A	Fixed Cost	No Change		\$1,039,780	6.70	\$ -	\$ -	\$ -
City Manager	Office of Communications	Public Information	2	Provides resources for disseminating strategic communications that are delivered professionally through channels that are most timely, effective, and efficient.	No Change		\$250,000	2.00	\$250,000	\$250,000	\$ -
City Manager	Office of Communications	CitiCable	4	Provides live coverage of all City Council and Council Committee meetings, including closed captioning, and provides other programming via CitiCable.	No Change		\$480,920	4.00	\$480,920	\$ -	\$480,920
City Manager	Office of Communications	Media Bridges	4	Provides public and educational access programming via Media Bridges	Eliminated	This program is no longer funded in the budget	\$300,000	0.00	\$300,000	\$300,000	\$ -
City Manager	Office Of Environmental Quality	Environmental Economic Development	2	Provides leadership and management for environmental issues in economic development projects including managing high profile Brownfield projects; enforcing Title X of the City Code, which prohibits air emissions constituting a nuisance; providing environmental review of cut and fill permits to reduce contaminated soil risks; and managing green roof incentive program.	No Change		\$97,343	0.95	\$97,343	\$97,343	\$ -
City Manager	Office Of Environmental Quality	City Energy Management	3	Leads the City's efforts in department-wide energy management education, development of tools to reduce City's energy use, and form department-wide collaboration to share ideas on energy reduction; and administer federal Energy Efficiency and Conservation Block Grant funds to save energy and promote other City objectives.	Increased	Energy Manager added using municipal gas/ electric aggregation funds	\$107,805	1.30	\$107,805	\$107,805	\$ -
City Manager	Office Of Environmental Quality	Environmental Compliance	3	Assure that City Government achieves and maintains compliance with applicable environmental laws and regulations and conforms to Best Management Practices through periodic environmental audits and in house environmental consulting.	No Change		\$107,328	1.05	\$107,328	\$107,328	\$ -

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City Manager	Office Of Environmental Quality	Promoting Sustainability	3	Promotes sustainability to the public via website, speaking engagements, newsletters, phone calls and emails; and manage the Green Cincinnati Plan which establishes goals for significantly reducing regional greenhouse gas emissions while preserving both economic development and transportation options throughout the region.	Increased	Energy Audits funded through municipal gas/ electric aggregation funds	\$129,510	1.40	\$129,510	\$129,510	\$ -
City Manager	Office Of Environmental Quality	Recycling Programs	3	Provides an enhanced curbside recycling program that increases citizen participation and landfill diversion rates while minimizing overall costs to the City government; and provides recycling services for wastes generated in City buildings and at City functions.	Decreased	Change recycling incentives	\$2,765,644	1.30	\$2,765,644	\$2,215,644	\$550,000
City Manager	Office Of The City Manager	Office Of The City Manager	1	Chief Executive Officer providing overall leadership and top-level management of City operations.	No Change		\$1,034,130	8.00	\$1,034,130	\$1,034,130	\$ -
City Manager	Office of the City Manager	Contract Compliance	2	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.	Increased	New software to streamline process and save costs. Costs will decrease in 2014.	\$601,010	6.00	\$601,010	\$601,010	\$ -
City Manager	Office of the City Manager	Cincinnati Initiative to Reduce Violence	4	Provides administrative oversight and grant funding to the Cincinnati Initiative to Reduce Violence (CIRV) program, which works to reduce the frequency of gang/group-related street violence.	Increased	Pursuant to City Council approval in 2012	\$411,310	0.00	\$411,310	\$411,310	\$ -
Clerk of Council	Clerk of Council	City Council and Committee Sessions	1	Prepares the agenda and calendar for each regular and special session of council and council committees. Provide staffing, take minutes, and take roll call for votes at meetings as well. Serve as the parliamentarian at the sessions.	No Change		\$424,634	4.00	\$424,634	\$424,634	\$ -
Clerk of Council	Clerk of Council	City Council Record Maintenance	2	Maintains and preserves all official records and documents of City Council	No Change		\$212,317	2.00	\$212,317	\$212,317	\$ -
Clerk of Council	Clerk of Council	City Bulletin	3	Prepares, copies and distributes the weekly City Bulletin which is the official publication of the City containing ordinances, resolutions, motions, and various legal notices.	No Change		\$106,159	1.00	\$106,159	\$106,039	\$120
Community Development	Community Development Administration	HUD Compliance and Monitoring	3	Provides monitoring for programs funded by the US Housing and Urban Development.	Reorganized	Transfer of HUD Compliance and Monitoring from the Office of Budget & Evaluation	\$1,770	0.00	\$1,770	\$1,770	\$ -
Community Development	Community Development Administration	Human Services Policy	4	Manages City's Human Services Policy grant administration process and monitors partner agencies that receive funding.	Decreased	Elimination of one of the three priority areas and related agency funding	\$2,258,220	2.00	\$2,309,031	\$2,309,031	\$ -
Community Development	Housing Development	Housing Rental Programs	2	Manages rental unit rehabilitation projects and programs.	No Change		\$47,530	2.00	\$188,963	\$188,963	\$ -
Community Development	Housing Development	Housing Home Ownership Opportunities	3	Manages Homeownership programs including down payment assistance, new construction, CitiRama, and other programs.	No Change		\$108,840	5.00	\$462,422	\$462,422	\$ -
Community Development	Housing Development	Housing Owner Rehabilitation	3	Provides assistance to rehabilitative home owner occupied housing units.	No Change		\$103,490	1.00	\$259,851	\$259,851	\$ -



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Community Development	Housing Development	Housing Support Programs	3	Provides homeless and housing support programs funded by the Emergency Solutions Grant and Housing Opportunities for Persons with Aids funded by the US Department of Housing and Urban Development.	No Change		\$192,670	1.00	\$263,386	\$263,386	\$ -
Community Development	Housing Development	Neighborhood Stabilization Program	3	Administers the activities and programs of the Neighborhood Stabilization Program funded by the US Department of Housing and Urban Development.	No Change		\$10,800	2.00	\$494,811	\$494,811	\$ -
Community Development	Community Development Administration	Community Development Department Administration	A	Fixed Cost	No Change		\$1,090,650	4.50	\$ -	\$ -	\$ -
Community Development	Housing Development	Housing Programs Administration	A	Fixed Cost	No Change		\$688,840	4.00	\$52,540	\$52,540	\$ -
Community Development	Community Development Administration	Human Resources and Fiscal Management - Community Development	A	Fixed Cost	No Change		\$304,840	4.60	\$ -	\$ -	\$ -
Community Development	Property Maintenance Code Enforcement	Property Maintenance Code Enforcement	2	Provides inspections and follow up enforcement for all property maintenance and code enforcement actions for buildings in the City.	Increased	While CDBG sources have been reduced in the 2013 recommended budget, the Moving Ohio Forward Grant will provide significant funds in 2013 for demolition related activities. The Capital Budget will provide the required local matching funds.	\$1,809,340	30.50	\$2,765,544	\$2,765,544	\$ -
Community Development	Property Maintenance Code Enforcement	Property Maintenance Code Enforcement Administration	A	Provides management of human resources and fiscal management of department.	No Change		\$181,330	2.00	\$ -	\$ -	\$ -
Enterprise Services	Convention Center Division	Events	3	This program coordinates event requirements within exhibition space, meeting rooms and ballroom space at the Convention Center.	Under Review	Renovate the Junior Ballroom	\$1,478,110	0.00	\$1,855,310	\$1,053,599	\$801,712
Enterprise Services	Convention Center Division	Facility Operations	3	This program is responsible for the operation and maintenance of over 750,000 square feet of convention, exhibition space, meeting rooms and ballroom space within the convention center.	Under Review	Replace Cincinnati icon sign with LED lights	\$3,616,980	0.00	\$4,540,001	\$2,578,188	\$1,961,813
Enterprise Services	Convention Center Division	Sales/Marketing	4	This program promotes and contracts events at the convention center.	No Change		\$601,230	0.00	\$754,659	\$428,558	\$326,101



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Enterprise Services	Convention Center Division	Convention Center Administration	A	This program oversees the management agreement and serves as liaison between contract management company, Global Spectrum, LP, and the City of Cincinnati.	No Change		\$386,820	0.00	\$	\$	\$
Enterprise Services	Convention Center Division	Convention Center Management	A	This program oversees the management and administration of the convention center.	No Change		\$1,066,830	0.00	\$	\$	\$
Enterprise Services	Parking Facilities Division	Parking Meter Enforcement	3	This program oversees the enforcement of on-street parking. The enforcement of on-street parking promotes parking turnover for economic growth and a safe traffic flow.	Public Private Partnership	To be managed by outside vendor	\$1,208,112	14.90	\$1,408,217	\$1,408,217	\$
Enterprise Services	Parking Facilities Division	Garages	4	This program consists of the operation, maintenance, and management of over 2,900 parking spaces located at six City-owned parking garages throughout downtown Cincinnati. These garages provide a safe and convenient source of enclosed parking.	Public Private Partnership	An outside entity to manage most of the City garages	\$3,610,900	10.85	\$3,756,613	\$3,756,613	\$
Enterprise Services	Parking Facilities Division	Parking Meter Collection	4	This program consists of the collection of over 5,700 single space and multi-space pay-and-display parking meters located in the downtown area and neighborhood business districts. The collection of parking meters prevents the meters from becoming lodged with coins and enables proper parking turnover.	Public Private Partnership	An outside entity to manage this	\$340,542	4.20	\$396,947	\$396,947	\$
Enterprise Services	Parking Facilities Division	Parking Meter Maintenance	4	This program oversees the maintenance of parking meters. Parking meter maintenance ensures that the meters are functional and accurate.	Public Private Partnership	An outside entity to manage this	\$235,136	2.90	\$274,082	\$274,082	\$
Enterprise Services	Parking Facilities Division	Surface Lots	4	This program consists of the operation, maintenance, and management of over 1,400 parking spaces located at six City-owned surface lots throughout downtown Cincinnati. These surface lots provide a safe economical alternative to all-day parking.	Public Private Partnership	An outside entity to manage most of the City surface lots	\$687,790	0.00	\$687,790	\$687,790	\$
Enterprise Services	Parking Facilities Division	Parking Facilities Administration and Business Services	A	This program contributes to the economic growth and stability of Cincinnati by promoting a healthy downtown and neighborhood business districts through the professional management of the City's parking assets. This program also manages internal and external customer transactions for the Parking Facilities Division.	Decreased	Reduced staff will oversee the management contract of most of the City surface lots, garages and parking meters	\$441,170	4.00	\$	\$	\$
Enterprise Technology Solutions	Cincinnati Area Geographic Information System (CAGIS)	CAGIS City Permits	3	Develops and supports permitting applications for various government entities. NOTE: The City and County Permits functions are funded through reimbursements by the various government agencies using the CAGIS-developed permitting applications. It should be noted that CAGIS staff costs are not reimbursed, only related non-personnel costs.	No Change		\$362,610	0.00	\$362,610	\$362,610	\$
Enterprise Technology Solutions	Cincinnati Area Geographic Information System (CAGIS)	Cincinnati Area Geographical Information System	3	The Cincinnati Area Geographical Information System develops and supports applications for government entities Countywide. Examples of applications could include permitting, zoning, project coordination, infrastructure database, etc.	No Change		\$4,026,690	17.00	\$4,367,941	\$4,367,941	\$





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Enterprise Technology Solutions	Cincinnati Area Geographic Information System (CAGIS)	Customer Service Request (CSR) System Support	3	The Customer Service Request system supports Citizen reporting of problems and service requests to various City and County government agencies. Particularly, the enterprise call center in Public Services accept requests for any service and forwards them to the appropriate entity.	Under Review	Citywide review of Call Centers/ Customer Service	\$90,410	1.00	\$110,484	\$110,484	\$ -
Enterprise Technology Solutions	Cincinnati Area Geographic Information System (CAGIS)	Hamilton County Permits	3	Develops and supports permitting applications for various government entities. NOTE: The City and County Permits functions are funded through reimbursements by the various government agencies using the CAGIS-developed permitting applications. It should be noted that CAGIS staff costs are not reimbursed, only related non-personnel costs.	No Change		\$362,610	0.00	\$362,610	\$362,610	\$ -
Enterprise Technology Solutions	City County Information Systems (CITCO)	E-Government Support	2	Supports hardware and software related to the City's Internet and Intranet presence. In addition, develop and support software for various special project and enterprise applications.	Costs Shifted	Charge eligible expenses to capital	\$637,120	5.00	\$712,818	\$712,818	\$ -
Enterprise Technology Solutions	City County Information Systems (CITCO)	Enterprise Email Support	2	Maintains hardware and software related to the enterprise email system. Provides support to customers when problems are identified, including support to staff using wireless devices synchronized with City systems.	Costs Shifted	Charge eligible expenses to capital	\$431,690	3.00	\$481,890	\$481,890	\$ -
Enterprise Technology Solutions	City County Information Systems (CITCO)	Information Systems Security	3	Ensures the safety of City's hardware and software assets against threats such as physical damage, intrusions, hacking, etc. by maintaining and enforcing the City's Information Security Policy.	Costs Shifted	Charge eligible expenses to capital	\$16,910	0.00	\$16,910	\$16,910	\$ -
Enterprise Technology Solutions	City County Information Systems (CITCO)	CHRIS System	4	Maintain and support the Cincinnati Human Resources Information System (CHRIS) and related applications, including interfaces with other applications such as payroll.	No Change		\$460,700	4.00	\$527,634	\$527,634	\$ -
Enterprise Technology Solutions	City County Information Systems (CITCO)	Cincinnati Financial System Support	4	Provides support for Citywide finance related systems such as the Cincinnati Financial System (CFS), purchasing systems, and interfaces to various systems requiring interaction with the financial system.	No Change		\$438,060	3.00	\$488,260	\$488,260	\$ -
Enterprise Technology Solutions	City County Information Systems (CITCO)	City Miscellaneous IT Services	4	Provides support to the enterprise and to customers in areas such as development, system support, and PC support.	No Change		\$663,540	5.00	\$746,982	\$746,982	\$ -
Enterprise Technology Solutions	City County Information Systems (CITCO)	Data Center Support	4	Supports to all systems housed in the two enterprise data centers; customer virtualization of servers into the enterprise servers; and the City IT Governance Board.	No Change		\$547,420	4.00	\$614,309	\$614,309	\$ -
Enterprise Technology Solutions	City County Information Systems (CITCO)	Hamilton County IT Services	4	HAMCO (Hamilton County) provides support to various enterprises in the Hamilton County administration.	Eliminated	Hamilton County chose to not share City IT services	\$109,220	1.00	\$125,908	\$125,908	\$ -
Enterprise Technology Solutions	City County Information Systems (CITCO)	CITCO Administration	A	Oversees programs which supports hardware and software related to the City's Internet and Intranet presence.	No Change		\$154,870	0.00	\$ -	\$ -	\$ -
Enterprise Technology Solutions	CLEAR	FIXED COST - CLEAR Levy	F	Fixed Cost	No Change		\$4,580,180	21.00	\$4,580,180	\$4,580,180	\$ -

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Enterprise Technology Solutions	Communication Tech Services (CTS)	800 MHZ Communications System	3	Supports the City's 800 MHZ radio system used by Police, perform various repairs on individual mobile and portable radios for Police Fire, and other Departments, maintains City owned outdoor weather sirens, repair police vehicle cameras, mobile data computer support for CPD, and various electronics equipment. (should be noted that over 50% of the budget goes to a Motorola support contract).	Under Review	Expanded 911 Fee could fund this	\$1,696,420	8.00	\$1,874,509	\$1,874,509	\$ -
Enterprise Technology Solutions	Communication Tech Services (CTS)	Communication Technology Services (CTS) Telephone System	3	Maintain and support the enterprise telephone system, support desktop telephones, wireless telephones, and data cards. Staff the enterprise contact center.	Decreased	Reduced hosted email fees, transferred Computer Systems Analyst position from CSR to CAGIS, and bill staff time to capital	\$164,810	4.00	\$239,324	\$239,324	\$ -
Enterprise Technology Solutions	Communication Tech Services (CTS)	Data Communications Infrastructure	3	Tasked with the design and maintenance of the Metropolitan Area Network. Tasking includes design, implementation, maintenance and replacement of various networking equipment including routers, hubs, switches, SONET, and other data network transport equipment to provide data connectivity to all City facilities and to over 60 locations in support of City and County Law Enforcement.	No Change		\$860,320	5.00	\$969,186	\$969,186	\$ -
Enterprise Technology Solutions	Communication Tech Services (CTS)	Fiber Communications	3	Designs, implements and support the Installs and maintenance of over 120 miles of fiber optic cabling, electronics and other infrastructure used to support the Metropolitan Area Network, privately owned telephone systems, 800MHz Radio System, firehouse dispatching, DOTE Computerized Traffic Control System, video conferencing, and various services at the City's E911 Center including ARTIMIS. Also performs moves adds and changes to telephones systems owned by the City.	No Change		\$162,650	4.00	\$237,164	\$237,164	\$ -
Enterprise Technology Solutions	Communication Tech Services (CTS)	Communication Technology Services (CTS) Administration	A	Provide support for City's Communication Technology Services (CTS) programs, maintaining radio communications, data communications infrastructure and the City's telephone network.	No Change		\$228,940	4.00	\$ -	\$ -	\$ -
Enterprise Technology Solutions	ETS Administration	ETS Administrative Services	A	Provides overall policy direction, procurement, accounts payable, accounts receivable, human resources, and budget support for Enterprise Technology Solutions.	Decreased	Keep an Information Technology Administrative Manager and Accountant position vacant due to Hamilton Co. loss and bill staff time to capital	\$823,550	10.00	\$ -	\$ -	\$ -





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Finance	Accounts and Audits	Financial Operations	1	Provides timely, accurate and accessible financial information to managers and policy-makers, and assists managers and policy-makers in making sound financial and business decisions.	Increased	Increase is due to additional resources necessary for the City's upcoming fiscal year change.	\$963,520	11.00	\$997,127	\$997,127	\$ -
Finance	Accounts and Audits	Financial Reporting	1	Prepares the City's Comprehensive Annual Financial Report and Tentative Tax Budget, coordinates the preparation of the annual Cost Allocation Plan and indirect cost rates for Federal grants, and prepares monthly reports for the City Retirement System.	Increased	Increase is due to additional resources necessary for the City's upcoming fiscal year change.	\$287,480	3.29	\$298,822	\$298,822	\$ -
Finance	Accounts and Audits	Payroll Processing	1	Processes biweekly payroll for approximately 6,500 employees, interprets and implements government regulations, and reconciles all employee deductions and tax deposits.	No Change		\$194,590	2.00	\$200,671	\$200,671	\$ -
Finance	Accounts and Audits	HUD Financial Reporting	2	Monitors HUD transactions to assure timely and proper expenditure of funds, reports City activity to HUD and draws down funds as needed to cover expenditures.	No Change		\$95,950	1.00	\$95,950	\$95,950	\$ -
Finance	Accounts and Audits	Infrastructure Reporting	2	Maintains accurate financial reports to assure compliance with goals outlined by the Smale Commission for spending on infrastructure.	No Change		\$195,820	2.00	\$202,054	\$202,054	\$ -
Finance	Accounts and Audits	Tax Increment Finance District Reporting	2	Tracks and reports on all TIF Districts and projects.	No Change		\$612,430	2.00	\$659,479	\$659,479	\$ -
Finance	Income Tax	Compliance and Administrative Hearings	1	Audits tax returns and issues refunds.	Decreased	Elimination of one vacant Senior Accountant position.	\$997,320	11.75	\$1,033,756	\$1,033,756	\$ -
Finance	Income Tax	Document Management	2	Processes incoming tax returns and maintains the electronic tax system.	Decreased	Elimination of one vacant clerical position.	\$1,113,870	8.00	\$1,138,677	\$1,138,677	\$ -
Finance	Income Tax	Taxpayer Service	2	Provides the public with information and assistance needed to comply with the City's tax requirements.	Decreased	Elimination of one vacant Senior Accountant position.	\$890,870	11.00	\$924,980	\$924,980	\$ -
Finance	Income Tax	Delinquency Resolution		Collects outstanding tax liabilities.	No Change		\$779,550	9.00	\$807,458	\$807,458	\$ -
Finance	Treasury	Debt Management	F	Fixed Cost	Increased	Increase is due to a rise in fees and charges related to debt service.	\$94,928,800	3.00	\$94,928,800	\$94,928,800	\$ -
Finance	Office of the Director	Finance Administration - Office of The Director	A	Provides overall management of the Finance Department.	No Change		\$441,540	3.00	\$ -	\$ -	\$ -
Finance	Purchasing	Procurement	1	Promotes timely and cost efficient purchasing for supplies, services, and equipment.	Under Review	Exploring service sharing with other jurisdictions	\$1,039,000	11.01	\$1,080,704	\$1,080,704	\$ -
Finance	Purchasing	Printing Stores	4	Provides printing, mail, and central store/warehouse services to all City agencies.	Under Review	Exploring service sharing with other jurisdictions	\$2,525,440	6.00	\$2,598,591	\$2,598,591	\$ -

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Finance	Risk Management	Employee Health Benefits	1	Administers the self-insured health, prescription, dental and vision plans for City employees and retirees.	Under Review	Considering an increase to the employee contribution rate to decrease City healthcare costs.	\$321,900	3.00	\$335,773	\$335,773	\$ -
Finance	Risk Management	Employee Health Services	2	Provides employee health services.	No Change		\$725,100	5.00	\$725,366	\$725,366	\$725,366
Finance	Risk Management	Employee Safety	2	Provides employee safety services to departments in field audits and training.	No Change		\$343,720	4.00	\$348,560	\$348,560	\$ -
Finance	Risk Management	Administration/ Insurance Program	3	Protects the City from Employee Theft, Forgery, Robbery, and protects City buildings and other personal properties from direct physical loss or damages.	Increase	This increase is due to a rise in property insurance premiums.	\$572,630	1.00	\$581,819	\$581,819	\$ -
Finance	Treasury	Business Licensing Processing	1	Provides for the accurate and timely revenue collection for approximately 45 licenses issued by the City.	No Change		\$98,300	0.76	\$100,347	\$100,347	\$ -
Finance	Treasury	Cash Management	2	Provides assistance to all City agencies to facilitate and is responsible for managing the City's investment portfolio.	Increased	Increase due to the elimination of reimbursements from the Parking Facilities Fund as a result of franchising City parking operations.	\$720,610	6.00	\$764,052	\$764,052	\$ -
Finance	Treasury	Community Development Block Grant Loan Management	3	Monitors loan repayments and escrow payments of the City's Community Development Block Grant.	Decreased	The funding for this program has been decreased	\$20,840	0.24	\$20,840	\$20,840	\$ -
Finance	Treasury	Delinquent Accounts	3	Pursues delinquent collections after City agencies have been unsuccessful in collecting for provided services.	Under Review	Citywide review of collections	\$176,860	1.00	\$194,960	\$194,960	\$ -
Finance	Treasury	Parking Revenue Management	3	Collects and receipts parking revenues.	Public Private Partnership	To be managed by outside vendor	\$189,370	2.00	\$195,516	\$195,516	\$ -
Fire	Administration	Dispatch and Communication	2	Serves as CFD liaison to the Emergency Communications Center for daily functions and large scale emergencies. Supports all line and staff employees by providing digital telephones, pagers, radios, and blackberries as well as support of fire station notification devices such as ZETRON and fire station speakers. Directly supports all fire apparatus communications including fire apparatus radios which are used for both voice and data communications necessary for Fire, EMS, and all emergency runs.	No Change		\$135,310	1.00	\$140,946	\$140,946	\$ -





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Fire	Administration	Equipment Maintenance	2	Responsible to maintain records of all equipment deployed throughout CFD including 26 fire stations and 6 other locations used in support of the CFD mission. Responsible for accounting for and track all CFD tools, equipment, and supplies. This program physically (hands-on) prepares new equipment for distribution/deployment, and repairs firefighting/EMS equipment (not apparatus) that has been damaged or is in need of preventive maintenance. Contributes to firefighter injury prevention, better patient outcomes, saves funds for the City by the careful inspection and preventive maintenance of firefighting/life-saving equipment critical to CFD operations and other CFD programs. Directly supports the City's investment in firefighter personal protective equipment such as firefighting personal protective equipment (PPE) through regularly scheduled cleaning/maintenance/repair. Ensures maintenance/upkeep and operational readiness of sophisticated monitor/detection equipment as well as self contained breathing apparatus (SCBA).	No Change		\$261,660	1.00	\$267,296	\$267,296	\$ -
Fire	Administration	Homeland Security	3	Responsible for maintaining, coordinating, and accounting for homeland security assets purchased via U.S. Dept. of Homeland Security grant funds. CFD has several million dollars worth of grant-funded assets including mass casualty incident response units, decontamination units, explosive ordnance units, weapons of mass destruction hazardous materials units, and communications assets that require continuous maintenance, calibration, training, and involvement in regional exercises.	No Change		\$150,923	2.00	\$162,194	\$162,194	\$ -
Fire	Administration	Fire Administration - Central Stores	A	Responsible for the execution of all purchases of equipment and supplies for CFD. Responsible for keeping CFD compliant with Small Business Enterprise (SBE) goals/objectives, procurement of tools/equipment used by firefighter-medics critical to the CFD mission of planning, preparedness, response, and recovery for CFD and the City. This program is also responsible for the coordination and management of several specialized multi-year projects for CFD including dock facilities project x 2, regional fire training center project, new fire stations, and new CFD headquarters.	No Change		\$258,920	6.00	\$ -	\$ -	\$ -

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Fire	Administration	Fire Administration - Information Technology	A	Program is responsible for identifying fire department emerging technologies, guaranteeing data integrity, ensuring uniform system security, recommendation/procurement of equipment, and the maintenance, usability and sustainability of technological assets. Program coordinates with Enterprise Technology Solutions (ETS) and performs technology support, implementation, and ongoing education/training using a fire department-centric approach. Fire department technology projects and ongoing support include emergency 24/365 support of the City/County Regional Operations Center and CFD Mobile Command Vehicle. Other ongoing projects include the Urban Area Regional Broadcast (UARB) system, fire personnel staffing module, fire apparatus computers/programs, training program computers/software, State mandated incident data reporting and ongoing coordination/assistance with ETS programs that impact the City (and CFD). Fire IT directly supports IT needs for over 100 fire vehicles, 32 fire facilities, and 800 fire department members.	Under Review	This program is moving to paperless environment to create workplace efficiencies.	\$419,914	5.00	\$	\$	\$
Fire	Executive Office	Fire Administration - Financial Management and Financial Planning	A	Provides fiscal oversight, planning, management of the Fire Department's annual budget. Researches and applies for external grant funding to support Department's strategic goals.	No Change		\$1,066,090	13.00	\$	\$	\$
Fire	Fire Prevention	Environmental and Safety Service Management	2	Provides overall management for the Fire Department's inspection program and the Right to Know Program. Also provides management support for the Fire Investigation Unit, the Hazardous Materials Code Enforcement Unit, the Fire Specialist Inspection Program.	No Change		\$154,180	1.00	\$159,816	\$159,816	\$
Fire	Fire Prevention	Fire Code Maintenance, Code Enforcement and Community Outreach	2	Inspects occupancies including places of assembly, business, education, institutional, mercantile, residential, storage, and utilities. Prepares inspections and reports for the Hazard Abatement/Public Nuisance Hearings. Issues maximum occupancy posting signs for Places of Assembly. Witnesses and verifies acceptance at building suppression systems tests. Represents the Fire Department on the Board of Buildings Appeals. Participates in the City's Code Enforcement Response Team (CERT). Responsible for the Fire Prevention Board of Appeals as outline in the Cincinnati Fire Prevention Code.	No Change		\$1,135,980	3.00	\$1,152,887	\$1,152,887	\$
Fire	Fire Prevention	Fire Investigation	2	A highly trained, very effective group of investigators who concentrate their activities upon determination of fire cause and origin.	No Change		\$916,850	8.00	\$961,935	\$961,935	\$
Fire	Fire Prevention	License and Permits	2	Works with the Building Department at the City's Building Development and Permit Center; known as One Stop Shop to ensure that all fire codes and issues are addressed during pre-development, renovations, and construction phases.	No Change		\$114,510	2.00	\$125,781	\$125,781	\$





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Fire	Fire Prevention	Right to Know and Environmental Crime	2	Responsible for the coordination of hazardous materials accidents, spills, releases and abandonment issues within the City of Cincinnati.	No Change		\$240,320	2.00	\$251,591	\$251,591	\$ -
Fire	Fire Prevention	Schools Fire Prevention and Community Education	3	Educates approximately 35,000 children on Fire Safety and other safety concerns. Among these include participation in Safety Fairs, Fire Drills, School Programs and other Children events.	No Change		\$897,824	1.00	\$903,460	\$703,460	\$200,000
Fire	Fire Prevention	Child Seat Installation	4	Provides citizens instructions on how to safely install car seats.	Eliminated	This program is no longer funded in the budget	\$65,053	1.00	\$70,689	\$70,689	\$ -
Fire	Fire Prevention	Juvenile Firesetter	4	Responsible for evaluating juveniles referred to the program to determine the best course of action and/or intervention that will change the juvenile's fire setting behavior.	Eliminated	This program is no longer funded in the budget	\$92,920	1.00	\$98,556	\$98,556	\$ -
Fire	Fire Prevention	Special Events - Fire	4	Provides crowd management and life safety guidelines, ensuring adequate fire/life safety protection as well as emergency medical service availability for special events.	No Change		\$202,613	4.00	\$225,156	\$225,156	\$ -
Fire	Administration	Administration - Support Services	A	Fixed Cost	No Change		\$1,594,433	8.00	\$72,050	\$72,050	\$ -
Fire	Operations	Fire Suppression	1	Provides a continuity of service related to fire control and suppression.	No Change		\$16,696,692	155.00	\$17,570,220	\$17,570,220	\$ -
Fire	Operations	Hazardous Materials	1	Responds to all emergencies related to hazardous material spills and leaks. Monitors the air for chemical/radiological releases or discharges.	Under Review	The Fire Department is working to implement a fee for hazardous material clean up to recoup costs.	\$834,835	7.75	\$878,511	\$878,511	\$ -
Fire	Operations	Building Inspections	2	Performs building inspections for both new and existing buildings throughout the year for compliance with the fire code and life safety. Performs pre-fire planning and familiarization inspections.	No Change		\$10,018,015	93.00	\$10,542,132	\$10,542,132	\$ -
Fire	Operations	Emergency Medical	2	Provides advanced life support, basic life support and all needed emergency medical assistance.	No Change		\$41,741,730	387.50	\$43,925,549	\$36,925,549	\$7,000,000
Fire	Operations	Heavy Rescue	2	Provides technical rescue operations such as trench rescue, vehicle entrapments, rope rescue, confined space, elevator emergency rescue, and rapid firefighter rescue team.	No Change		\$2,504,504	23.25	\$2,635,533	\$2,635,533	\$ -
Fire	Operations	Hydrant Inspections	2	Performs hydrant inspections and maintenance on a regular basis throughout the year.	No Change		\$10,018,015	93.00	\$10,542,132	\$10,542,132	\$ -
Fire	Operations	Bomb Squad	3	Responds to all emergencies related to explosive ordnance including devices, letters, hand grenades, meth labs, and fireworks. Provides bomb sweeps during visits from dignitaries and special events.	No Change		\$834,835	7.75	\$878,511	\$878,511	\$ -
Fire	Operations	River Rescue	3	Responds to all emergencies including boat fires, run away barges and other various floating vessels. Rescue of victims stranded in the river. Helps fight fires at dock side facilities. Assists in mitigating hazardous material spills in the river. Critical infrastructure inspections in coordination with the United States Coast Guard.	No Change		\$834,835	7.75	\$878,511	\$878,511	\$ -

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Fire	Personnel and Training	Fire Training	2	Provides the highest quality training and instruction for Cincinnati Firefighters. The Training Bureau's goal is to prepare Cincinnati Firefighters to serve their community in the most efficient and effective means possible, and to ensure firefighter safety.	No Change		\$1,564,570	4.00	\$1,587,113	\$1,587,113	\$ -
Fire	Personnel and Training	Safety and Risk Management	3	Includes many functions related to the safety of the Cincinnati Firefighters and the conditions in which they work. Responds to numerous emergencies during the normal workweek and extra alarm emergencies after hours.	No Change		\$124,460	1.00	\$130,096	\$130,096	\$ -
Fire	Personnel and Training	Internal Investigations	4	Handles complaints relative to employee conduct and performance and providing an effective way of dealing with citizens complaints.	No Change		\$252,930	3.00	\$269,837	\$269,837	\$ -
Fire	Personnel and Training	Fire Administration - Human Resources Management	A	Responsible for personnel matters. Some of the responsibilities of the Divisions are: Personnel safety, transfers, discipline, recruiting, and in service training.	No Change		\$1,192,570	3.00	\$ -	\$ -	\$ -
Fire	Personnel and Training	Fire Administration - Recruiting	A	Works with the City of Cincinnati's Civil Service Department to promote diversity within the rank and file of the Cincinnati Fire Department.	No Change		\$105,010	1.00	\$ -	\$ -	\$ -
Health	Clinical Services & Population Health	Health Center - Medical Services	2	Provides wellness, preventative and sick visits for children and adults including pediatric care for children, primary care services for adults, and obstetric and gynecological services for women.	Costs Shifted	American Care Act will increase revenues for this	\$10,888,100	89.65	\$12,370,861	\$5,099,082	\$7,271,779
Health	Clinical Services & Population Health	Dental Administration and Sealants	3	Provides administration of dental services at health centers and dental sealants program to 4,000 children via schools.	No Change		\$453,150	3.60	\$540,663	\$405,663	\$135,000
Health	Clinical Services & Population Health	Health Centers - Dental Services	3	Dental services are provided to all Cincinnatians who are uninsured or underinsured via the Crest Smiles Shoppe, most health centers and dental van for homeless.	No Change		\$3,056,510	33.00	\$3,814,156	\$3,549,156	\$265,000
Health	Clinical Services & Population Health	Health Centers - Pharmacy Services	3	Provides pharmacy services for all children and adults using City health centers.	Costs Shifted	American Care Act will increase revenues for this	\$1,384,220	12.30	\$1,649,721	\$1,649,721	\$ -
Health	Clinical Services & Population Health	Sexually Transmitted Disease Prevention and Treatment	3	Provides screening, notification and treatment for persons with sexually transmitted diseases.	Costs Shifted	American Care Act will increase revenues for this	\$1,498,010	12.00	\$1,717,892	\$923,262	\$794,630
Health	Community Health & Environmental Services	Environmental Health Inspections	1	Enforces health and safety codes including the weed and litter control program, and infractions that affect health and safety throughout the City. Responds to complaints and enforces orders to comply with municipal code.	No Change		\$1,018,661	14.00	\$1,386,503	\$1,288,502	\$98,001
Health	Community Health & Environmental Services	Lead Based Paint Hazard Prevention and Treatment	1	Includes administration, testing, inspections and prevention of lead based paint hazards to children and families in multi-family residential properties.	No Change		\$1,696,991	12.00	\$1,951,651	\$451,650	\$1,500,001
Health	Community Health & Environmental Services	Private Lot Abatement	1	Payment to outside contractors to clean up properties sited for violations by the Health Department and not remedied by the owner	No Change		\$120,000	0.00	\$120,000	\$120,000	\$ -





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Health	Community Health & Environmental Services	Waste Related Inspections	1	Enforces state and local regulations related to solid waste, swimming pools, landfills, and junk vehicles.	No Change		\$589,470	8.00	\$787,539	\$704,269	\$83,270
Health	Community Health & Environmental Services	Restaurant and Food License Inspections	2	inspects restaurants for compliance with the state and local health codes; inspects all temporary food license holders; issues corrective orders, including fines and closures if needed.	No Change		\$1,993,990	26.00	\$2,361,832	\$1,401,832	\$960,000
Health	Community Health & Environmental Services	Administration & Health Promotion	3	Provides administration for delivery of community & environmental health services, including health education and health promotion programs.	No Change		\$506,380	5.00	\$562,971	\$282,461	\$280,510
Health	Community Health & Environmental Services	Public Employee Assistance Program	4	Provides management and oversight of employee assistance program for all City employees. All program costs are reimbursed by internal funds via cost allocations.	No Change		\$447,460	7.00	\$447,460	\$-	\$447,460
Health	Community Health & Environmental Services	Vital Statistics	4	Collects and disseminates birth and death certificates, analyzes vital statistics to provide insight on public health issues or concerns.	Under Review	The department is exploring how to establish new sites and methods to issue birth and death certificates.	\$1,089,370	15.00	\$1,513,803	\$720,803	\$793,000
Health	Community Health & Environmental Services	Environmental Health Services Division Administration	A	Manages overall environmental health programs including all inspection programs.	No Change		\$167,930	3.00	\$-	\$-	\$-
Health	Health Commissioner	Emergency Preparedness and Disease Surveillance	2	Manages city-wide response to health risks, including bio-terrorism, communicable disease control, emergency preparedness, and communication with the federal Center for Disease Control.	No Change		\$932,660	6.00	\$983,559	\$191,099	\$792,460
Health	Health Commissioner	Health Department Administration - Office of the Health Commissioner	A	Provides professional, technical, management and administrative support to the Board of Health and staff, including Health Commissioner, Board Clerk, Medical Director, Public Information Officer.	No Change		\$1,286,170	11.00	\$-	\$-	\$-
Health	Health Commissioner	Health Department Human Resources	A	Manages all human resources related issues for the Health Department.	No Change		\$423,950	4.00	\$-	\$-	\$-
Health	Maternal & Infant Health	Reproductive Health & Wellness	3	Provides county-wide reproductive health services - grant funded services - used to go to Planned Parenthood.	No Change		\$771,150	4.00	\$771,150	\$771,150	\$-
Health	Maternal & Infant Health	Women, Infants and Children	3	Provides county-wide programs and services, such as blood tests, nutrition counseling, and administration of the WIC Food Grant Program to ensure healthy pregnancies and healthy children.	No Change		\$3,305,060	50.40	\$3,305,060	\$-	\$3,305,060
Health	Clinical Services & Population Health	Clinical Services Division Administration	A	Fixed Cost	No Change		\$745,040	9.00	\$-	\$-	\$-
Health	Primary Care Programs	Nursing Administration	A	Fixed Cost	No Change		\$336,270	4.00	\$-	\$-	\$-

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Health	School & Adolescent Health	School Health Administration	A	Fixed Cost	No Change		\$372,190	5.00	\$	\$	\$
Health	Primary Care Programs	Bureau for Children with Medical Handicaps	3	Provides case management and home visits for children with medical handicaps, including enrollment in Medicaid, referrals for other service needs and follow up care.	No Change		\$630,660	9.00	\$806,275	\$606,275	\$200,000
Health	Primary Care Programs	Community Nursing	3	Provides home visits by nurses for services to maternal and infant health patients as well as home-bound adult population.	No Change		\$2,490,280	26.70	\$3,134,471	\$2,294,441	\$840,030
Health	School & Adolescent Health	School Based Health Centers	2	School-Based Health Centers provide a comprehensive range of clinical services that specifically meet the serious health problems of young people in the community. Nurse practitioners provide acute health care visits, as well as preventative care and wellness services, including: routine physical exams; asthma and other chronic illness diagnosis and management; prescriptions; lab tests; health and nutrition education; and referrals to other services.	No Change		\$191,860	2.00	\$198,639	\$198,639	\$
Health	School & Adolescent Health	School Nursing Program	2	Provides vision and hearing screenings, health assessments, medical referrals, immunizations, lead testing, and follow up for children who attend 43 targeted Cincinnati Public Schools.	No Change		\$2,409,660	27.10	\$2,953,216	\$1,517,216	\$1,436,000
Health	Technical Resources	Health Department - Property Maintenance Services	A	Provides routine and preventative maintenance of all Health Department facilities, and manages contractual work as needed.	No Change		\$965,470	6.00	\$	\$	\$
Health	Technical Resources	Health Department - Fiscal and Information Technology Management	A	Provides fiscal management, information technology management and maintenance services for Health Department.	No Change		\$1,606,760	18.00	\$	\$	\$
Human Resources	Human Resources	Labor Relations	2	Responsible for negotiating and administering five labor contracts and maintaining and administering the City's Personnel Policies and Procedures.	Under Review	Department reorganized and services being evaluated for improvements	\$226,630	2.00	\$259,516	\$259,516	\$
Human Resources	Human Resources	Civil Service Commission	3	Administers staff to Civil Service Commission, prepare docket items, and schedule disciplinary hearings.	Under Review	New software to streamline process and save costs	\$18,000	2.10	\$52,530	\$52,530	\$
Human Resources	Human Resources	Civil Service Testing and Selection	3	Prepares and administer civil service exams, posts transfer bulletins and job announcements, verify applications, determine seniority calculations, and notify applicant of seniority points and test dates.	Under Review	New software to streamline process and save costs	\$894,655	9.75	\$1,022,088	\$1,022,088	\$
Human Resources	Human Resources	Classification and Compensation	3	Maintains the classification plan and perform job analysis and studies.	Under Review	New software to streamline process and save costs	\$204,902	2.25	\$237,788	\$237,788	\$





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Human Resources	Human Resources	Employee Relations	3	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.	Under Review	New software to streamline process and save costs	\$302,100	3.00	\$351,429	\$351,429	\$ -
Human Resources	Human Resources	Cincinnati Human Resource Information System (CHRIS) Administration	4	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.	Under Review	New software to streamline process and save costs	\$89,850	2.00	\$122,736	\$122,736	\$ -
Human Resources	Human Resources	Professional/Staff Development	4	Facilitates city-wide training by providing registration, course offerings, and reporting.	Under Review	New software to streamline process and save costs	\$88,500	1.00	\$104,943	\$104,943	\$ -
Human Resources	Human Resources	Human Resources Administration	A	Fixed Cost	Under Review	Department reorganized and services being evaluated for improvements	\$326,393	2.00	\$ -	\$ -	\$ -
Law	Law	General Counsel	1	The General Counsel Division is responsible for implementing City Council and City Administration policy directives through drafting necessary legislation. Its attorneys protect the City from adverse legal consequences by providing appropriate legal advice to City Council, the City Administration, to all departments under the City Manager, and to City Boards and Commissions. The General Counsel Division proactively ensures that City elected and appointed officials and employees are aware of their obligations under state law by providing training on the requirements of Ohio's public records, open meetings, and ethics laws. Attorneys in the division also review and/or negotiate the majority of all contracts for the City except those related to economic and community development projects. General Counsel attorneys regularly assist City Boards, Commissions, and various ad hoc task forces and working groups by providing legal advice and drafting necessary legislation to effect the recommendations of those groups, thereby improving the quality of life for Cincinnati residents. The General Counsel attorneys regularly communicate with City Council, City departments, the news media, and the public in relation to monitoring and streamlining the City's responses to public records requests.	Increased	This program will administer the utility aggregation program for the City.	\$738,190	8.00	\$815,269	\$815,269	\$ -
Law	Law	Administrative Hearings	2	The Office of Administrative Hearings hears cases from Notice of Civil Offenses and Civil Fines issued by the City of Cincinnati's Health Department, Department of Transportation, Fire Department, Police Department, and Buildings. The office addresses neighborhood quality of life and public safety concerns such as building code violations, litter, abandoned cars, illegal dumping, and weed control.	No Change		\$298,697	4.00	\$332,031	\$ -	\$332,031

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Law	Law	Economic and Community Development Legal Services	2	The Economic and Community Development Division provides City agencies with legal services associated with residential, commercial, and mixed-use development projects in the City that involve public funding, including the acquisition and disposition of real estate associated with such projects. Attorneys in Economic and Community Development also draft professional service contracts for the funding of human services, as well as a wide variety of contracts and other legal documents involving housing, transportation, real estate, and management of City-owned parking facilities, recreational facilities, and other City-owned properties. Economic and Community Development attorneys staff the City Planning Commission and Zoning Board of Appeals and assist the attorneys in the Civil Litigation Division with disputes that involve development issues, zoning, and other real property and land use matters.	No Change		\$585,030	8.00	\$635,031	\$635,031	\$ -
Law	Law	Prosecution	2	The Prosecutor's Division is responsible for prosecuting all misdemeanors, including all traffic and criminal cases brought before the Municipal Court for violation of criminal offenses occurring within the City. The Prosecution Division employs a part-time Domestic Violence Victim Advocate to assist domestic violence victims. In addition, the Prosecutor's Division hears appeals of public vehicle license denials and is responsible for nuisance abatement initiatives. The Prosecutor's Division also provides training and legal counsel to the Police Department and related agencies.	Decreased	The Domestic Violence Victim Advocate position has been recommended for elimination.	\$1,742,500	19.00	\$1,900,837	\$1,900,837	\$ -
Law	Law	Civil Litigation - Chronic Nuisance	3	Litigation's Chronic Nuisance section coordinates with the Police Department to identify properties that are chronic nuisance sites throughout the City, work with property owners to resolve the nuisance problems, and enforce violations of the ordinance.	No Change		\$85,247	1.00	\$93,581	\$93,581	\$ -
Law	Law	Civil Litigation - Courts and Administration	3	The Litigation Division represents the City in civil litigation in federal and state courts, defends against and prosecutes claims on behalf of the City, its officials, and employees, and provides representation at various hearings.	No Change		\$720,562	6.20	\$772,230	\$772,230	\$ -
Law	Law	Community Prosecution	3	The Community Prosecution Section coordinates issues among City departments actively involved in addressing safety and quality of life issues critical to the stability of our neighborhoods. Community Prosecution focuses on aggressively addressing blight in neighborhoods and prosecuting negligent property owners in Housing Court for building code, safety, and health violations that negatively impact their surrounding area. This section also handles all matters regarding liquor permits within the City before the Ohio Division of Liquor Control and the Liquor Control Commission.	No Change		\$280,420	4.00	\$313,754	\$313,754	\$ -





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Law	Law	Property Management and Real Estate	3	Working under the Economic and Community Development Division, the Property Management Section is responsible for the inventory, management, and disposal of all City-owned or City-leased real property. Property Management is also responsible for issuing revocable street privileges and the payment of all City real estate tax bills. The Real Estate Section is responsible for the appraisal, negotiation, and acquisition of all real property needed by the City. This includes all property needed for economic development and transportation projects and all easements needed for the Greater Cincinnati Water Works and the Metropolitan Sewer District.	No Change		\$457,530	6.00	\$499,056	\$65,240	\$433,816
Law	Law	Administrative Hearings - Zoning Hearings	4	The Office of Administrative Hearings also includes the Zoning Hearing Examiner which considers and decides applications for relief from the strict requirements of the zoning code. The application review process includes visiting sites, conducting public hearings, timely notifying all interested parties of the hearings, and issuing written decisions. The position ensures that development in the City strikes a careful balance between private and public interests.	No Change		\$108,653	1.00	\$116,987	\$116,987	\$ -
Law	Law	Civil Litigation - Claims & Collections	4	Litigation's Claims and Collections Section investigates and processes claims related to damages to personal or real property filed by citizens against the City and is also responsible for the collection of debts owed the City.	Under Review	Citywide review of collections	\$420,951	5.00	\$462,619	\$462,619	\$ -
Law	Law	Labor and Employment	4	The Labor and Employment Division provides legal representation for City Departments in all labor and employment matters. This includes representation before the Civil Service Commission, labor arbitration panels, administrative agencies, and suits filed in state and federal court. This section also handles all workers' compensation suits, as well as workers' compensation subrogation claims.	No Change		\$429,550	3.00	\$458,455	\$458,455	\$ -
Law	Law	Law - Director's Office	A	Manage and direct all departmental functions of the entire department.	No Change		\$532,520	4.00	\$ -	\$ -	\$ -
Metropolitan Sewer District (MSD)	Division of Industrial Waste	Permits and Compliance	1	Issues permits to commercial and industrial customers throughout the service area.	No Change		\$776,030	10.00	\$1,617,709	\$1,617,709	\$ -
Metropolitan Sewer District (MSD)	Division of Industrial Waste	Laboratory	2	Performs testing as required by federal, state, and local regulations. Performs studies to support Wastewater Treatment Division process improvements.	Under Review	Offering laboratory services to other jurisdictions for a fee is being considered.	\$1,791,550	26.00	\$3,979,917	\$3,979,917	\$ -
Metropolitan Sewer District (MSD)	Division of Industrial Waste	Surcharge and Surveillance	2	Monitors the industrial waste discharge of the permitted industries for permit violations and high strength surcharging.	No Change		\$753,670	10.00	\$1,595,349	\$1,595,349	\$ -
Metropolitan Sewer District (MSD)	Division of Industrial Waste	Industrial Waste Division Administration	A	Provides leadership and administrative support for the programs of the Industrial Waste Division.	Decreased	Due to holding positions vacant	\$2,617,270	8.00	\$ -	\$ -	\$ -

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Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project & Business Development	Development Services	2	Reviews and approves building permits and issues tap permits to connect to the sewer system. Maintains Metropolitan Sewer District (MSD) permit records and performs Geographic Information Systems (GIS) editing to ensure that all sewers are identified in the system.	No Change		\$967,510	15.00	\$1,535,518	\$1,535,518	\$ -
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project & Business Development	Modeling and Monitoring	2	Manages and updates the system wide wastewater treatment model and the wastewater treatment plant models. Responsible for monitoring rain gauges and flow meters and reviewing data from them for use in the models.	No Change		\$45,450	3.00	\$159,052	\$159,052	\$ -
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project & Business Development	Strategic Asset Planning	2	Manages, reviews, and approves projects for inclusion in the Capital Improvement Program (CIP). This program also develops alternatives for the business case evaluation process which looks at alternative solutions for capital projects.	No Change		\$2,430,780	33.19	\$3,687,592	\$3,687,592	\$ -
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project & Business Development	Wastewater Engineering Division Administration (Project & Business Development)	A	Provides leadership and administrative support for the Project & Business Development Division. Responsible for planning capital projects throughout the service area.	No Change		\$542,430	6.00	\$ -	\$ -	\$ -
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Project Management/ Construction Management (PM/CM) Team 1	2	Provides Project Management (PM) oversight for the entire capital program.	No Change		\$588,217	24.03	\$1,127,561	\$1,127,561	\$ -
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Project Management/ Construction Management (PM/CM) Team 2	2	Provides Construction Management (CM) oversight for the entire capital program.	No Change		\$249,115	18.97	\$663,489	\$663,489	\$ -
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Easement Acquisitions	3	Acquires property and/or property easements in support of Metropolitan Sewer District (MSD) capital projects.	No Change		\$428,141	11.00	\$773,453	\$773,453	\$ -
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Engineering & Quality Assurance	3	Develops standardized processes, procedures, and training for capital project managers. Additionally, this program tracks performance metrics on Capital Improvement Program (CIP) service providers and construction contractors.	No Change		\$1,525,231	21.97	\$2,884,773	\$2,884,773	\$ -
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Program and Project Control	4	Provides program control support for the capital program: guarantees control of costs, schedules, and estimates for all capital projects.	No Change		\$33,580	1.00	\$99,354	\$99,354	\$ -





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Metropolitan Sewer District (MSD)	Division of Wastewater Treatment (All Facilities)	Liquid Stream Treatment	1	This process involves all stages of treatment of the wastewater liquid stream at the six wastewater treatment facilities within the Metropolitan Sewer District (MSD). The process includes: 1) Primary Treatment- removes grit from wastewater, 2) Secondary Treatment - biological treatment of wastewater, and 3) Tertiary Treatment - final filtration and disinfection of wastewater.	No Change		\$24,630,067	120.71	\$28,749,437	\$28,749,437	\$ -
Metropolitan Sewer District (MSD)	Division of Wastewater Treatment (All Facilities)	Maintenance	1	Provides centralized maintenance to all wastewater treatment facilities and pump stations.	No Change		\$10,913,060	87.71	\$13,906,349	\$13,906,349	\$ -
Metropolitan Sewer District (MSD)	Division of Wastewater Treatment (All Facilities)	Solids Stream Treatment / Disposal	1	This process involves all stages of processing and disposal of the wastewater solids stream at the six wastewater treatment facilities within the Metropolitan Sewer District (MSD). The process includes: 1) Dewatering, 2) Hauling Solids (other than at the Little Miami or Mill Creek wastewater facilities), 3) Incineration, and 4) Ash Lagoon Dredging / Ash Hauling.	Under Review	Offering incineration services to other jurisdictions for a fee is being considered.	\$12,315,033	60.35	\$14,374,719	\$14,374,719	\$ -
Metropolitan Sewer District (MSD)	Division of Wastewater Treatment (All Facilities)	Wastewater Treatment Division Administration	A	Provides leadership and administrative support for all Wastewater Divisions that are responsible for treating wastewater at all wastewater treatment facilities and pump stations in all sewer sheds within the Metropolitan Sewer District (MSD). Facilities include: Millcreek, Little Miami, Muddy Creek, Sycamore, Taylor Creek, and Polk Run.	No Change		\$1,842,780	13.00	\$ -	\$ -	\$ -
Metropolitan Sewer District (MSD)	Information Technology	Metro Sewer District Administration - Computer Services	A	Maintains information technology / computer infrastructure and business systems for entire department.	Decreased	Due to holding positions vacant	\$6,631,400	32.00	\$ -	\$ -	\$ -
Metropolitan Sewer District (MSD)	Wastewater Collection	Repair and Rehabilitation	1	Fixed Cost	No Change		\$4,931,728	45.00	\$9,889,229	\$9,889,229	\$ -
Metropolitan Sewer District (MSD)	Wastewater Collection	Customer Service	3	Fixed Cost	No Change		\$3,672,772	33.00	\$7,471,532	\$7,471,532	\$ -
Metropolitan Sewer District (MSD)	Wastewater Collection	Special Projects	4	Fixed Cost	No Change		\$764,189	6.00	\$1,433,153	\$1,433,153	\$ -
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Administration	Wastewater Engineering Division Administration (Project Delivery)	A	Fixed Cost	No Change		\$1,594,791	22.00	\$ -	\$ -	\$ -
Metropolitan Sewer District (MSD)	Office Of The Director	Metro Sewer District Administration - Office of the Director	A	Sets the strategic vision and provides leadership for the Metropolitan Sewer District (MSD). Provides centralized support services.	No Change		\$7,836,260	19.23	\$ -	\$ -	\$ -

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Metropolitan Sewer District (MSD)	Sewers Debt Service	FIXED COST - Sewer District Debt Service	F	Fixed Cost	Increased	to take advantage of low interest loans from the State of Ohio's revolving loan fund	\$90,000,000	0.00	\$90,000,000	\$90,000,000	\$ -
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU)	Flood Control	1	This program includes facility planning, major improvements, rehabilitation, repair, and facility operations and maintenance for the City of Cincinnati's flood control facilities maintained by the Stormwater Management Utility (SMU).	Decreased	Bond interest payments have been reduced.	\$1,437,400	1.00	\$1,495,785	\$1,495,785	\$ -
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU)	National Pollutant Discharge Elimination System (NPDES) Compliance	1	This program includes regulation, permitting, and enforcement services in the Stormwater Management Utility (SMU) to guarantee compliance with the Clean Water Act's (CWA) National Pollutant Discharge Elimination System (NPDES) permit program. The National Pollutant Discharge Elimination System (NPDES) permit program controls water pollution by regulating point sources that discharge pollutants into waters of the United States of America (USA).	Decreased	Contractual Services costs have been reduced.	\$827,450	4.00	\$1,060,991	\$1,060,991	\$ -
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU)	Planning & Design	1	This program includes Capital Improvement Project (CIP) planning and design in the Stormwater Management Utility (SMU).	No Change		\$663,990	9.50	\$840,117	\$840,117	\$ -
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU)	Metro Sewer District Administration - Financial Management	A	Oversees the operational and financial functions of the Stormwater Management Utility (SMU).	Decreased	Personnel Services and Benefits have been reduced.	\$875,780	3.00	\$ -	\$ -	\$ -
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU): Operations and Maintenance	Condition Assessment	1	The Stormwater Management Utility (SMU) is modifying its program to systematically inspect and inventory each facility in the system on a multi-year recurring cycle. In addition, the inlets and connections in each street paving project are inspected for structural integrity and repaired or modified prior to paving. Condition assessment can also occur as part of a customer service response or can be related to a routine cleaning program.	No Change		\$786,298	2.00	\$903,069	\$903,069	\$ -
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU): Operations and Maintenance	Remedial Maintenance	1	This program repairs or improves existing facilities based on the results of structural inspections. Structural inspections may be generated as part of a customer service response, as part of a routine cleaning program, or as part of the Stormwater Management Utility's (SMU) condition assessment program.	No Change		\$589,723	1.50	\$677,301	\$677,301	\$ -
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU): Operations and Maintenance	Routine Maintenance	1	This program inspects and cleans all street inlets every other year (50% each year); inlets in sag areas are cleaned and inspected each year; all off road intakes are inspected twice per year and cleaned as needed; critical locations, both on and off road, are inspected weekly and after each storm and cleaned as needed. Programs will be developed later this year for the routine inspection and cleaning of ditches and culverts which are now inspected and cleaned on a reactive basis.	No Change		\$589,723	1.50	\$677,301	\$677,301	\$ -





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU): Operations and Maintenance	Customer Service	2	The Stormwater Management Utility (SMU) usually responds to customer service requests related to problems with street inlets and road intakes the same day they are received, but at least within two working days. The timeline for the complete resolution of a request depends upon the complexity of any additional work that must be completed. Some requests are resolved by the initial responder while he/she is on site; other requests could take weeks to fully resolve if design and construction must be scheduled.	No Change		\$1,572,596	4.00	\$1,806,137	\$1,806,137	\$ -
Metropolitan Sewer District (MSD)	Wastewater Administration	Safety	2	Delivers the Safety program to entire Department, including training and guaranteeing safety compliance.	No Change		\$465,280	5.00	\$1,062,569	\$1,062,569	\$ -
Metropolitan Sewer District (MSD)	Wastewater Administration	Contract Administration	3	Provides expert services contractual procurement support for entire department. Provides construction contract procurement support for entire department. Provides contract compliance for all contracts. Supports Small Business Enterprise (SBE) participation for contracts.	No Change		\$519,090	6.92	\$1,345,738	\$1,345,738	\$ -
Metropolitan Sewer District (MSD)	Wastewater Administration	Wastewater Division Administration	A	Provides leadership and administrative support for the Wastewater Administration Division.	No Change		\$8,410,110	10.00	\$ -	\$ -	\$ -
Metropolitan Sewer District (MSD)	Wastewater Administration	Wastewater Division Administration - Accounting	A	Provides centralized accounting support to entire Department, including management of accounts payable for both capital and operating budgets, accounts receivable, and payroll.	No Change		\$1,149,100	15.00	\$ -	\$ -	\$ -
Metropolitan Sewer District (MSD)	Wastewater Administration	Wastewater Division Administration - Personnel	A	Provides centralized human resources support to entire Department, including recruiting, hiring, retention, training, and personnel development.	No Change		\$618,530	8.00	\$ -	\$ -	\$ -
Metropolitan Sewer District (MSD)	Wastewater Collection	Combined Sewer Overflow (CSO) Maintenance	1	Performs minor maintenance of the combined sewer overflow (CSO) structures (More extensive repairs are funded out of the capital budget.)	Costs Shifted	Due to Reimbursements from Capital Funds	\$117,540	1.00	\$236,998	\$236,998	\$ -
Metropolitan Sewer District (MSD)	Wastewater Collection	Maintenance and Cleaning	2	Provides work crews and materials for cleaning and minor repairs of the wastewater collection infrastructure throughout the service area. (More extensive repairs are funded out of the capital budget.)	Costs Shifted	Due to Reimbursements from Capital Funds	\$2,649,233	23.00	\$5,396,764	\$5,396,764	\$ -
Metropolitan Sewer District (MSD)	Wastewater Collection	Sewer System Evaluation	2	Provides work crews and materials for closed circuit television evaluation of the wastewater collection infrastructure. Sewer maintenance is prioritized through activities in this program.	No Change		\$2,362,984	20.00	\$4,752,141	\$4,752,141	\$ -
Metropolitan Sewer District (MSD)	Wastewater Collection	Maintenance Shop	3	Provides centralized equipment repairs for the Wastewater Collection Division.	No Change		\$1,218,887	11.00	\$2,532,923	\$2,532,923	\$ -
Metropolitan Sewer District (MSD)	Wastewater Collection	Wastewater Collection Administration	A	Provides leadership and administrative support for the Wastewater Collection Division. Responsible for all sewers, interceptors, and combined sewer overflow (CSO) structures.	No Change		\$3,883,510	19.00	\$ -	\$ -	\$ -

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Metropolitan Sewer District (MSD)	Water-In-Basement	Water-In-Basement Response Program	3	Provides customer relief for capacity related wastewater water-in-basement (WIB) problems through cleanup assistance for basement backups, including reimbursements for property damage. Enables the installation of measures to prevent wastewater backups in basements.	Under Review	Proposal to reduce service levels must be approved by federal regulators	\$3,610,390	0.00	\$3,610,390	\$3,610,390	\$ -
Non Departmental	Enterprise Software and Licenses	CIT-CO Software and Licensing Fees	3	Fees for City-wide software and licenses. An example is a fee for CHRIS, the Human Resources computer system used city-wide.	Increased	Due to License for Hosted Email	\$931,050	0.00	\$931,050	\$931,050	\$ -
Non Departmental	Enterprise Software and Licenses	CIS Software and Licensing Fees	3		No Change		\$8,500	0.00	\$8,500	\$8,500	\$ -
Non Departmental	Enterprise Software and Licenses	CHRIS Software and Licensing Fees	4	Fees for Cincinnati Human Resources Information System.	No Change		\$295,450	0.00	\$295,450	\$295,450	\$ -
Non Departmental	Memberships & Lobbyists	Federal Lobbyist Fees	4	Fees for City-wide memberships, lobbying and consulting services.	No Change		\$107,400	0.00	\$107,400	\$107,400	\$ -
Non Departmental	Memberships & Lobbyists	State Lobbyist Fees	4	Fees for City-wide memberships, lobbying and consulting services.	No Change		\$106,000	0.00	\$106,000	\$106,000	\$ -
Non Departmental	Non Departmental Accounts	Audit And Examiner's Fees	1	Required fees to comply with state law and municipal code.	No Change		\$305,720	0.00	\$305,720	\$305,720	\$ -
Non Departmental	Non Departmental Accounts	Hamilton County Treasurer & Auditor Fees	2	Required fees to compensate for expenses associated with moneys collected by the County Treasurer and Auditor for the City of Cincinnati.	No Change		\$610,000	0.00	\$610,000	\$610,000	\$ -
Non Departmental	Non Departmental Accounts	Cincinnati Public School Reserves	3	Annual support provided according to contractual agreement.	No Change		\$5,000,000	0.00	\$5,000,000	\$5,000,000	\$ -
Non Departmental	Non Departmental Accounts	Downtown Special Improvement District	3	Contractual payments for the downtown Special Improvement District.	No Change		\$112,000	0.00	\$112,000	\$112,000	\$ -
Non Departmental	Non Departmental Accounts	Port Authority of Greater Cincinnati	3	Contractual payments for economic development services.	No Change		\$700,000	0.00	\$700,000	\$700,000	\$ -
Non Departmental	Non Departmental Accounts	Cincinnati Music Hall	4	Annual support provided according to contractual agreement.	No Change		\$100,000	0.00	\$100,000	\$100,000	\$ -
Non Departmental	Non Departmental Accounts	Hamilton County Clerk of Court Fees	4	Payment for collection of parking fines according to contractual agreement.	Public Private Partnership	An outside entity to pay for this	\$365,000	0.00	\$365,000	\$365,000	\$ -
Non Departmental	Non Departmental Accounts	Property Investment Reinvestment Agreements	4	Payments made for multi-year job creation agreements.	Decreased	As these agreements expire and new ones are entered into the costs will fluctuate	\$2,600,000	0.00	\$2,600,000	\$2,600,000	\$ -
Non Departmental	Non Departmental Accounts	City Council Staff Benefits	F	Fixed Cost	No Change		\$5,200	0.00	\$5,200	\$5,200	\$ -
Non Departmental	Non Departmental Accounts	Contribution To City Pension	F	Fixed Cost	Increased	This increase is due to an increase in employer contribution to the City Pension	\$4,369,770	0.00	\$4,369,770	\$4,369,770	\$ -





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Non Departmental	Non Departmental Accounts	FIXED COST - Contribution To Fire Pension	F	Fixed Cost	No Change		\$1,369,270	0.00	\$1,369,270	\$1,369,270	\$ -
Non Departmental	Non Departmental Accounts	FIXED COST - Contribution To Police Pension	F	Fixed Cost	No Change		\$1,315,580	0.00	\$1,315,580	\$1,315,580	\$ -
Non Departmental	Non Departmental Accounts	FIXED COST - HUD Section 108 Debt Service	F	Fixed Cost	No Change		\$632,630	0.00	\$632,630	\$632,630	\$ -
Non Departmental	Non Departmental Accounts	FIXED COST - Indirect Costs	F	Fixed Cost	No Change		\$378,360	0.00	\$378,360	\$378,360	\$ -
Non Departmental	Non Departmental Accounts	FIXED COST - Judgments Against The City	F	Fixed Cost	No Change		\$900,000	0.00	\$900,000	\$900,000	\$ -
Non Departmental	Non Departmental Accounts	FIXED COST - Manager's Office Obligations	F	Fixed Cost	No Change		\$50,000	0.00	\$50,000	\$50,000	\$ -
Non Departmental	Non Departmental Accounts	FIXED COST - Mayor's Office Obligations	F	Fixed Cost	No Change		\$160,000	0.00	\$160,000	\$160,000	\$ -
Non Departmental	Non Departmental Accounts	FIXED COST - Police & Fire Fighters' Insurance	F	Fixed Cost	No Change		\$300,000	0.00	\$300,000	\$300,000	\$ -
Non Departmental	Non Departmental Accounts	FIXED COST - Reserve For Contingencies	F	Fixed Cost	No Change		\$3,100,000	0.00	\$3,100,000	\$3,100,000	\$ -
Non Departmental	Non Departmental Accounts	FIXED COST - State Unemployment Comp	F	Fixed Cost	No Change		\$629,530	0.00	\$629,530	\$629,530	\$ -
Non Departmental	Non Departmental Accounts	FIXED COST - Board of Election Expense	F	Fixed Cost	No Change		\$325,000	0.00	\$325,000	\$325,000	\$ -
Non Departmental	Non Departmental Accounts	General Fund Overhead	F	Fixed Cost	No Change		\$7,779,680	0.00	\$7,779,680	\$7,779,680	\$ -
Non Departmental	Non Departmental Accounts	Lump Sum Payment	F	Fixed Cost	No Change		\$1,500,000	0.00	\$1,500,000	\$1,500,000	\$ -
Non Departmental	Non Departmental Accounts	Public Employees Assistance	F	Fixed Cost	No Change		\$478,980	0.00	\$478,980	\$478,980	\$ -
Non Departmental	Non Departmental Accounts	Workers' Comp Insurance	F	Fixed Cost	Increased	This increase is due to an increase in the Worker's Compensation Rate.	\$5,598,670	0.00	\$5,598,670	\$5,598,670	\$ -
Non Departmental	SORTA	Southwest Ohio Regional Transit Authority Support	1	Annual support provided according to contractual agreement.	No Change		\$44,865,650	0.00	\$44,865,650	\$44,865,650	\$ -

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Office of the Mayor	Office of the Mayor	Office Of The Mayor	A	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.	No Change		\$597,700	8.00	\$597,700	\$597,700	\$ -
Parks	Parks Admin and Program Services	Parks Administrating - Financial & Business Services	A	Fixed Cost	Costs Shifted	Reimbursement expenses shifted to the Capital Budget and Metropolitan Sewer District Fund	\$1,301,600	7.00	\$ -	\$ -	\$ -
Parks	Parks Operations and Facility Management	Parks Operations Division Administration	A	Fixed Cost	Costs Shifted	Reimbursement expenses shifted to the Capital Budget and Metropolitan Sewer District Fund	\$1,376,940	6.40	\$ -	\$ -	\$ -
Parks	Parks Admin and Program Services	Customer Service	2	This program provides oversight of customer service requests and special permitting, and manages the rental process of park sites including premier facilities. This program provides public safety through good customer service. When citizens and visitors have a great experience they provide for a presence in the park system, through this presence the bad elements stay out and make the Police Department's job much easier. This program is responsible for shelter & facility rentals, parking permits, photo permits, special event permits, special use permits, wedding permits, managing the 22 Park Advisory Councils, and delivering training throughout the park system. This program keeps our neighborhoods livable through the customer service delivery of our employees, as well as the service the citizen's receive when they enter our park system.	No Change		\$339,710	1.40	\$390,863	\$152,983	\$237,880
Parks	Parks Admin and Program Services	Krohn Conservatory	2	This program manages the on-going operations of the Krohn Conservatory, which includes over 5,000 plants, and multiple events annually including six unique floral shows each year.	No Change		\$685,824	3.70	\$687,175	\$368,295	\$318,880
Parks	Parks Admin and Program Services	Nature Education & Centers	2	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, and reaches citizens of the region. This program is all about recycling materials into educational tools, using nature as your entertainment, and getting outside. This program promotes "no child left inside," and combats behavioral issues with children.	No Change		\$655,910	15.15	\$820,057	\$820,057	\$ -
Parks	Parks Admin and Program Services	Parks Facility Maintenance	2	This program provides for reliable facilities and structures throughout the park system. This program performs over 1,300 preventive & predictive maintenance tasks each year, addresses emergency maintenance issues, and provides contractual oversight when needed.	Decreased	Reimbursement expense shifted to the Capital Budget	\$242,670	5.00	\$311,930	\$311,930	\$ -
Parks	Parks Admin and Program Services	Warder Nursery	3	This program operates the greenhouses at Warder Nursery. This program provides the plant propagation for the Krohn Conservatory shows and permanent collection.	No Change		\$225,376	11.80	\$357,549	\$238,859	\$118,690



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Parks	Parks Admin and Program Services	Park Special Events	4	This program provides staffing and management of special events that occur throughout the park system.	No Change		\$44,680	0.60	\$52,991	\$52,991	\$ -
Parks	Parks Office of the Director	Parks Administration - Director's Office	A	The Director's Office manages the entire department according to the Park Board's Annual Business Plan approved by the Board of Park Commissioners. The Plan focuses on the Park Board's Basic Principles: Clean, Safe, Reliable, Green, Beautiful, and Enriching.	No Change		\$225,580	2.00	\$ -	\$ -	\$ -
Parks	Parks Operations and Facility Management	Urban Forestry	1	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. This program promotes the livability of our city. The Park Board and the City have received the Tree City USA Award for 31 years. It is a proven fact that citizens receive \$85.12 in benefits per tree a each year.	No Change		\$1,768,390	8.50	\$1,768,390	\$ -	\$1,768,390
Parks	Parks Operations and Facility Management	Greenspace	2	This program provides the ongoing maintenance of the community and business district, and highway greenspace within the city, which includes mowing, trimming, weeding, planting, watering, litter control and pruning according to the Park Board's maintenance standard guidelines. This program is important for the livability of the community, business districts, and highway greenspace that welcome citizens and visitors to Cincinnati. These areas promote an inviting city and encourage that citizens and visitors are in a safe and well maintained area.	Costs Shifted	Reimbursement expenses shifted to the Capital Budget and Metropolitan Sewer District Fund	\$589,010	11.00	\$776,886	\$776,886	\$ -
Parks	Parks Operations and Facility Management	Park Land Management	2	This program provides the on-going maintenance of the green infrastructure of the park system including management of invasive plant species, deer management, natural prairies, controlled burns, habitat management, trail management, natural watershed, and pruning according to the Park Board's maintenance standard guidelines. This program handles public safety and keeping sustainable green infrastructure with in our community.	No Change		\$263,290	4.05	\$360,723	\$360,723	\$ -
Parks	Parks Operations and Facility Management	Park Operations and Maintenance	2	This program provides the on-going maintenance of the 5,200 acre park system which includes mowing, trimming, weeding, planting, watering, and litter control.	Costs Shifted	Reimbursement expenses shifted to the Capital Budget and Metropolitan Sewer District Fund	\$6,634,742	99.13	\$8,646,791	\$7,919,889	\$726,902
Parks	Parks Operations and Facility Management	Tree Maintenance	2	This program manages the tree population within the park system, which is over 5,200 acres. Staff remove dead and dying trees in order to mitigate hazards and invasive insects such as Emerald Ash Bore Beetle and the Long Horned Beetle.	No Change		\$90,700	2.00	\$153,325	\$153,325	\$ -
Planning and Buildings	Buildings	Building Inspection	1	This program performs all construction inspections with exception of plumbing, including structural, electrical, HVAC, etc.	Increased	Position moved from Elevators	\$1,839,875	22.00	\$2,104,099	\$67,500	\$2,036,599
Planning and Buildings	Buildings	Elevator Inspections	1	This program provides for the inspection of all elevators, escalators, and other assorted equipment within the City of Cincinnati.	Decreased	Position moved to Building Inspections	\$604,970	7.00	\$689,041	\$ -	\$689,041



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Planning and Buildings	Buildings	Plan Examination	1	This program reviews applications, plans, and specifications for residential and commercial buildings to ensure code compliance.	No Change		\$803,480	8.00	\$899,561	\$ -	\$899,561
Planning and Buildings	Buildings	Plumbing Inspections	1	This program performs all plumbing construction inspections.	No Change		\$550,615	7.00	\$634,686	\$ -	\$634,686
Planning and Buildings	Buildings	Permit Center Customer Service	2	This program manages permit issuance and customer service for the Permit Center.	Increased	This reflects new permit center customer service head	\$720,880	10.00	\$840,982	\$840,982	\$ -
Planning and Buildings	Buildings	Buildings Division Administration	A	Fixed Cost	No Change		\$654,550	4.00	\$6,000	\$6,000	\$ -
Planning and Buildings	Planning	Planning Division Administration	A	Fixed Cost	No Change		\$332,850	2.00	\$ -	\$ -	\$ -
Planning and Buildings	Planning	Land Use Planning	1	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.	No Change		\$506,960	6.00	\$829,930	\$777,930	\$52,000
Planning and Buildings	Planning	Historic Conservation	3	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.	No Change		\$242,160	3.00	\$252,040	\$237,040	\$15,000
Police	Emergency Communications Center	Fire Dispatch / Emergency Medical Services (EMS) Dispatch	1	Fire Dispatchers dispatch approximately 6,300 fire incidents per month including 4,500 medical incidents. These dispatchers are responsible for maintaining contact with firefighters in the field, making emergency notifications, acting as back-up to E9-1-1 call-takers for Emergency Medical Services (EMS) Dispatch, and activating the civil defense sirens.	No Change		\$495,381	8.00	\$562,949	\$452,961	\$109,989
Police	Emergency Communications Center	Administrative Call Handling	2	ECC handles approximately 21,000 administrative or non-emergency calls per month. These calls may be requests for information, requests for directions, inquiries related to old incidents, or for any other purpose.	No Change		\$1,609,988	26.00	\$1,892,428	\$1,892,428	\$ -
Police	Emergency Communications Center	E9-1-1 Call Handling	2	ECC processes approximately 35,000 E9-1-1 calls per month. These calls may be for police emergencies, fire emergencies, or medical emergencies. The call-taker inputs the incident into the Computer Aided Dispatch (CAD) system for police or fire dispatch. If the call is for a medical emergency, the call-taker will activate the Emergency Medical Dispatch software which involves going through a scripted protocol with the caller, determining the nature of the medical emergency, and providing pre-arrival or post-dispatch instructions to the caller.	Under Review	Offering E-9-1-1 call taking services to other jurisdictions for a fee is being considered.	\$4,603,886	40.00	\$4,980,725	\$4,369,678	\$611,047





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Police	Emergency Communications Center	Police Dispatch	2	Police Dispatchers dispatch approximately 37,000 police incidents per month. These dispatchers also are tasked with updating the Computer Aided Dispatch (CAD) system, staying in radio contact with officers in the field, and handling officer requests for National Crime Information Center (NCIC) and Regional Crime Information Center (RCIC) information.	No Change		\$2,848,441	46.00	\$3,234,840	\$2,588,876	\$645,964
Police	Emergency Communications Center	Emergency Communications Center Administration	A	ECC responsibilities focus on public safety by directly supporting the mission of emergency responders, including law enforcement, fire, and emergency medical services. This program provides support for the Emergency Communications Center's (ECC) operations by handling budget and finance issues, training, policy and procedure development, resource management, information technology support, reporting, and quality assurance / quality improvement efforts.	No Change		\$804,994	13.00	\$0	\$0	\$-
Police	General Administration and Support	Police Chief's Community Liaison	3	Coordinates the department's Police Community Relations Efforts including Community Liaison Officers, School Resource Officers, Citizens on Patrol, Police Cadets, Police Explorers, and other department youth initiatives.	No Change		\$419,670	4.00	\$431,702	\$431,702	\$-
Police	General Administration and Support	Police Administration	A	Provides executive leadership, management, and administration of department programs and services. Provides information to the public via various media outlets and the department website.	Decreased	The Assistant Police Chief rank has been reduced from 5 to 3 positions.	\$1,974,820	15.00	\$-	\$-	\$-
Police	General Administration and Support	Police Administration - Fiscal Affairs	A	Develops and manages the department budget; provides data entry for police requisitions and certifications; and processes accounts payable and accounts receivable. Compiles and processes payroll information. Manages federal and state grants, federal and state asset forfeiture funds, and other special funds. Ensures compliance with Federal, State and City statutes, ordinances, and policies relative to fiscal issues. Enforces provisions of the False Alarm Ordinance.	Under Review	Implementing an Alarm Registration Fee is being considered.	\$788,540	12.00	\$2,000	\$-	\$2,000
Police	Neighborhood Policing	Patrol Services	1	Routinely provides police services, including 24 hours/day, 7 days/week, city-wide response to emergency calls and non-emergency calls for service. These officers are the first responders who initiate neighborhood problem solving, crime prevention initiatives, investigation of crime offenses, and address quality of life issues such as noise violations, animal issues, abandoned vehicles, abandoned buildings, and persons dealing with mental health issues, by serving as the conduit to other City services.	Increased	A Police Recruit Class is planned for 2013 to maintain compliance with COPS Hiring Grants.	\$67,726,051	629.88	\$69,610,807	\$69,610,807	\$-
Police	Neighborhood Policing	Investigative Units	2	These officers investigate crimes within their assigned districts such as such as robberies, burglaries, copper theft, theft from autos, domestic violence, and assaults. When necessary, these units coordinate these investigations with other district investigative units and the Criminal Investigations Section (CIS).	No Change		\$8,279,677	77.00	\$8,511,286	\$8,511,286	\$-

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Police	Neighborhood Policing	Neighborhood Liaison Units	2	Officers assigned to the Neighborhood Liaison Units serve as a primary contact for the community to address recurring crime problems and quality of life issues. Citizens can contact these officers via e-mail or the 24-hour Community Problem Oriented Policing (CPOP) cell phone. These officers take the lead in applying the components of problem solving and community policing to address community concerns.	No Change		\$3,978,546	37.00	\$4,089,839	\$4,089,839	\$ -
Police	Neighborhood Policing	School Crossing Guards	2	Part-time civilian employees serve as school crossing guards providing critical service by ensuring the safety of school children during peak traffic periods. This program is fully reimbursed by the schools.	No Change		\$679,170	39.00	\$796,478	\$0	\$796,478
Police	Neighborhood Policing	Special Events Unit	2	Coordinates planning for city-wide events and various special events with vendors and other City departments, processes permit applications and not withstanding ordinances, and manages the Police Department's participation during these events (possibly simultaneous events.) Examples of major events include Riverfest and Cincinnati Reds Opening Day, as well as smaller events like church festivals, parades, walks, races, neighborhood street parties, etc.	No Change		\$529,230	7.00	\$550,285	\$550,285	\$ -
Police	Neighborhood Policing	Violent Crimes Squads (VCS)	3	The Violent Crimes Squads (VCS) are non-uniform officers who concentrate on responding to and investigating patterns of violent crimes and crimes within targeted district hotspots. These officers also serve outstanding warrants to arrest and incarcerate the subjects committing these violent crimes.	No Change		\$3,655,961	34.00	\$3,758,230	\$3,758,230	\$ -
Police	Neighborhood Policing	Marine Patrol Squad	4	Provides police patrols on the Ohio River during events and activities occurring on the riverfront such as Riverfest and dignitary visits. The Marine Patrol Squad's primary function is to protect life and property on the river and its associated boundaries, while enforcing laws and ordinances when necessary. There are no officers assigned to this squad full time. Officers are detailed on an as needed basis.	No Change		\$16,760	0.12	\$16,760	\$16,760	\$ -
Police	Neighborhood Policing	Mounted Patrol Squad	4	The Mounted Patrol Squad provides an added dimension to policing: crowd control, visibility, public relations, mobility, and travel into areas not accessible by other vehicles. Mounted Patrol Squad officers patrol all areas of the City, including the downtown business district, with emphasis on Fountain Square and the Central Riverfront. The unit is also available to provide service to the five districts upon request.	Eliminated	This program is no longer funded in the budget.	\$1,084,470	10.00	\$1,114,549	\$1,114,549	\$ -
Police	Operations Support	Police Records	2	Receives, reviews, and maintains most criminal offense reports, auto accident reports, and related records. Responsible for maintaining the department's computerized criminal and traffic court dockets, court information sheets, and statistical reports. Processes traffic violation citations, Ohio Crash Reports, and applications for firearm transfer and registration. Responds to all public records requests.	Under Review	Coordinating with the Law Department to provide electronic police records	\$1,727,861	27.00	\$1,809,074	\$1,809,074	\$ -





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Police	Operations Support	Evidence & Property Management Section: Court Property Unit	3	Tracks, maintains custody, and disposes of items found, confiscated, forfeited, or held as evidence. Responsible for the disposal of unclaimed property and the destruction of drugs and weapons.	Under Review	Exploring service sharing with Hamilton County	\$667,602	6.00	\$685,649	\$685,649	\$ -
Police	Operations Support	Evidence & Property Management Section: Impound Unit	3	Receives, secures, and disposes of impounded and seized vehicles. Auctions off unclaimed and forfeited vehicles and exercises supervision of private towing companies on the police rotation towing list.	Decreased	Due to civilianization of staffing	\$527,920	8.00	\$551,983	\$ -	\$551,983
Police	Operations Support	Evidence & Property Management Section: Fleet Management Unit	4	Manages current vehicular needs and plans for future vehicular needs, maintains a liaison with the Division of Fleet Services, and monitors vehicle usage by department personnel. Maintains records of mileage, service, accidents, and damage involving department vehicles, as well as from periodic and special reports.	No Change		\$100,440	1.00	\$103,448	\$103,448	\$ -
Police	Operations Support	Evidence & Property Management Section: Supply Unit	4	Orders, receives, stores, and distributes items needed by the department to maintain normal operations. This responsibility includes office supplies, report and administrative forms, firearms and related equipment, as well as uniform orders and maintenance. This unit directs an annual inspection of uniform parts and other department issued equipment.	Decreased	Due to civilianization of staffing	\$445,068	4.00	\$457,100	\$457,100	\$ -
Police	Operations Support	Police Records: Telephone Crime Reporting Unit (TCRU)	4	Receives and processes minor complaints and offense reports by telephone for the department.	Under Review	Use of the Internet or calls taken at individual districts is being explored.	\$255,979	4.00	\$268,011	\$268,011	\$ -
Police	Personnel Training and Support	Human Resources Section: Firearms Training Unit	3	Responsible for the department's live firearms training. Conducts annual firearms qualifications for all sworn personnel and firearms instruction for police recruits. This unit inspects, repairs, and evaluates department firearms and makes recommendations on appropriate ammunition for department use.	No Change		\$372,590	5.00	\$387,630	\$387,630	\$ -
Police	Personnel Training and Support	Police Training Unit (Human Resources Section)	3	Develops and conducts training programs, including recruit, in-service, and firearms training with the Firearms Training Simulator (FATS). Conducts training in the areas of supervision, management, physical fitness, self-defense, officer survival, interpersonal skills, legal issues, and current topics. Coordinates numerous outside training requests, Federal Bureau of Investigation (FBI) training programs, and computer training programs. Produces training bulletins, memos, and video programs for department use at roll calls. Conducts the Citizen Police Academy and Student Police Academy.	No Change		\$1,185,930	13.00	\$1,225,033	\$1,225,033	\$ -

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Police	Personnel Training and Support	Police Administration - Human Resources Section: Personnel Unit	A	Maintains employee personnel records, coordinates personnel assignments, and maintains a liaison between department employees, the City physician, the police psychologist, and the City's Human Resources Department. It also processes Family Medical Leave Act (FMLA) requests, coordinates Americans with Disabilities Act (ADA) requests, monitors the injured with pay (IWP) process, coordinates the sick leave request process, monitors the grievance process, and maintains records concerning the department's Affirmative Action Plan. Assists department employees engaged in the retirement or resignation process. Provides a liaison to the Ohio Police & Fire Pension Fund (OP&F) Board and the City's Retirement Office.	Increased	A Police Recruit Class is planned for 2013 to maintain compliance with COPS Hiring Grants.	\$407,740	6.00	\$	\$	\$
Police	Personnel Training and Support	Police Administration Human Resources Section: Recruitment and Background Squad	A	Provides recruitment outreach, testing, and selection of personnel for sworn recruit classes and provides background investigation services for the Police Department and the Emergency Communications Center (ECC).	Under Review	Implementing a fee for administering background checks is being considered.	\$645,170	6.00	\$0	\$	\$0
Police	Planning and Professional Standards	Inspections Section	4	Monitors the activity of the department through staff inspections and unannounced inspections conducted on a random basis, including the department's random drug-testing program. At the annual uniform inspection, the condition of issued equipment is monitored, and compliance with department dress and grooming standards is ensured. Conducts critical reviews of all use of force incidents and serves as the department's central record repository for all use of force incidents.	No Change		\$758,470	4.00	\$770,502	\$770,502	\$
Police	Planning and Professional Standards	Planning Section	4	Develops policies and procedures to implement best practices and professional standards. Responsible for planning, research, and development of programs that maximize the effective use of department personnel and resources. Responsible for long-range planning, developing and maintaining forms and procedures, conducting legal research, and tracking civil litigation involving the department and its members. Serves as the department's liaison with the City Solicitor's Office.	No Change		\$672,920	5.00	\$687,960	\$687,960	\$
Police	Planning and Professional Standards	Professional Standards Section	4	Responsible for investigating citizen complaints of a serious nature, complaints of alleged police misconduct, alleged misconduct of department civilian employees and use of force incidents that result in serious injury or death. This section coordinates pre-disciplinary hearings in conjunction with the department hearing officer(s) and coordinates the investigation of complaints referred by the Citizens Complaint Authority (CCA).	Decreased	CALEA Certification costs have been eliminated	\$1,344,360	15.00	\$1,389,479	\$1,389,479	\$





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Police	Special Investigations	Narcotics and Vice Unit	2	The Narcotics and Vice Unit is comprised of three squads: Drug Major Violators Squad, the Vice Regulatory Enforcement Squad, and the Drug Enforcement Administration Agency Squad. These squads coordinate department activity related to general vice and drug enforcement, including laws related to liquor, prostitution, gambling, drugs, obscenity, pornography, and regulatory violations.	No Change		\$5,896,270	28.00	\$5,980,491	\$5,980,491	\$ -
Police	Special Investigations	Crime Analysis & Problem Solving	3	Responsible for coordinating the department's efforts in the application of problem solving methodologies. Transforms raw information and data into intelligence for police deployment and to facilitate tactical, strategic, and administrative decision making. Acts as a liaison between external and internal sources of information regarding issues affecting both local and regional law enforcement. Coordinates the collection, processing, and dissemination of relevant data throughout the department. Coordinates training for district crime analysts, reviews new information sources for possible use by the department, and coordinates department wide reports for use by the command staff. These services are supported by the Project Coordination Squad and the Real Time Crime Center (RTCC) / Crime Stoppers.	Decreased	Due to civilianization of staffing	\$430,113	4.00	\$442,145	\$442,145	\$ -
Police	Special Investigations	Criminal Investigations Section: Homicide Unit	3	Investigates homicides, all violent or suspicious deaths, fire deaths, police shootings, police use of force resulting in hospitalization, prisoner deaths while in custody, potentially fatal assaults, felony patient abuse and neglect cases, kidnappings and abductions. Maintains a central file of confiscated weapons. Administers the department's Robbery Apprehension Program (RAP) which provides alarms for residents and businesses that are subjects of repeat robbery offenses. This unit also serves as the department's liaison with the Hamilton County Coroner's Office and is responsible for the direct supervision of the Criminalistics Squad which provides crime scene processing and evidence analysis.	No Change		\$4,041,334	40.00	\$4,161,650	\$4,161,650	\$ -
Police	Special Investigations	Criminal Investigations Section: Major Offenders Unit	3	Responsible for the operation of the Financial Crimes Squad, which conducts investigations of financial institution robberies, fraud, forgery, credit card fraud, identity theft, check fraud, embezzlement, extortion, and coercion and bribery offenses. This unit also administers the Rapid Indictment Program (RIP) which utilizes designated officers to present cases directly to the Hamilton County Grand Jury. This program is a court overtime cost savings measure.	No Change		\$1,889,163	18.00	\$1,943,305	\$1,943,305	\$ -

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Police	Special Investigations	Criminal Investigations Section: Personal Crimes Unit	3	Investigates rapes and other sexual assault offenses, missing persons, child stealing, and certain other crimes against children. Acts as a liaison with the Hamilton County Juvenile Court and other social support organizations. Coordinates and schedules all polygraph and computer voice stress analyzer examinations.	No Change		\$2,341,744	25.00	\$2,416,942	\$2,416,942	\$ -
Police	Special Investigations	Intelligence Unit	3	Gathers, analyzes, stores, and disseminates information concerning organized crime, terrorist activity, and criminally violent groups. Monitors threats against public safety, threats against public officials, and threats against police officers. Oversees firearm investigations, fencing of stolen property, pawn shop coordination, auto theft coordination, and the coordination of city-wide investigative efforts for burglary offenses. Maintains a network of communication with regional and national intelligence organizations.	No Change		\$1,151,754	16.00	\$1,199,880	\$1,199,880	\$ -
Police	Special Investigations	Intelligence Unit: Special Task Forces	3	This Intelligence Unit is tasked with participating in special task forces as required by the department. For example, the Southern Ohio Fugitive Apprehension Strike Team (SOFAST) is a multi-agency task force headed by the United States Marshals Office designed to locate and apprehend those persons wanted for violent felonies. This partnership formed by the participation of multiple agencies combines resources and allows for ease in crossing jurisdictional boundaries to locate and apprehend fugitives. Another task force, Project Disarm, involves a partnership between the department, the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), the Hamilton County Prosecutor's Office, and the United States Attorney's Office to investigate and prosecute those engaged in the illegal possession and trafficking of firearms. Cases involving persons arrested for the illegal possession of firearms by Cincinnati police officers are reviewed, and those who have a high propensity for violence are designated for prosecution under Project Disarm. Those cases are then prosecuted federally where the sentences tend to be much stricter. These efforts work hand in hand with the Cincinnati Initiative to Reduce Violence (CIRV) in targeting those who have the highest propensity for gun violence.	No Change		\$719,846	10.00	\$749,925	\$749,925	\$ -
Police	Special Operations	Parks Unit	2	Provides patrol of the City's 141 park areas, which encompass 4,765 acres of land. Provides a visible police presence, response to citizen requests for assistance, enforcement of criminal and traffic laws, regulation of non-criminal conduct, investigation of criminal activity, and enforcement of park rules. The Parks Unit also represents the department on matters concerning the planning and coordination of events within the City's parks.	No Change		\$1,290,339	12.00	\$1,326,434	\$1,326,434	\$ -





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Police	Special Operations	Safe Streets Unit	2	Provides department-wide enforcement of an intensive, zero-tolerance approach to street crimes, drug trafficking, and quality of life issues. Services include seeking out and arresting both minor and major criminal offenders by enforcing every law and employing every tool available to inconvenience criminals. This includes the use of uniform patrols, mountain bike officers, plainclothes officers, and confidential informants (CIs). Also assists the districts by targeting hot spots and providing additional uniform presence during high profile community events.	No Change		\$860,226	8.00	\$884,289	\$884,289	\$ -
Police	Special Operations	Traffic Unit	2	Responsible for coordinating the department's traffic enforcement efforts. The unit includes sworn personnel operating both marked patrol vehicles and motorcycles. Provides selective enforcement and other specialized traffic-related services including: radar and intoxilyzer training and certification, fatal accident investigation, assisting the Federal Aviation Administration (FAA) and the Ohio State Highway Patrol (OSHP) in aircraft crash investigations, and assisting the Ohio Department of Natural Resources (ODNR) Division of Watercraft, in boat crash investigations. The unit also acts as a liaison and an implementation site for state programs such as the seat belt and holiday drunk driving programs. Additionally, this unit utilizes civilian staff to provide public vehicle inspections and to regulate the Private Police commissioned by the Police Chief.	No Change		\$3,245,050	38.00	\$3,359,351	\$3,359,351	\$ -
Police	Special Operations	Canine Squads	3	The Canine Squads include patrol canines, narcotic detection canines, and explosive device detection canines and their associated handlers. The Patrol Canine Squad is responsible for assisting district officers in high-risk search situations, including natural disaster response, for rescue and recovery services, and the tracking of felony suspects, suspects reasonably believed to be armed, and suspects of other crimes of violence. The Detection Canine Squad is responsible for the completion of two distinct missions: 1) The narcotic detection teams are responsible for assisting officers in detecting and locating illegal narcotics; these teams respond to scenes as requested; and 2) The explosive device teams are responsible for assisting officers in locating explosive devices. The Detection Canine Squad will respond to calls for service, be available for planned events, and conduct proactive searches such as sweeps prior to dignitary visits. The Canine Squads work in conjunction with other law enforcement agencies within Hamilton County through mutual aid agreements.	No Change		\$2,190,250	13.00	\$2,229,353	\$2,229,353	\$ -

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Police	Special Operations	Special Weapons and Tactics (SWAT) & Tactical Planning Unit	3	Performs tactical planning and training for City and department personnel. Available for special weapons and tactics (SWAT) response to critical incidents and high risk search warrants on a 24 hours/day, 7 days/week basis. This unit is augmented for emergency responses by other Special Weapons and Tactics (SWAT) trained personnel. Serves as liaison with local, state, and federal resources related to homeland security and all types of emergency preparedness for the City and surrounding communities.	No Change		\$890,210	4.00	\$902,242	\$902,242	\$ -
Police	Special Operations	Violent Crimes Enforcement Team (VCET)	3	The Violent Crimes Enforcement Team (VCET) is a task force sponsored by the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF). The team is comprised of agents from the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), Cincinnati police officers, and Ohio parole officers. Violent Crimes Enforcement Team (VCET) officers target illicit gun traffickers, prohibited-convicted felons who possess firearms, offenders identified in the Cincinnati Initiative to Reduce Violence (CIRV) program, and conduct gang investigations.	No Change		\$860,226	8.00	\$884,289	\$884,289	\$ -
Police	Technology Support	Technology and Systems Section	3	Assists and supports all levels of the department in the planning, installation, and utilization of information technology. Facilitates the collection, storage, and distribution of electronic data. Responsible for the implementation and operation of special applications such as mobile vehicle recorders, surveillance camera systems, and automated license plate reader technology. Provides liaison staff to the Emergency Communications Center (ECC).	No Change		\$1,459,180	15.00	\$1,504,299	\$1,504,299	\$ -
Public Services	Division of City Facility Management	Fountain Square/Skywalk System	2	This program funds the maintenance, utilities and other operational costs to assist 3CDC in the daily operations of Fountain Square by monitoring and overseeing the various contracts.	No Change		\$285,090	0.00	\$285,090	\$285,090	\$ -
Public Services	Division of City Facility Management	Property Management	2	This program funds the costs to oversee and support private entities operating City owned assets such as Fountain Square, City Hall, Findlay Market, and Centennial Two or private groups which occupy City buildings such as the Art Museum and Music Hall.	No Change		\$1,227,740	1.00	\$1,230,259	\$1,230,259	\$ -
Public Services	Division of City Facility Management	Architecture Design Services	3	This program provides management, architectural services and maintenance of all city-owned buildings.	No Change		\$302,660	5.00	\$315,255	\$315,255	\$ -
Public Services	Division of City Facility Management	Building Rehabilitation	3	This program provides management, architectural services and maintenance of all city-owned buildings that are in need of repair or rehabilitation.	Decreased	Reimbursement expenses shifted to the Capital Budget and Income Tax-Infrastructure Fund	\$8,140	0.00	\$8,140	\$8,140	\$ -
Public Services	Division of City Facility Management	City Hall Operations	3	This program provides staffing and material costs to seamlessly operate City Hall so occupants and citizens can function effectively. This also includes overseeing the daily functions of private contractors and frequent interaction with City Administration.	Decreased	City Hall Security transferred to light duty officers	\$550,010	1.00	\$560,081	\$560,081	\$ -





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Public Services	Division of City Facility Management	Energy Costs	3	This program provides for the payment of Utility Bills for gas and electric.	No Change		\$487,860	0.00	\$487,860	\$487,860	\$ -
Public Services	Division of City Facility Management	Maintenance Services	3	This program provides daily repair and operational maintenance of 911, all Police and Fire Stations, City Hall, and all other general fund buildings. This program also provides oversight of State mandated testing and maintenance of building safety systems. This program provides the necessary management of Energy Performance Contracts.	No Change		\$2,513,430	22.00	\$2,614,157	\$2,614,157	\$ -
Public Services	Division of Fleet Services	Equipment Service	3	This program evaluates and inspects all new vehicles and performs all functions needed to place these vehicles in service.	No Change		\$568,010	7.00	\$607,851	\$607,851	\$ -
Public Services	Division of Fleet Services	Fuel System	3	This program performs all functions necessary to maintain 19 fueling sites throughout the City. Some of these functions include the procurement of gasoline, diesel fuel and E-85. This program is also responsible for maintaining databases regarding fuel key issues.	No Change		\$7,833,930	0.00	\$7,833,930	\$7,833,930	\$ -
Public Services	Division of Fleet Services	Operations	3	This program performs all functions necessary to maintain a safe and effective level of vehicles and equipment for City operations. These functions include evaluating and inspecting the condition of vehicles and equipment and performing the necessary repairs and maintenance.	No Change		\$9,580,240	53.00	\$9,881,890	\$9,881,890	\$ -
Public Services	Division of Fleet Services	Parts Inventory	4	This program provides the efficient and effective distribution of vehicle and equipment parts to the staff performing repairs and maintenance on the equipment.	No Change		\$5,980	0.00	\$5,980	\$5,980	\$ -
Public Services	Division of Neighborhood Operations	Greenspace & Lots	1	This program includes cutting grass and removing weeds, debris and litter in right-of-ways, steps, walls and guardrails. This program also provides funding for staffing during Winter Operations.	Under Review	Greenspace Service Betterment	\$1,643,240	23.00	\$1,692,604	\$1,692,604	\$ -
Public Services	Division of Neighborhood Operations	Solid Waste Curbside Collection	1	This program provides weekly curbside collection of solid waste.	Increased	increased primarily related to one-time costs of standardized carts and certain revisions to the CMC and increased parts and labor expenses	\$10,813,480	95.00	\$12,166,823	\$12,166,823	\$ -
Public Services	Division of Neighborhood Operations	Street Sweeping	1	This program supports the Street Sweeping Program by removing vehicles that would impede street sweeping. This program is also responsible for the removal of signs on City owned property and in the right-of-way.	Under Review	Contract residential street sweeping services	\$2,157,770	10.00	\$2,179,233	\$2,179,233	\$ -
Public Services	Division of Neighborhood Operations	Citywide Dumpster Program	2	This program maintains yard and run roll off boxes to remove trash, yard waste, metal and tires. This program also provides roll off containers for community clean up events. Employees also drive trucks for snow removal during the winter. Lastly, this program also funds the tipping fees for all debris collected in all City dumpsters.	Under Review	Charge fees to other City Departments who utilize the Department's dumpster service	\$252,540	3.00	\$295,277	\$295,277	\$ -

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Public Services	Division of Neighborhood Operations	Graffiti Abatement	2	This program paints over and/or cleans graffiti from the public right of way. This program also provides the staffing necessary for response to Winter Operations.	Decreased	Charge property owners for the removal of graffiti from their property	\$341,640	4.00	\$374,424	\$374,424	\$ -
Public Services	Division of Neighborhood Operations	Neighborhood Right-Of-Way Cleaning	2	This program provides resources to remove debris and litter, dumped materials such as tires, yard waste, construction and roofing materials and unwanted furniture, from alleys and the right of way. This program also empties corner trash cans through Neighborhoods. Lastly, this program also provides the staffing necessary for response to Winter Operations.	No Change		\$777,890	13.00	\$878,388	\$878,388	\$ -
Public Services	Division of Neighborhood Operations	Street Sweeping Code Enforcement	2	This program issues parking citations to illegally parked cars interfering with street sweeping services.	Under Review	Code Enforcement Officers given full police powers	\$120,680	1.00	\$122,826	\$122,826	\$ -
Public Services	Division of Neighborhood Operations	Central Business Area Cleaning	3	This program utilizes a crew of inmates overseen by a sheriff to clean debris from the right of way in the Central Business District and in Over-The-Rhine.	No Change		\$434,360	4.00	\$491,343	\$491,343	\$ -
Public Services	Division of Neighborhood Operations	Customer Service	3	This program is the 591-6000 Call Center that is responsible for taking customer calls for all City agencies. This program also provides notification to the Divisions in the Department of Public Services of matters that need immediate attention. For example, missed garbage collection, customer notification for dead animal removal and customer concerns regarding Winter Operations.	Under Review	Citywide review of Call Centers/ Customer Service	\$667,280	8.38	\$726,162	\$726,162	\$ -
Public Services	Division of Neighborhood Operations	Dead Animal Removal	3	This program removes dead animals from the right-of-way. This program also provides the staffing necessary for response to Winter Operations.	No Change		\$54,710	1.00	\$68,956	\$68,956	\$ -
Public Services	Division of Neighborhood Operations	Keep Cincinnati Beautiful Support	3	This program educates the public on beautification, litter prevention, waste reduction, and recycling.	Under Review	Partnering with workforce development programs to provide clean-up services	\$483,000	0.00	\$483,000	\$483,000	\$ -
Public Services	Division of Neighborhood Operations	Tire Collection	3	This program provides curbside tire collection on a weekly basis with a four tire per address limit.	No Change		\$29,510	0.00	\$29,510	\$29,510	\$ -
Public Services	Division of Neighborhood Operations	Cemetery Management	4	This program is the result of a court order to provide grass mowing and necessary maintenance to the Wesleyan Cemetery.	Increased	Due to Ash Borer issue	\$22,310	0.00	\$22,310	\$22,310	\$ -
Public Services	Non Departmental Accounts	Fleet Services Division Administration	A	Fixed Cost	Decreased	Reimbursement expenses shifted to the Capital Budget	\$341,490	5.00	\$ -	\$ -	\$ -
Public Services	Non Departmental Accounts	Neighborhood Operations Division Administration	A	Fixed Cost	No Change		\$626,290	8.62	\$45,730	\$45,730	\$ -
Public Services	Non Departmental Accounts	Public Services Administration	A	Fixed Cost	No Change		\$563,972	3.31	\$ -	\$ -	\$ -



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Public Services	Non Departmental Accounts	Public Services Administration - Financial & Quality Control	A	Fixed Cost	No Change		\$252,080	1.00	\$	\$	\$ -
Public Services	Office of the Director of Public Services	Public Services Administration - Human Resources	A	This program manages human resources and employee safety.	Increased	Addition of new HR staff	\$300,880	2.00	\$	\$	\$ -
Public Services	Office of the Director of Public Services	Public Services Administration - Office of the Director	A	This program oversees the administration and operation of the Public Services Department.	No Change		\$246,508	1.69	\$	\$	\$ -
Public Services	Traffic and Road Operations	Pavement Maintenance	1	This program provides repair and maintenance for potholes, pavement, gutters, and traffic speed bumps.	Under Review	Implement a work order system	\$3,217,310	43.50	\$3,217,310	\$3,217,310	\$ -
Public Services	Traffic and Road Operations	Roadway Lighting Systems	1	This program provides repair and maintenance for all roadway lighting in the Central Business District and for all light poles owned by the City.	Under Review	Implement a work order system	\$684,150	12.00	\$822,165	\$822,165	\$ -
Public Services	Traffic and Road Operations	Structure Maintenance	1	This program maintains city walls, bridges, steps, guardrails and attenuators. This program also maintains inlets and storm drains.	Under Review	Implement a work order system	\$3,819,670	57.00	\$3,819,670	\$3,819,670	\$ -
Public Services	Traffic and Road Operations	Traffic Control	1	This program maintains safe traffic flow by maintaining over 150,000 traffic signs and over one million lines of pavement markings in the roadway. This program also provides traffic control during special events as well as roadway emergencies. Lastly, this program manufactures and designs signage.	Under Review	Implement a work order system	\$2,194,540	24.00	\$2,194,540	\$2,194,540	\$ -
Public Services	Traffic and Road Operations	Traffic Signal Systems	1	This program provides repair and maintenance for all roadway signals such as, traffic signals, school crossing signals, and crosswalk signals.	Under Review	Implement a work order system	\$1,764,070	24.00	\$2,017,098	\$2,017,098	\$ -
Public Services	Traffic and Road Operations	Winter Operations	1	This program provides safe roadways during snow and ice events and addresses isolated icing when weather conditions warrant.	Decreased	Reduction in salt expenses	\$2,951,410	0.00	\$2,951,410	\$2,951,410	\$ -
Public Services	Traffic and Road Operations	Traffic and Road Operations Division Administration	A	This program oversees the administration and operation of the Traffic and Road Operations Division.	No Change		\$305,400	0.00	\$	\$	\$ -
Recreation	Aquatics	Aquatics	4	Provides open swimming sessions at neighborhood pools, as well as swim team, water aerobics, swim lessons, and youth lifeguard training programs.	Costs Shifted	Due to one-time donations costs must be borne by City again	\$1,435,170	45.80	\$1,687,182	\$1,412,482	\$274,700
Recreation	Arts	Arts Administration	4	Provides administrative support for the arts grants programs funded by the City.	Eliminated	This program is no longer funded in the budget	\$50,000	0.00	\$50,000	\$50,000	\$ -
Recreation	Athletics	Athletics	4	Provides fun, safe, and quality athletic and physical fitness programs including sports leagues, lessons, camps, and clinics.	No Change		\$946,500	6.70	\$983,318	\$502,148	\$481,170



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Recreation	Community Center Operations	Recreation Center Operations	3	Provides for the general supervision, program planning, and budget monitoring for year-round recreational programs and activities for children, youth, and teens at 24 recreation centers. This program level functions as a liaison to the local schools, non-profits, and community groups.	Decreased	Eliminate a Community Center Director position and part-time staff	\$3,049,450	24.00	\$3,216,753	\$2,917,333	\$299,420
Recreation	Community Center Operations	Youth Programming	3	Provides year-round recreational programs and activities for children, youth, and teens. These programs include instruction in the arts, nature education, health and wellness programs and involvement in organized athletic activities. Recreation centers also provide after school and summer care for working families and select employment opportunities for youth and teens.	Reorganized	Function dispersed into Community Center Operations	\$5,805,460	152.50	\$6,451,640	\$4,607,620	\$1,844,020
Recreation	Community Center Operations	Adult Programming	4	Provides year-round recreational programs and activities for adults. These programs include opportunities for participation in cultural and health and wellness activities and organized fitness and athletic programs.	No Change		\$838,955	10.00	\$908,665	\$651,505	\$257,160
Recreation	Community Center Operations	Recreation Center Maintenance	4	Provides for year-round janitorial building support at individual recreation centers. This includes daily trash removal, general building janitorial care, floor care, building safety inspections and landscaping.	No Change		\$371,090	20.75	\$515,738	\$515,738	\$ -
Recreation	Community Center Operations	Senior Programming	4	Provides year-round recreational programs and activities for seniors. These programs include opportunities for seniors to become involved in art and cultural activities, participate in health and wellness workshops, and in organized athletic activities. Recreation centers also provide hot lunch programs and health screenings for senior members.	Reorganized	Seniors Administration is being combined with a Community Center leadership.	\$191,345	3.00	\$212,258	\$146,648	\$65,610
Recreation	Golf	Golf	4	Provides full service, high quality, and value-driven golf experiences to the citizens of Cincinnati.	No Change		\$6,792,850	2.00	\$6,806,792	\$406,792	\$6,400,000
Recreation	Indoor/Facility Maintenance	Indoor/Facility Maintenance	3	Provides infrastructure support to a network of neighborhood recreation centers, aquatic facilities, tennis operations, rental shelters, and numerous outbuildings. This division provides expertise in areas such as electrical, HVAC, roofing, carpentry, plumbing, painting, masonry, and glasswork. This division ensures that department facilities are safe, comfortable and aesthetically attractive for participants.	No Change		\$1,810,150	15.00	\$1,877,071	\$1,873,571	\$3,500
Recreation	Non Departmental Accounts	Recreation Administration - Design, Communications, and Marketing	A	Fixed Cost	No Change		\$138,220	2.00	\$ -	\$ -	\$ -
Recreation	Non Departmental Accounts	Recreation Administration - Director's Office	A	Fixed Cost	No Change		\$489,810	5.00	\$ -	\$ -	\$ -
Recreation	Non Departmental Accounts	Recreation Administration - Financial Management and Information Technology	A	Fixed Cost	No Change		\$1,128,650	12.40	\$30,630	\$30,630	\$ -





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Recreation	Outdoor Maintenance	Outdoor Maintenance	3	Provides maintenance support to a network of neighborhood recreation centers, aquatic facilities, tennis courts, rental shelters, athletic fields, basketball courts, and playgrounds. This division provides services such as mowing, trash pick-up, mulching, curb appeal aesthetics, playground equipment inspection and repair, sport fields upkeep, and general maintenance. This division ensures that these areas are safe, playable, and aesthetically attractive for participants.	No Change		\$3,170,650	56.70	\$3,565,904	\$3,565,604	\$300
Recreation	Seniors	Seniors Activities	4	Provides high quality recreation and leisure experiences to senior citizens including a variety of social, athletic, cultural, educational, and recreational activities.	Reorganized	Seniors Administration is being combined with a Community Center leadership.	\$564,190	13.10	\$680,253	\$395,993	\$284,260
Recreation	Support Services	Recreation Administration - Human Resources	A	Manages all human resources functions including hiring, staff training and development, and maintenance of all personnel records; ensures compliance with Federal and State laws and collective bargaining agreements.	No Change		\$342,080	4.70	\$	\$	\$
Recreation	Technical Services Division	Planning and Development	2	Provides guidance and management of the Capital Improvement Program to provide safe and attractive recreation facilities throughout the City.	Decreased	Transfer part time personnel to Support Services program, charge eligible expenses to Capital.	\$255,111	9.00	\$255,111	\$255,111	\$
Recreation	Therapeutic Recreation	Therapeutic Recreation	4	Provides high quality support services, training, advocacy, and therapeutic recreation programs with specialized and inclusive programming for adults and youth.	No Change		\$856,610	28.70	\$994,977	\$911,967	\$83,010
Transportation & Engineering	Airport	Airfield Maintenance	2	This program is responsible for keeping the runways free from over grown grass and weeds; performing spot repairs to the runways; as well as maintaining the approach lights.	No Change		\$636,297	4.55	\$874,710	\$874,710	\$
Transportation & Engineering	Airport	Airport Operations	2	This program is responsible for the operation of the airport and serving as the liaison with the Federal Aviation Administration (FAA) as well as current and future airport tenants. There are multiple tenants in the main terminal and well as the corporate hangars and various rental hangars. This program is responsible for contracting out security services at the airport.	No Change		\$261,172	1.30	\$329,290	\$	\$329,290
Transportation & Engineering	Airport	Airport Winter Operations	2	This program is responsible for keeping the runways free and clear of ice and snow. The runways are kept clear by a large motorized broom and liquid de-icing chemicals.	No Change		\$158,942	1.30	\$227,060	\$227,060	\$
Transportation & Engineering	Airport	Airport Flood Control	3	This program is responsible for operating the pumping stations to insure that the airport is functional during flood events.	No Change		\$79,471	0.65	\$113,530	\$113,530	\$
Transportation & Engineering	Airport	Airport Buildings Maintenance	4	This program is responsible for the cleaning and repairs to the main terminal building, including the restaurant and leased spaces.	No Change		\$158,942	1.30	\$227,060	\$227,060	\$
Transportation & Engineering	Engineering	Bridge Inspection	1	This program is responsible for the inspection and evaluation of the City's 65 bridges, the maintenance of a bridge condition inventory, and assures regulatory compliance with Section 723.54 of the Ohio Revised Code which mandates the inspection of these bridges.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$10,747	2.24	\$14,602	\$14,602	\$

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Transportation & Engineering	Engineering	Bridge Rehabilitation	1	This program is responsible for preserving, improving, and enhancing Cincinnati's 65 bridges that carry 1.4 million square feet of streets. This program prioritizes, coordinates, designs, and prepares contract documents for the repair, rehabilitation, and reconstruction of these assets.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$105,750	6.18	\$120,882	\$120,882	\$ -
Transportation & Engineering	Engineering	Landslide Stabilization	1	This program is responsible for the inventory, inspection, and investigation of the numerous unstable hillsides as well as the development of stabilization and mitigation solutions for landslides.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$14,763	2.52	\$21,290	\$21,290	\$ -
Transportation & Engineering	Engineering	Retaining Walls	1	This program is responsible for preserving, improving, and enhancing Cincinnati's 1,542 retaining walls that stabilize 50 miles of embankments along Cincinnati's transportation system. This program evaluates wall conditions; maintains a condition inventory, and prioritizes, coordinates, designs, and prepares contract documents for the repair, rehabilitation, and reconstruction of these assets.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$13,405	3.21	\$20,083	\$20,083	\$ -
Transportation & Engineering	Engineering	Bicycle Infrastructure	2	This program funds activities that enhance and improve bicycle/pedestrian transportation, safety and access citywide and as part of the larger regional effort. Specific improvement projects may include bicycle safe inlets, bicycle lanes, sharrows, bike racks, parking, signage, railroad crossings, traffic improvements, safety projects and multi-use paths/trails. This project helps fund labor, materials, and technologies needed to plan, design, acquire right-of-way, build, survey, and inspect the proposed improvements.	Under Review	Cost Sharing with adjacent jurisdictions	\$70,396	5.89	\$101,343	\$101,343	\$ -
Transportation & Engineering	Engineering	Curb Ramps	2	This program improves the accessibility at intersections in accordance with the current American with Disabilities Act (ADA). It funds construction, repair, and replacement of curb ramps throughout the City in concert with streets that are being repaired under the Street Rehabilitation Program. These curb ramps, constructed at intersections, improve pedestrian access along City streets for citizens with disabilities. This program funds labor, materials, and technologies needed to plan, design, build, survey, and inspect this construction.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$8,032	0.56	\$12,783	\$12,783	\$ -
Transportation & Engineering	Engineering	Pavement Condition Rating	2	Activities of this program include inventorying, evaluating, inspecting, prioritizing, and coordinating conditions of streets.	No Change		\$1	0.00	\$1	\$1	\$ -
Transportation & Engineering	Engineering	Permits Issued for Activities with the Right of Way	2	Permits issued for temporary construction or use activities in the right-of-way such as street opening, barricades, heavy material hauling, lane closures, equipment setup, or other construction activities.	No Change		\$432,706	9.03	\$552,971	\$552,971	\$ -
Transportation & Engineering	Engineering	Retaining Wall Inspection	2	This program strives to effectively inspect and manage the City's retaining wall assets totally 50 miles in length with a replacement value of over \$225 million.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$5,374	1.12	\$7,301	\$7,301	\$ -
Transportation & Engineering	Engineering	Sidewalk Preservation	2	This program is responsible for the preservation of Cincinnati's public sidewalk system, which includes issuance of orders for repair/replacement, IT software support and sidewalk assessments.	No Change		\$336,814	5.24	\$435,581	\$435,581	\$ -





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Transportation & Engineering	Engineering	Spot Infrastructure Repairs	2	This project funds the replacement of deteriorated infrastructure not covered under other capital projects, including curb replacements and major pavement repairs on streets not requiring rehabilitation, and median reconstruction. This project also funds pavement treatments, including pavement rejuvenation, crack sealing, and micro surfacing needed to supplement and extend the Street Rehabilitation Program. This project funds labor, materials, and technologies needed to plan, design, acquire right-of-way, build, survey, and inspect the proposed improvements.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$8,032	0.56	\$12,783	\$12,783	\$ -
Transportation & Engineering	Engineering	Street Improvements	2	This program improves the safety and capacity on roadways with documented safety or congestion issues. Improvements are often performed in conjunction with new housing and/or economic development.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$399,101	20.55	\$587,197	\$587,197	\$ -
Transportation & Engineering	Engineering	Street Rehabilitation	2	This program preserves the condition of Cincinnati's 940 miles of roadway having a total area of 3,000 lane-miles and a replacement value of \$2.5 billion. This program includes all personnel, non-personnel, and capital costs necessary to systematically reconstruct, rehabilitate, and repair pavement and curbs. Activities of this program include managing, inventorying, evaluating, inspecting, prioritizing, coordinating, designing, surveying and administering contracts.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$592,239	19.15	\$792,358	\$633,358	\$159,000
Transportation & Engineering	Engineering	Hillside Stairways	3	This program is responsible for preserving, improving, and enhancing Cincinnati's 347 sets of hillside stairways that climb more than 5,000 feet up Cincinnati's hillsides. This program evaluates stairway conditions; maintains a condition inventory; as well as prioritizes, coordinates, designs, and prepares contract documents for the repair, rehabilitation, and reconstruction of these assets.	No Change		\$1	0.00	\$1	\$1	\$ -
Transportation & Engineering	Engineering	Right of Way	3	This program coordinates the review of Coordinate Reports (CR) and Revocable Street Privileges (RSP) for DOTE, as a support arm for the City Real Estate Division, for requests for private uses of the City's Rights-of-Way.	No Change		\$28,058	1.02	\$73,367	\$73,367	\$ -
Transportation & Engineering	Engineering	Sidewalk Inspection	3	This program is responsible for inspecting Cincinnati's public sidewalk system, which includes sidewalk safety and ADA inspection.	No Change		\$28,059	4.05	\$73,368	\$73,368	\$ -
Transportation & Engineering	Engineering	Subdivision/Private Improvement Right of Way	3	This program oversees the development of new subdivisions that will include future rights-of-way and private improvements within exiting rights-of-way to ensure compliance with City rules, regulations, and construction standards.	No Change		\$169,690	2.09	\$201,148	\$201,148	\$ -
Transportation & Engineering	Engineering	Utility Coordination	3	Coordination of utility construction in the right-of-way to promote safety, convenience to the public, collaborate work and mitigate conflicts between public and private facilities, IT support to the construction coordination system, and to preserve Cincinnati's transportation infrastructure.	No Change		\$482,966	7.85	\$572,372	\$572,372	\$ -

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Transportation & Engineering	Engineering	Client Services - Project Design and Engineering	4	This program provides professional engineering design, architectural design services for various City projects, community development projects, parking facility projects, transportation improvement projects, aviation improvement and asset preservation projects. The program provides effective services to the Department's programs as well as to the Departments external customers in an effort to ensure the timely, cost-effective delivery of transportation, neighborhood, parking and economic development projects.	No Change		\$59,293	1.44	\$66,066	\$66,066	\$ -
Transportation & Engineering	Engineering	Client Services - Construction Management	4	This program provides professional construction management services for other City departments to ensure the transportation aspects of the project are constructed in accordance with the construction documents.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$56,221	3.92	\$90,061	\$37,398	\$52,663
Transportation & Engineering	Engineering	Client Services - Project Management Support	4	This program provides effective project management services to the Department's programs as well as to the Departments external customers in an effort to ensure the timely, cost-effective delivery of transportation, neighborhood, parking and economic development projects.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$18,227	2.09	\$24,754	\$24,754	\$ -
Transportation & Engineering	Engineering	Client Services - Surveying	4	This program supports City real estate functions through surveying and subdivision platting and review, and surveying for design support and construction layout.	No Change		\$48,621	0.85	\$48,621	\$48,621	\$ -
Transportation & Engineering	Non Departmental Accounts	Airport Administration	A	Fixed Cost	Decreased	Reduction in Fund 360 for Elimination of Blue Ash Airport Operations	\$555,266	3.90	\$78,440	\$78,440	\$ -
Transportation & Engineering	Non Departmental Accounts	City Engineer Administration	A	Fixed Cost	No Change		\$104,743	1.52	\$1	\$1	\$ -
Transportation & Engineering	Non Departmental Accounts	Traffic Engineering Administration	A	Fixed Cost	Costs Shifted	Parking Meter Fund costs transferred to General Fund and Fund 302	\$215,370	2.89	\$1	\$1	\$ -
Transportation & Engineering	Non Departmental Accounts	Transportation & Engineering Administration - Accounting Support	A	Fixed Cost	No Change		\$428,051	6.00	\$1	\$1	\$ -
Transportation & Engineering	Non Departmental Accounts	Transportation & Engineering Administration - Director's Office	A	Fixed Cost	No Change		\$263,274	3.93	\$1	\$1	\$ -
Transportation & Engineering	Non Departmental Accounts	Transportation & Engineering Administration - Support Services	A	Fixed Cost	No Change		\$569,681	6.00	\$1	\$1	\$ -





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Transportation & Engineering	Traffic Engineering	Traffic Controls - Regulatory Signs and Markings	1	This program is responsible for the design, operation, and management of all signs, pavement markings, raised pavement markers, and other Ohio Manual of Uniform Traffic Control Devices (OMUTCD) approved on-street devices used to regulate, warn, or guide vehicular and pedestrian traffic on City streets.	Costs Shifted	Parking Meter Fund costs transferred to General Fund	\$580,090	6.66	\$715,899	\$715,899	\$ -
Transportation & Engineering	Traffic Engineering	Traffic Signals installation and Renovation	1	This program designs and installs traffic signals, audible devices, crosswalk and other overhead warning signs, illuminated signs, and school flashers. The program replaces equipment that is at the end of its useful life or that can no longer be maintained. There are currently 758 signalized intersections in the City. Program work also includes timing changes for traffic signals, and replacement or upgrade of equipment as required by the State of Ohio and Manual of Uniform Traffic Control Devices (OMUTCD) requirements. Program is also responsible for the replacement of incidental items to the traffic signal system construction including installation of roadway lighting, handicap ramps and crosswalk/ geometry changes.	Costs Shifted	Parking Meter Fund costs transferred to General Fund	\$781,804	2.74	\$865,093	\$865,093	\$ -
Transportation & Engineering	Traffic Engineering	Computerized Traffic Control System	2	This program maintains and updates the City's copper and fiber optic interconnect system. This program includes Traffic Engineering staff time as well as staff from other City agencies that are tasked with making timing changes, connections to the new and existing systems. This program upgrades or replaces system specific hardware and software required to keep the system in operation. The program aims to maintain an interconnected and responsive traffic signal system.	Costs Shifted	Parking Meter Fund costs transferred to General Fund	\$75,207	0.94	\$94,001	\$94,001	\$ -
Transportation & Engineering	Traffic Engineering	Street Lights	2	This program is responsible for the design, rehabilitation and installation of non-assessed street lighting assets including 26,084 street lights, duct banks, and service points. Program staff also review street lighting systems designed and installed by developers and other City agencies. This program evaluates public requests for additional street lighting and coordinates service and new light requests for Duke owned street lights. Staff reviews billing and works to get the best possible rates and appropriate funds for energy and capital costs.	Decreased	RFP to purchase energy will result in lower costs	\$1,273,311	2.56	\$1,319,898	\$1,319,898	\$ -
Transportation & Engineering	Traffic Engineering	Traffic Signal Controller and Detector Upgrades	2	This program replaces obsolete and outdated traffic signal controllers and detectors that are at the end of their useful life. Due to the addition of equipment necessary for deployment of new technologies the city is currently undertaking, the city has begun the search for cabinets with additional interior space to accommodate interface equipment for video detection, fiber optic switches and new technologies such as rail detection and wireless receivers.	No Change		\$104,284	1.67	\$127,483	\$127,483	\$ -

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Transportation & Engineering	Traffic Engineering	Assessed Street Lights	3	This program works with the Law Department to prepare all correspondence, reports and ordinances to notify and assess property owners for the current 2,677 special street lights per the Ohio Revised Code. Staff assists in the development of new and ongoing street lighting assessment districts.	Decreased	RFP to purchase energy will result in lower costs	\$922,956	4.36	\$986,847	\$986,847	\$ -
Transportation & Engineering	Traffic Engineering	Curb Control Signage & Evaluation	3	This program evaluates and signs curb areas (parking, truck loading, bus stops, valet, taxi zones, etc.) to balance needs of adjacent businesses, residents, and the traveling public.	Costs Shifted	Parking Meter Fund costs transferred to General Fund	\$171,469	1.99	\$213,425	\$213,425	\$ -
Transportation & Engineering	Traffic Engineering	LED Traffic and Pedestrian Signal Replacement	3	This program replaces incandescent traffic and pedestrian signals with energy efficient and longer life LED style sources. Program includes replacement of the complete signal or retrofit existing units if practical. The program replaces costly incidental hardware that is no longer serviceable or cannot be reused for the new signals.	No Change		\$104,284	1.67	\$127,483	\$112,483	\$15,000
Transportation & Engineering	Traffic Engineering	Maintenance of Traffic	3	This program is responsible for the design, review and supervision of traffic control services that include event and construction maintenance of traffic and detours.	Under Review	Traffic Signal Cost Sharing with adjacent jurisdictions	\$77,141	0.87	\$93,684	\$93,684	\$ -
Transportation & Engineering	Traffic Engineering	Traffic Studies	3	This program investigates and studies the flow of traffic by utilizing traffic count, accident information, and other techniques. In close coordination with the Public Services Department, this program evaluates traffic control mechanisms to promote transportation safety.	No Change		\$1	0.19	\$1	\$1	\$ -
Transportation & Engineering	Traffic Engineering	Gas Street Lights	4	This program is responsible for the management of the contract for gas light maintenance and input into the City's outsourcing of natural gas supplier.	No Change		\$699,730	0.49	\$773,341	\$773,341	\$ -
Transportation & Engineering	Transportation & Engineering	Transportation & Engineering - Public Record Management	4	This program manages the department's 96 record types (series) in accordance with the State of Ohio's Open Government Laws, including storing, indexing, archiving, retrieving, copying, and legally disposing.	No Change		\$5,017	0.09	\$6,372	\$6,372	\$ -
Transportation & Engineering	Transportation Planning & Urban Design	Bicycle & Pedestrian Planning & Studies	2	This program is responsible for the short- and long-term planning of the city's bicycle and pedestrian transportation systems, including participation in regional corridor and local transportation studies; review and coordination of traffic impact studies and development plans; research, review, and coordination of innovative transportation practices; and geometric design for street and safety improvements.	No Change		\$1	1.09	\$1	\$1	\$ -
Transportation & Engineering	Transportation Planning & Urban Design	Traffic Study Analysis and design	2	This program coordinates with Traffic Engineering, Police, and ODOT for engineering solutions to transportation safety problems, which may include signing, signals, markings, and geometric design.	No Change		\$1	1.19	\$1	\$1	\$ -
Transportation & Engineering	Transportation Planning & Urban Design	Vehicular Planning & Impact Studies	2	This program is responsible for the short- and long-term planning of the city's vehicular transportation systems, including participation in regional corridor and local transportation studies; review and coordination of traffic impact studies and development plans; research, review, and coordination of innovative transportation practices; and geometric design for street and safety improvements.	No Change		\$1	1.19	\$1	\$1	\$ -





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Transportation & Engineering	Transportation Planning & Urban Design	Rail Planning & Studies	3	This program is responsible for the short- and long-term planning of the city's rail transportation systems, including participation in regional corridor and local transportation studies; review and coordination of traffic impact studies and development plans; research, review, and coordination of innovative transportation practices; and geometric design for street and safety improvements.	No Change		\$144,681	0.93	\$144,681	\$144,681	\$ -
Transportation & Engineering	Transportation Planning & Urban Design	Street Calming	3	This program includes the management, coordination, and implementation of the street calming program using various types of street calming strategies.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$3,361	0.95	\$3,361	\$3,361	\$ -
Transportation & Engineering	Transportation Planning & Urban Design	Streetscape Improvement	3	This program provides professional architectural and urban design, environmental graphic design, and project management services to support streetscape improvement projects, façade improvements, context sensitive infrastructure, and other public asset improvement projects.	No Change		\$65,881	3.40	\$128,576	\$128,576	\$ -
Transportation & Engineering	Transportation Planning & Urban Design	Community Parking Lot Design	4	This program provides professional architectural and urban design, environmental graphic design, and project management services to support community parking lot improvement projects.	No Change		\$1	0.33	\$1	\$1	\$ -
Transportation & Engineering	Transportation Planning & Urban Design	Downtown and Neighborhood Gateways	4	This program provides professional architectural and urban design, environmental graphic design, and project management services to downtown and neighborhood gateways and community identity features. These services are provided to improve the mobility, environment, and quality of life of Cincinnati's citizens, workers and visitors.	Eliminated	This program is no longer funded in the budget	\$78,484	1.79	\$158,118	\$158,118	\$ -
Transportation & Engineering	Transportation Planning & Urban Design	Graphic Design Services	4	This program provides professional graphic design and environmental design services to the departments projects as well as services to other City agencies such as the City Manager's Office, Finance Department, etc.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$66,409	2.21	\$117,196	\$117,196	\$ -
Transportation & Engineering	Transportation Planning & Urban Design	Skywalks	4	This program provides professional architectural and urban design, environmental graphic design, and project management services to support skywalk improvement projects.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$78,492	1.72	\$158,118	\$158,118	\$ -
Transportation & Engineering	Transportation Planning & Urban Design	City Architect Administration	A	This program oversees the administration and operation of the City's Transportation Planning and Urban Design.	Costs Shifted	Infrastructure Costs in 050 moved to Fund 302	\$160,291	1.45	\$ -	\$ -	\$ -
Transportation & Engineering	Transportation Planning & Urban Design	Transportation Grant Management	A	This program is responsible for research, coordination, prioritization, application, and management of state and federal transportation grant opportunities. (Moved from regular program by department after program scoring	No Change		\$1	0.00	\$1	\$1	\$ -
Water Works	Non Departmental Accounts	Water Works Administration - Infrastructure & Client Support Services	A	Fixed Cost	No Change		\$3,854,831	30.48	\$1	\$1	\$ -

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Water Works	Non Departmental Accounts	Water Works Administration - IT Service Desk and Program Management Services	A	Fixed Cost	No Change		\$1,805,421	4.00	\$1,805,421	\$1,805,421	\$ -
Water Works	Water Works	Distribution - Maintenance & Repair	1	This program is responsible for the maintenance and repair of the water distribution system including underground 3,132 miles of water mains, service branches, main line and branch valves and appurtenances within the right-of-way. In 2010, the maintenance & repair section responded to over 1,270 leaks and breaks.	Increased	Pump Station Monitoring for MSD	\$5,195,512	80.22	\$7,452,067	\$7,452,067	\$ -
Water Works	Water Works	Distribution - Valve Section	1	The valve section is responsible for the operation and preventative maintenance of the 34,146 main line valves in the distribution system.	No Change		\$2,567,061	46.14	\$3,864,960	\$3,864,960	\$ -
Water Works	Water Works	Distribution Support Services	1	Support Services section is responsible for the installation, maintenance and repair of nearly 12,000 fire hydrants within the City of Cincinnati, Village of Arlington Heights, Mason & Lincoln Heights.	No Change		\$7,544,370	10.00	\$7,825,666	\$7,825,666	\$ -
Water Works	Water Works	Engineering - Plant Facilities Unit	1	Plant Facilities Section is responsible for the engineering aspects of above ground facilities including treatment plants, pump stations and storage tanks. Also maintains plant facility records and plant accounting/fix assets.	No Change		\$431,831	7.00	\$680,084	\$680,084	\$ -
Water Works	Water Works	Engineering - System Facilities Unit	1	The System Planning and Modeling team is responsible for developing the distribution system short and long range plans for the Utility by using hydraulic water models in the support of system expansion and analysis.	No Change		\$4,534,231	85.96	\$7,842,061	\$7,842,061	\$ -
Water Works	Water Works	Premise Support Services	1	This section is responsible for coordinating the specialized investigation of reported water leaks, vandalism, and system tampering; ensuring backflow code compliance; and issuance of temporary use permits for construction purposes.	No Change		\$274,130	4.00	\$369,714	\$369,714	\$ -
Water Works	Water Works	Supply - Facility, Equipment, and Infrastructure Maintenance	1	This program is responsible for the preventative, predictive and reactive maintenance for the plants, pump stations, elevated storage tanks and building facilities. Electrical, mechanical and physical plant maintenance is included.	No Change		\$9,837,821	93.02	\$12,060,636	\$12,060,636	\$ -
Water Works	Water Works	Supply - Operations	1	This program is responsible for the 24/7 operation of 2 treatment facilities including a granular activated carbon contacting facility, an on-site multiple hearth furnace thermal regeneration facility, 24 unmanned pump stations, 33 water storage facilities and multiple building facilities. The treatment plants deliver close to 50,000 million gallons of water to the distribution system.	No Change		\$10,147,550	0.00	\$10,147,550	\$10,147,550	\$ -
Water Works	Water Works	Supply - SCADA	1	The SCADA (Supervisory Control and Data Acquisition) section is responsible for the 24 hour technical support of the graphical user interface and is responsible for programming all related remote field devices.	Increased	Pump Station Monitoring for MSD	\$3,670,301	48.00	\$4,817,313	\$4,817,313	\$ -





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Water Works	Water Works	Water Quality - Distribution System	1	This program is responsible for water quality activities throughout the distribution system. Monitoring, studies and research are conducted to ensure that the high quality of water produced at the two treatment plants is maintained through the distribution system to the customer's tap at an optimized cost. This section is also responsible for the performance of sophisticated analyses covered under the microbiological, organic, and inorganic analytical programs as well as contracted lab services. In 2010, there were 123,000 analyses performed for compliance and operations; 96,000 for operational purposes and 27,000 for regulatory requirements.	No Change		\$2,399,970	19.40	\$2,863,554	\$2,863,554	\$ -
Water Works	Water Works	Water Quality & Treatment	1	This program is responsible for the daily water quality and treatment and source water protection activities for the two water treatment plants and for source water protection of the Mason Water Treatment Plant. This section also performs applied research projects to improve water quality and optimize costs at the treatment plants.	No Change		\$6,943,030	20.65	\$7,436,485	\$7,436,485	\$ -
Water Works	Water Works	Client Services	3	This section manages the Department's client service partnerships through relationship building, care and communication with all business partners as well as new and renewal contract discussions, development, processing and maintenance. This section manages 32 retail, 10 wholesale and 11 standby water service contracts, 12 billing and contact center services contracts, 4 laboratory testing services contracts, 3 fire hydrant maintenance contracts, 2 distribution system operations and maintenance contracts and 4 water tower space lease agreements for cell phone providers.	Increased	New Billing & Customer Service Contracts	\$1,679,151	8.00	\$1,870,319	\$1,870,319	\$ -
Water Works	Water Works	Customer Contact Center	3	The Customer Contact Center Section provides customer service through the Interactive Voice Response system & email correspondence. The Contact Center provides service to Cincinnati water customers as well as MSD and 12 other local jurisdictions through billing services and contact center services. Over 600,000 calls were received and nearly 6,000 emails were responded to in 2010. In addition, over 215,000 outbound automated calls were made to customers.	Increased	New Billing & Customer Service Contracts	\$2,700,400	34.79	\$3,531,745	\$3,531,745	\$ -
Water Works	Water Works	Meter Reading & New Account	3	This section is responsible for obtaining meter readings for the 241,000 accounts billed by GCWW and for setting up new services in the billing system after the branch connection has been inspected.	No Change		\$450,410	7.00	\$617,683	\$617,683	\$ -
Water Works	Water Works	Premise Services & Delinquent Service Orders	3	This program is responsible for performing field maintenance on small meters, obtaining scheduled and final meter readings and turning water service on/off at customer premises for payment/policy enforcement or due to customer request. In 2010, this section completed nearly 106,000 service orders.	No Change		\$2,069,900	18.00	\$2,500,030	\$2,500,030	\$ -

Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues
Water Works	Water Works	Water Meter Auxiliary Services	3	This program is responsible for testing, maintaining, inspecting & replacing large meters as well as testing small meters.	No Change		\$626,100	9.00	\$841,165	\$841,165	\$ -
Water Works	Water Works	Billing System Processing, Payments, and Collections	4	This program is dedicated to billing, recording, and collecting all payments. Face to face customer contact is handled by the Billing Ops staff through the staffing of a walk-in pay station in the lobby of GCWW. In 2010, over 12,300 customers visited the GCWW facility to make payments. Billing operations is also responsible for the oversight of the mailing of bills. In 2010, 1,718,551 bills were mailed to GCWW customers.	Increased	New Billing & Customer Service Contracts	\$2,380,020	24.46	\$2,964,519	\$2,964,519	\$ -
Water Works	Water Works	Water Works Administration - Fleet Maintenance	A	Manages procurement, management, disposal and maintenance of fleet vehicles and motorized equipment. There are 400 pieces of equipment and motorized vehicles in GCWW's fleet that is managed by this section.	No Change		\$223,940	2.00	\$ -	\$ -	\$ -
Water Works	Water Works	Water Works Administration - Internal Business Services	A	The Business Services Section is responsible for personnel management, securing financing for the Capital Program, accident prevention and safety programs for all GCWW employees and for insuring compliance with all City, State & Federal requirements concerning occupational safety and health. The accounting staff handles the budgeting, disbursements, and financial record keeping of the entire Department. The security program is responsible for security of GCWW water and facilities.	No Change		\$5,967,370	38.40	\$ -	\$ -	\$ -
Water Works	Water Works	Water Works Administration - Inventory Program / Storerooms	A	This program is dedicated to managing the Department's central support services including managing inventory at multiple locations. This program operates 7 storerooms that house general supplies, treatment chemicals, parts for GCWW equipment and the pipe yard.	No Change		\$729,500	11.00	\$ -	\$ -	\$ -
Water Works	Water Works	Water Works Distribution Administration	A	Administration is responsible for the oversight of the Division's CIP, Risk Management, Budget & Dispatch functions.	No Change		\$577,279	8.64	\$ -	\$ -	\$ -
Water Works	Water Works	Water Works Engineering - Administration	A	This program is responsible for the administration of the 6-year CIP: design and construction of water mains including inspection, survey and field investigations and contract administration.	No Change		\$1,075,430	0.00	\$ -	\$ -	\$ -
Water Works	Water Works	FIXED COST - Water Works Debt Service	F	Manages debt service of the agency.	No Change		\$41,140,040	0.00	\$41,140,040	\$41,140,040	\$ -
		Grand Total					\$972,677,358	5762.26	\$972,676,152	\$920,623,247	\$52,778,273





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Appendix B: All Funds Operating Budget Summary by Program

All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
City Council	City Councilmembers	2,040,460	0	2,040,460	27.00	0.00	27.00
Office of the Mayor	Office of the Mayor	606,880	0	606,880	8.00	0.00	8.00
Clerk of Council	Clerk of Council	767,180	0	767,180	7.00	0.00	7.00
City Manager	Office of the City Manager	1,111,790	0	1,111,790	8.00	0.00	8.00
	Economic Development Division	1,354,630	4,893,810	6,248,440	19.00	3.00	22.00
	Office of Communications	753,190	0	753,190	6.00	0.00	6.00
	Office of Budget and Evaluation	1,044,490	173,670	1,218,150	11.18	0.82	12.00
	Office of Environmental Quality	3,493,410	190,920	3,684,330	4.00	2.00	6.00
	Office of Contract Compliance	575,370	204,740	780,110	3.45	2.55	6.00
	CIRV Administration	630,000	0	630,000	0.00	0.00	0.00
	Total		8,962,880	5,463,140	14,426,020	51.63	8.37
Citizen Complaint and Internal Audit	Investigations, Research, and Evaluation	272,030	0	272,030	3.00	0.00	3.00
	Administration	310,810	0	310,810	3.00	0.00	3.00
	Community Relations	3,920	0	3,920	0.00	0.00	0.00
	Internal Audit	384,040	0	384,040	4.00	0.00	4.00
	Total		970,790	0	970,790	10.00	0.00
Community Development	Operations - Human Services	1,645,020	0	1,645,020	1.00	0.00	1.00
	Housing Development	653,750	494,680	1,148,430	3.00	12.00	15.00
	Community Development Operations	960,550	785,590	1,746,140	3.00	9.40	12.40
	Business Development	0	0	0	0.00	0.00	0.00
	Property Maintenance Code Enforcement	2,077,480	0	2,077,480	34.50	0.00	34.50
	Total		5,336,800	1,280,270	6,617,070	41.50	21.40
Enterprise Services	Duke Energy Convention Center	0	7,461,190	7,461,190	0.00	0.00	0.00
	On-Street Parking	0	0	0	0.00	0.00	0.00
	Off-Street Parking	0	0	0	0.00	0.00	0.00
	Parking Business Services	0	0	0	0.00	0.00	0.00
	Total		0	7,461,190	7,461,190	0.00	0.00
Enterprise Technology Solutions	ETS Administration	602,950	0	602,950	10.00	0.00	10.00
	CLEAR Operations	0	4,844,170	4,844,170	0.00	19.00	19.00
	CAGIS Consortium Operations	0	4,403,310	4,403,310	0.00	18.00	18.00
	CIT-CO Operations	2,870,820	1,055,160	3,925,980	20.00	8.00	28.00
	CTS Operations	1,990,140	2,736,910	4,727,050	19.00	5.00	24.00
	Total		5,463,910	13,039,550	18,503,460	49.00	50.00
Finance	Administration	347,500	127,960	475,460	2.34	0.66	3.00
	Financial Reporting and Monitoring	1,467,710	942,280	2,409,990	12.31	5.84	18.15
	Payroll Preparation	162,750	0	162,750	2.00	0.00	2.00
	Debt Management	0	94,991,950	94,991,950	0.00	3.00	3.00
	Cash Management/Banking	711,110	35,600	746,700	5.47	0.53	6.00
	Delinquent Accounts	233,830	0	233,830	1.00	0.00	1.00
	Licensing, Adm. Tax & Transient Occupancy Tax	85,310	36,490	121,800	0.67	0.33	1.00
	Parking Revenue Collections	109,870	0	109,870	2.00	0.00	2.00
	CDBG Loan Program	0	0	0	0.00	0.00	0.00



Appendix B: All Funds Operating Budget Summary by Program

All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Risk Management	135,950	2,001,800	2,137,750	0.00	14.00	14.00
	Income Tax	3,503,480	0	3,503,480	35.80	0.00	35.80
	Procurement	872,800	121,330	994,120	9.90	1.10	11.00
	Printing and Stores	0	2,221,540	2,221,540	0.00	6.00	6.00
	Total	7,630,300	100,478,940	108,109,240	71.49	31.46	102.95
Fire	Financial Management and Planning	1,028,420	0	1,028,420	9.00	0.00	9.00
	Support Services	2,234,760	94,910	2,329,670	16.00	1.00	17.00
	Prevention and Community Education	2,928,200	0	2,928,200	23.00	0.00	23.00
	Human Resources	1,904,940	0	1,904,940	13.00	0.00	13.00
	Response	85,779,690	0	85,779,690	764.00	0.00	764.00
	Total	93,876,010	94,910	93,970,920	825.00	1.00	826.00
Health	Health Administration	4,439,790	746,920	5,186,720	40.00	5.00	45.00
	Health Centers	8,538,930	7,473,850	16,012,780	74.63	61.70	136.33
	Home Health Nursing Services & Comm. Nursing	6,365,080	8,362,740	14,727,820	85.00	90.18	175.18
	School & Adolescent Health	925,280	2,512,470	3,437,750	11.00	25.10	36.10
	Dental Hygiene	812,390	444,290	1,256,680	9.00	2.00	11.00
	Total	21,081,480	19,540,270	40,621,750	219.63	183.98	403.61
Human Resources	Administration	356,760	0	356,760	2.00	0.00	2.00
	Workforce Management	524,920	322,210	847,130	8.10	3.00	11.10
	Employee Services	516,150	0	516,150	5.00	0.00	5.00
	Shared Services	388,520	0	388,520	4.00	0.00	4.00
	Total	1,786,350	322,210	2,108,560	19.10	3.00	22.10
Law	Administration	543,320	0	543,320	4.00	0.00	4.00
	Civil Litigation	1,393,630	0	1,393,630	14.20	0.00	14.20
	Administrative Hearings	417,700	0	417,700	5.00	0.00	5.00
	Community Prosecution	289,320	0	289,320	1.00	0.00	1.00
	Economic and Community Development	447,120	158,310	605,430	5.00	2.00	7.00
	General Counsel	838,660	0	838,660	7.00	0.00	7.00
	Labor and Employment	442,150	0	442,150	4.00	0.00	4.00
	Prosecution	1,732,830	0	1,732,830	20.00	0.00	20.00
	Property Management and Real Estate/Relocation	0	475,890	475,890	0.00	6.00	6.00
	Total	6,104,740	634,200	6,738,940	60.20	8.00	68.20
Parks	Director's Office	234,500	0	234,500	2.00	0.00	2.00
	Operations & Facility Management	5,569,920	3,851,970	9,421,890	82.98	46.60	129.58
	Urban Forestry	0	1,735,070	1,735,070	0.00	8.50	8.50
	Planning & Design	(9,150)	0	(9,150)	6.50	0.00	6.50
	Financial & Business Services	1,215,490	189,870	1,405,360	7.00	2.00	9.00
	Krohn Conservatory	356,310	592,080	948,390	8.50	7.00	15.50
	Explore Nature	483,230	186,880	670,110	11.85	3.30	15.15
	Facility Maintenance	140,010	0	140,010	6.00	0.00	6.00
	Customer Service	168,610	172,550	341,160	2.00	0.00	2.00
	Total	8,158,920	6,728,420	14,887,340	126.83	67.40	194.23
Planning and Buildings	Land Use	354,950	168,360	523,310	4.00	3.00	7.00
	Historic Conservation	0	209,560	209,560	0.00	3.00	3.00



Appendix B: All Funds Operating Budget Summary by Program

All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Customer Services	836,370	0	836,370	11.00	0.00	11.00
	Plan Examination	826,490	0	826,490	8.00	0.00	8.00
	Building Construction Inspections	2,407,950	67,500	2,475,450	30.00	0.00	30.00
	Elevator Inspection	548,740	0	548,740	6.00	0.00	6.00
	Administration	975,530	26,760	1,002,290	6.00	0.00	6.00
	Total	5,950,040	472,190	6,422,230	65.00	6.00	71.00
Police	Department of Emergency Communications	8,878,510	2,159,280	11,037,790	133.00	0.00	133.00
	Neighborhood Policing	83,762,580	1,314,980	85,077,560	736.00	0.00	736.00
	Special Operations	9,656,850	0	9,656,850	139.00	0.00	139.00
	Special Investigations	14,689,850	0	14,689,850	156.00	0.00	156.00
	Operations Support	4,138,040	0	4,138,040	59.00	0.00	59.00
	Personnel Training and Support	4,865,600	0	4,865,600	39.00	0.00	39.00
	Technology Support	2,332,810	0	2,332,810	21.00	0.00	21.00
	General Administration and Support	9,162,010	0	9,162,010	66.00	0.00	66.00
	Total	137,486,250	3,474,260	140,960,510	1,349.00	0.00	1,349.00
Public Services	Winter Maintenance	501,460	4,560	506,020	0.00	0.00	0.00
	Energy Management	491,590	0	491,590	0.00	0.00	0.00
	Director's Office	789,380	150,640	940,020	9.00	1.00	10.00
	Traffic Control, Pavement & Structure Maint.	0	11,320,160	11,320,160	0.00	156.00	156.00
	Waste Collections	12,055,940	0	12,055,940	112.00	0.00	112.00
	Neighborhood Investment Services	2,193,320	5,357,720	7,551,040	19.00	51.00	70.00
	Property Management	2,043,210	2,895,510	4,938,710	1.00	28.00	29.00
	Fleet Services	0	18,549,310	18,549,310	0.00	65.00	65.00
	Total	18,074,900	38,277,900	56,352,810	141.00	301.00	442.00
Recreation	Community Center Operations	8,094,670	2,206,410	10,301,080	112.89	92.38	205.27
	Support Services	1,658,170	405,080	2,063,250	21.21	3.19	24.40
	Therapeutic Recreation	718,660	229,500	948,170	12.86	10.23	23.09
	Youth & Family Services	0	0	0	0.00	0.00	0.00
	Seniors	196,070	305,850	501,920	2.00	10.05	12.05
	Indoor/Facility Maintenance	1,127,130	750,040	1,877,170	10.01	5.40	15.41
	Outdoor Maintenance	3,303,950	0	3,303,950	55.01	0.00	55.01
	Golf	0	6,989,530	6,989,530	0.00	2.00	2.00
	Athletics	430,560	562,480	993,040	3.35	5.24	8.59
	Aquatics	1,335,670	589,450	1,925,130	43.78	18.77	62.55
	Planning & Development	32,980	2,090	35,070	10.16	0.00	10.16
	Total	16,897,870	12,040,440	28,938,300	271.27	147.26	418.53
Retirement	Department of Retirement	0	0	0	0.00	10.00	10.00
Sewers	Stormwater - Admin. & Financial Management	0	937,540	937,540	0.00	4.00	4.00
	Stormwater - Planning/Design	0	415,830	415,830	0.00	1.00	1.00
	Stormwater - Operations & Maintenance	0	3,730,820	3,730,820	0.00	11.00	11.00
	Stormwater - NPDES Compliance	0	872,440	872,440	0.00	7.00	7.00
	Stormwater - Flood Control	0	1,422,470	1,422,470	0.00	1.00	1.00
	Office of the Director/Administration	0	17,062,180	17,062,180	0.00	66.00	66.00



Appendix B: All Funds Operating Budget Summary by Program

All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Wastewater Engineering	0	108,596,910	108,596,910	0.00	155.00	155.00
	Information Technology	0	6,455,950	6,455,950	0.00	31.00	31.00
	Wastewater Treatment	0	45,548,620	45,548,620	0.00	282.00	282.00
	Wastewater Collection	0	17,872,620	17,872,620	0.00	158.00	158.00
	Industrial Waste	0	5,147,830	5,147,830	0.00	54.00	54.00
	Water-In-Basement	0	2,994,560	2,994,560	0.00	0.00	0.00
	Total	0	211,057,770	211,057,770	0.00	770.00	770.00
Transportation & Engineering	Director's Office	578,810	700,470	1,279,290	6.02	9.98	16.00
	Transportation Planning and Urban Design	65,950	424,150	490,110	0.34	15.66	16.00
	Engineering	247,380	2,906,050	3,153,430	5.78	95.22	101.00
	Traffic Engineering	2,370,580	2,454,350	4,824,930	1.51	25.49	27.00
	General Aviation	0	1,808,180	1,808,180	0.00	13.00	13.00
	Total	3,262,720	8,293,220	11,555,940	13.65	159.35	173.00
Water Works	Departmental Support Services	0	57,041,520	57,041,520	0.00	75.13	75.13
	Commercial Services	0	14,461,210	14,461,210	0.00	130.90	130.90
	Water Supply, Treatment and Distribution	0	56,817,230	56,817,230	0.00	419.03	419.03
	Total	0	128,319,960	128,319,960	0.00	625.06	625.06

Neighborhood	Community/ Request	Req. Ongoing	Recommended	2013	2014	Total	Department	Comment
Camp Washington								
1	Improve "Welcome to Camp Washington" signage in the business district.	No	No	\$20,000	\$0	\$20,000	Transportation and Engineering	Due to the elimination of the Gateway/Greenway Program, this can't be funded at this time.
2	Help neighborhood development corporation complete renovation of two apartment buildings at 3068 Henshaw Ave and 3206 Colerain Ave.	No	No	\$400,000	\$0	\$400,000	Community Development	Community Development has a process to fund these projects. The Notice of Funds Available (NOFA) should be used in order to ascertain whether this project should be funded. The NOFA has typically been done twice a year but in 2012 it will only be done once in the Fall. Camp Washington Community Board would be required to submit a full application with detailed financial information. The City provides gap financing.
3	Eliminate the basketball court at the recreation center at 1201 Stock Street and replace with a community garden.	No	No	\$15,000	\$0	\$15,000	Recreation	CRC recommends increased police patrols and reduced court lighting as an alternative to removing the basket ball courts. Where possible recreation seeks to maintain a variety of community recreation resources to serve a mixed community of users.
Clifton								
1	Repaint utility boxes to mimic the cover art of literary classics.	No	No	\$5,000	\$0	\$5,000	Transportation and Engineering	Paint should be brushed, (no airborne propellants i.e.: aerosol), that may be sucked into cabinet and possibly clogging vents or damaging equipment. Do not paint over door seals, key holes or any vent openings. It should be noted that the controllers are shipped with anti- vandal coating yet are still susceptible to vandalism by paint and markers. While vandal proof coating is specified in this request, it does not guarantee that artwork will not be subject to graffiti. A list of proposed locations must be submitted and approved by the Division of Traffic Engineering prior to painting the cabinets.





Neighborhood	Community/ Request	Req. Ongoing	Recommended	2013	2014	Total	Department	Comment
2	Add pedestrian crossing signage, a crosswalk, and a pedestrian island at the intersection of Jefferson and Brookline.	No	No	N/A	\$0	\$0	Transportation and Engineering	Pete Schneider has requested a new crosswalk on Jefferson Ave @ Brookline Ave in anticipation of increased pedestrian crossings due to the relocated library branch. Staff spoke to Ray Hills, with the Public Library (Facility Management), who stated the funding is not currently in place for the renovation. The branch opening is at least 1 or 2 years away. When or if the branch opens, the Division of Traffic Engineering will perform traffic counts during the busiest periods of the day. If the hourly volume approaches 50 pedestrians, a work order will be issued to install a new striped crosswalk with an overhead sign. We will also determine if a painted pedestrian refuge island is necessary due to the width of Jefferson Avenue. No further action is necessary at this time.
3	Add flexible/ breakaway traffic control devices to separate right turn only and thru lanes from Clifton Ave northbound to Woolper.	No	No	N/A	\$0	\$0	Transportation and Engineering	Pete Schneider, representing the Clifton Community, has requested vertical lane separator devices on northbound Clifton Avenue between McAlpin and Woolper. He stated drivers regularly use the mandatory right turn lane to speed past the queue of traffic. The attached photo indicates that an overhead right turn only sign and a side mounted "Right Lane Must Turn Right" sign are in place. The vertical lane separators that the City currently has installed are typically used for right turns from off ramps, where traffic does not stop (Mitchell @ SB I-75, Phyllis @ Beechmont). The narrow 9 feet wide lane on this section of Clifton Avenue prohibit the use of the devices on the road. There was only one accident listed since 2004 that involved a driver improperly using the right turn lane to speed around through. No action is recommended at this time.
Corryville								
1	Replace perimeter fencing around Corryville Recreation Center.	No	No	\$65,000	\$0	\$65,000	Recreation	CRC has developed a master plan for the recreation area which the community is to raise funds for. Estimated cost to replace it is \$15,000. There currently are no funds available to do any fence work at the site.
CUF								
1	Improvements to Fairview Swimming Pool.	No	Yes	\$900,000	\$0	\$900,000	Recreation	The pool is in poor condition and needs to be renovated to bring it up to current codes. If funds are approved, the requested items would be part of the pool renovation. CRC has requested an additional \$900,000 to do this work.
2	Improvements to Fairview Park.	Yes	No	N/A	\$0	\$0	Parks	Parks is supportive of new signs at the park entrance and exit to improve wayfinding and will include these costs in the Infrastructure budget. We would be open to adding landscape if the community were to provide or fund the maintenance.
3	Improvements to Bellevue Park.	No	No	N/A	\$0	\$0	Parks	No water source in vicinity of the park entrance or overlook, and budget support is not available to provide new waterlines. Additional landscape, therefore, at these locations is not recommended.

Neighborhood	Community/ Request	Req. Ongoing	Recommended	2013	2014	Total	Department	Comment
Downtown								
1	Path to the Taft project for beautification and increased safety for residents and visitors.	No	Yes	\$10,000	\$10,000	\$20,000	Transportation and Engineering	TPUD can design this pathway including walkways, lighting, wayfinding signage and, potentially, steps with the help of the Structures Section. Due to issues, it is advisable to design the pathway first within an agreed to construction cost.
2	Pedestrian wayfinding system.	No	Yes	\$20,000	\$20,000	\$40,000	Transportation and Engineering	The City has a new downtown pedestrian wayfinding system that will be implemented this year and continue for the next few years. This design can be designed to add more specialty options as noted within this CPR in the future.
3	Piatt Park Electrical System Repair and Refurbishing.	Yes	Yes	TBD	\$0	TBD	Parks	Upgrades to the electric and lighting system at Piatt Park are recommended.
East Walnut Hills								
1	Design, installation, and watering of seasonal floral displays in existing pots.	No	No	\$9,200	\$0	\$9,200	Parks	Operating budget support for the maintenance of neighborhood flower pots is not available.
East Price Hill								
1a	Tree trimming on Elberon Avenue.	No	No	N/A	\$0	\$0	Parks	This isn't recommended due to unstable hillside & erosion issues. In addition, to proceed would require a geotechnical study, erosion control plan, & community meeting with affected residents.
1b	Erosion control on Elberon Avenue.	Yes	No	\$15,600	\$0	\$15,600	Transportation and Engineering	This landslide area was hydroseeded in June 2012. Wall Stabilization and Landslide Correction Program funds 03609 (2009) and 10332 (2011) were used to fund the project.
1c	Reconstruction of McPherson Avenue.	Yes	No	\$300,000	\$0	\$300,000	Transportation and Engineering	DOTe has added the rehabilitation of McPherson to our 2012 Street Rehabilitation Program. The estimated cost of this work is approximately \$165,000.
1d	Reconstruction of Bassett Street.	Yes	No	\$100,000	\$0	\$100,000	Transportation and Engineering	We have added the paving work to our 2012 Street Rehabilitation Program. The estimated cost of this work is approximately \$100,000.
1e & 1f	Street repair on Warsaw.	Yes	No	N/A	\$0	\$0	Transportation and Engineering	DOTe will evaluate making the necessary pavement repairs at both locations via the City's Spot Repair project.
2	Upgrades to Wilson Commons Park.	No	No	N/A	\$0	\$0	Parks	Improvements not recommended at this time. Funds are not available for construction, ongoing maintenance or additional utilities. Parks will reconsider request(s) should funds become available in the future.





Neighborhood	Community/ Request	Req. Ongoing	Recommended	2013	2014	Total	Department	Comment
3	Recreation upgrades.	No	Yes	\$500,000	\$0	\$500,000	Recreation	A master plan for the Price Hill Recreation Complex is currently being designed. Construction is planned to start in the fall of 2013 and be completed in the summer of 2014. 2012 funds will be used for this project as well.
Evanston								
1	Restore or replace clock.	No	No	N/A	\$0	\$0	Cincinnati Recreation Commission	The power was turned back on; the time was corrected, a light bulb replaced and photocell tested. There are currently no funds available to install a new clock, maintenance on the clock was performed and it is operating.
2a	Paving of streets.	Yes	No	\$1,400,000	\$0	\$1,400,000	Transportation and Engineering	This would be funded through the Street Rehabilitation Program. DOTE has evaluated all streets in CPR with an estimated total of \$1.4 million to complete the work.
2b	Sidewalks and curbs.	No	No	N/A	\$0	\$0	Transportation and Engineering	Property owners will be responsible to replace. They have been sent a "courtesy letter". If not completed by property owners, City will have the work completed and bill them.
3	Crosswalks clearly marked.	Yes	No	N/A	\$0	\$0	Transportation and Engineering	Public Services is funded to repaint pavement markings. DOTE Traffic Engineering staff has investigated this request and will prepare work orders and other documentation for Public Services to repaint appropriate crosswalks in the neighborhood.
Hartwell								
1	Curb and stormwater drainage.	No	Yes	\$100,000	\$0	\$100,000	Metropolitan Sewer District	SMU is budgeting for a comprehensive study of the area to determine the best way to address the stormwater drainage in this area.
2	Deterrents to prevent vehicles from driving on sidewalk.	Yes	No	N/A	\$0	\$0	Transportation and Engineering	A work order will be issued to change the yellow object marker sign on the southeast end of the circle to a red end of road sign. A second red of road sign will be added next to the sidewalk to shorten the width at the sidewalk entrance.
3	Metal traffic light poles to be repainted.	No	No	N/A	\$0	\$0	Public Services	The estimated cost for painting the Traffic Strain poles at the intersection of Vine and Galbraith would be \$662.40.
Hyde Park								
1	Reframing and reinstallation of Hyde Park History Panels.	Yes	Yes	TBD	\$0	TBD	Parks	The bicentennial history sign can be installed in Hyde Park Square. Recommended.
2	Permanent playground equipment in Madison Park.	No	No	N/A	\$0	\$0	Parks	Requested improvements not recommended. Two playgrounds in very close proximity. Park is intended to be natural area without benches, picnic tables, etc. Parks operating budget insufficient for current maintenance requirements.
3	Solar Powered Trash Compactors at Hyde Park Square.	No	Yes	\$150,000	\$0	\$150,000	Public Services	The new trash receptacles will replace the old trash receptacles. The costs of each new trash receptacle & Big Belly solar trash compactor are approx \$500 & \$5,000, respectively. The # of & location will be determined based upon a needs assessment.

Neighborhood	Community/ Request	Req. Ongoing	Recommended	2013	2014	Total	Department	Comment
Kennedy Heights								
1	Kennedy Avenue from Corporation Boundary to Montgomery Road.	Yes	No	\$250,000	\$0	\$250,000	Transportation and Engineering	Kennedy from Montgomery to Aikenside was last rehabbed in 02 & is currently rated in "good" condition & is not scheduled for rehab at this time. Kennedy from Aikenside to the Corp Line is currently rated "fair" & will be given high priority.
2	Montgomery Road Streetscape between McHugh and Tyne.	No	No	N/A	\$0	\$0	Economic Development	As a viable option EDD does offer funding for streetscapes through the NBDIP that allows for a competitive review and funding process of proposed projects.
Mt. Adams								
1	Ambassador Program in partnership with DCI.	No	No	\$30,000	\$0	\$30,000	Economic Development	DCI uses funds it receives from the downtown Special Improvement District (SID) to run the Downtown Ambassadors program. Special Improvement Districts are designated zones within which services can be provided above and beyond the level currently offered by local government and SID's can be created in any area of the city. For help learn about how to create a SID contact the Economic Development Division of the City Manager's Office.
2	Renovate building attached to Mt. Adams Pool.	No	No	N/A	\$0	\$0	Recreation	This is a small facility with limited potential for recreation programming. This is not part of the approved six year capital plan and there currently are no funds to do this project.
Mt. Airy								
1	Security cameras for the business district.	No	No	N/A	\$0	\$0	Police	CPD would like to continue expansion of the public safety cameras and supports cameras in this neighborhood when funding is available. No capital budget target and no grant funds currently available. Will continue to seek grant funding.
2	Improve business facades by offering matching funds for replacing awnings, etc.	No	No	N/A	\$0	\$0	Economic Development	The Mt. Airy Business District may apply for funding through the annual NBDIP grant funding process.
3	Need more lighting in the business district.	No	No	N/A	\$0	\$0	Transportation and Engineering	Staff Spoke to Ms. Walsh on 6/12/2012. Her concern is the parking lot behind the businesses. The DOTE lighting programs and projects are for lighting the public right-of-way. Private parking lot lighting is not funded by DOTE or the City.
Mt. Auburn								
1	Study and reconfigure intersection of Auburn and Dorchester.	No	Yes	\$10,000	\$10,000	\$20,000	Transportation and Engineering	This may require a year long process to research, study and collaborate with the community to achieve the goal workable for everyone. The design funding will cover preliminary design.





Neighborhood	Community/ Request	Req. Ongoing	Recommended	2013	2014	Total	Department	Comment
2	Repair public stairs between Highland (at Liberty Hill) to Reading.	Yes	No	\$150,000	\$0	\$150,000	Transportation and Engineering	Currently funded and involves complete removal and replacement of stairway. Design plans, specifications and estimate have been completed. The project is expected to be sent to the Purchasing Division by the end of July 2012.
3	New decorative lighting on Sycamore Hill between Liberty and Auburn.	No	No	\$150,000	\$0	\$150,000	Transportation and Engineering	The existing lighting meets the City Standard for street lighting on Sycamore from Liberty to Auburn. There is no program, project, or fund established for the installation of decorative lighting of residential land use areas such as this.
Mt. Washington								
1	Replacement of chainlink fence on retaining wall along Beechmont with a more attractive one + wall stabilization and landslide correction.	Yes	Yes	\$30,000	\$320,000	\$350,000	Transportation and Engineering	The Structural Engineering Section recommends the implementation of this project using funds from the Wall Stabilization & Landslide Correction Program. City engineers and architects can work with community representatives to determine the appropriate design. Design can begin in late 2012 through 2013 with construction budgeted for 2014.
2	Improvement of Glade Avenue (curbs, storm sewers, sidewalks, widening).	No	No	\$1,800,000	\$0	\$1,800,000	Transportation and Engineering	The requested work is not included in any of DOTE's funding programs. The requested work is estimated to be \$1.8 million. However, DOTE has scheduled for paving rehab on Glade in 2013, estimated at \$150,000.
3	Complete rehab on 19 streets.	Yes	No	\$200,000	\$0	\$200,000	Transportation and Engineering	The Street Rehabilitation Program will be working in Mt. Washington during the 2013 Program Year. The total cost rehab all of the streets listed in this CPR is estimated to be approximately \$1.7 million.
North Avondale / Avondale								
1	Street repair/ rehabilitation on Glenwood Avenue.	Yes	No	\$216,000	\$0	\$216,000	Transportation and Engineering	This section of Glenwood Avenue has been added to our 2012 Street Rehabilitation Program.
2	Increase walkability on Reading Road corridor.	No	No	\$323,000	\$0	\$323,000	Economic Development	EDD has the NBDIP that allows for a competitive review and funding for this type of work. North Avondale may apply for funding in phases as other business districts have done in years past.
3	Install surveillance cameras at intersection of Reading and Clinton Springs and Burton and Reading.	No	No	N/A	\$0	\$0	Police	CPD would like to continue expansion of the public safety cameras and supports cameras in this neighborhood when funding is available. No capital budget target and no grant funds currently available. Will continue to seek grant funding.
Northside								
1	Update Northside Land Use Plan.	No	Yes	\$30,000	\$0	\$30,000	City Planning and Buildings	City Planning will work with the Northside neighborhood in updating their Land Use Plan in 2013.

Neighborhood	Community/ Request	Req. Ongoing	Recommended	2013	2014	Total	Department	Comment
2	Gateway signage to Northside.	No	No	\$10,000	\$40,000	\$50,000	Transportation and Engineering	Due to the elimination of the Gateway/Greenway Program, this can't be funded at this time.
3	Basketball courts by McKie Recreation Center.	No	No	\$40,000	\$0	\$40,000	Recreation	The current basketball court will re-open in October 2012 when the McKie Rec Center renovation work is complete. No funds or property is available to add an additional basketball court currently.
Over-the-Rhine								
1	Gateways and connections for OTR Rec Center and Findlay Park.	No	No	\$6,000	\$24,000	\$30,000	Transportation and Engineering	The desire of this proposal and the locations noted complicate the request as DOTE's work is generally restricted to the ROW. This project is not recommended at this time.
2	Make Liberty Street a "complete street" to be conducive to new business and residential development.	No	Yes	\$20,000	\$0	\$20,000	Transportation and Engineering	This request coincides with the City's current Comprehensive Plan. Complete Streets and Livable Communities are cornerstones of this proposed plan. This was also the subject of a May 8, 2012 City Council motion.
3	Develop and install signage to mark an urban trail system for Cincinnati's brewing heritage.	No	No	\$15,000	\$65,000	\$80,000	Transportation and Engineering	DOTE can design Brewery Heritage Trail to coordinate w/ Graphics' downtown wayfinding system. Maintenance & replacement funding must be ID'd prior to project beginning construction. Funding is not available at this time.
Pendleton								
1	Decorative street name signage as part of the casino development.	No	Yes	\$25,000	\$0	\$25,000	Transportation and Engineering	The request for decorative street name signs meets the desires of the OTR plan. They have been used in numerous OTR ROW projects and they are presently scheduled for installation on a few streets in Pendleton this year.
2	Install Ohio Historical Society Historic Markers in several historic locations in neighborhood.	No	No	\$14,500	\$0	\$14,500	Transportation and Engineering	Funding for this request is typically by the applicant. DOTE has reduced costs for these requests by producing standard stamped engineered drawings to help with the ROW permits.
Pleasant Ridge								
1	Shared bike lanes on Woodford Road.	No	No	N/A	\$0	\$0	Transportation and Engineering	DOTE is currently working with the Community Council to design a bicycle lane or lanes for Ridge between Mapleleaf and the Rec Center to the north.
2	Gateway on Ridge Road.	No	No	\$15,000	\$0	\$15,000	Transportation and Engineering	Due to the elimination of the Gateway/Greenway Program, this can't be funded at this time.





Neighborhood	Community/ Request	Req. Ongoing	Recommended	2013	2014	Total	Department	Comment
3	New nets for Pleasant Ridge Recreation Center tennis courts.	No	No	N/A	\$0	\$0	Recreation	A CRC maintenance work order has been entered to have the new tennis nets installed. They will verify if the nets need to be replaced. The tennis courts are not part of the Pleasant Ridge Pool renovation project.
Riverside								
1	Community gateway signage on east and west boundaries of neighborhood.	No	No	\$15,000	\$15,000	\$30,000	Transportation and Engineering	Due to the elimination of the Gateway/Greenway Program, this can't be funded at this time.
2	Completion of drainage swales on Hillside Avenue.	Yes	Yes	\$100,000	\$100,000	\$200,000	Metropolitan Sewer District	SMU is currently using approved funds to design facilities for all remaining locations along Hillside Avenue in Riverside. The intent is to use the allocated capital funds to complete as much of the project as possible in the next two years and use operating funds to complete any remaining sections as funds become available.
3	Repairs to the 4000 block of Hillside Avenue.	Yes	No	\$10,000	\$0	\$10,000	Transportation and Engineering	We have field verified the problem area of pavement. We will have our Public Services/Traffic & Road Operations crews perform some extensive pavement patching work at this location this year in order to eliminate the sudden break in pavement across the roadway. This work will be included in the 2012 Spot Infrastructure Repair project. Additionally, our Geotechnical Section will investigate a long-term repair strategy for this area. We will obtain test borings of the area and continue to monitor the hillside movement.
Sedamsville								
1A	Right-of-way improvements including a tree plan, better lighting, speed humps, and angled parking.	No	Yes	\$20,000	\$0	\$20,000	Transportation and Engineering	The request is for right-of-way improvements including a tree plan to create a boulevard effect, better lighting, speed humps and angled parking. Some of these requests fall outside of TPUDs' role but we can help coordinate this comprehensive request. TPUD has a preliminary plan for River Road enhancements and these requests will be reviewed within that context. TPUD recommends collaborating with Urban Forestry to design the boulevard. Funding will be used to study the feasibility of the list of project components included in the CPR. The street calming request will be referred to the Transportation Planning section. The increased parking request can be reviewed by TPUD on a preliminary level as existing street widths dictate the potential for the angled parking request. Increased lighting will be reviewed with our Department's Traffic Engineering Division. Funding for now should be for design and possible boulevard effect construction. Further construction funds cannot be determined without the study.

Neighborhood	Community/ Request	Req. Ongoing	Recommended	2013	2014	Total	Department	Comment
1B	Slippage retention on streets.	No	No	\$5,000	\$0	\$5,000	Transportation and Engineering	Construction of a retaining wall(s) can be included in the 2014-15 Wall Stabilization and Landslide Correction Program if an overall streetscape improvement is planned and implemented. Landslides which have a direct impact on traffic have greater priority over these locations for program funding. The cost to design and construct a retaining wall at Steiner and River Road is estimated at \$175,000. Additional walls along Steiner, Delhi and Sedam are estimated at approximately \$75,000. Suggest the possibility of a City sponsored neighborhood cleanup program to correct much of the vegetation and soil encroachment onto the streets and sidewalk. TROD or private excavation equipment (backhoe, bobcat, dump truck) would be needed.
2	Improvements to Bold Face Pumping Station	No	Yes	\$5,000	\$0	\$5,000	Metropolitan Sewer District	This is a part of MSD operating funds to maintain and operate public owned pump stations throughout MSD service area. The intent is to use the allocated operating funds to do some minor enhancements to the pump station such as fencing and shrubbery. The pump station is currently scheduled to be eliminated in 2016.
3	Splash pad connected to the shelter house.	No	No	\$350,000	\$0	\$350,000	Recreation	In 2009, a master plan for Boldface park as developed for the community. Per community request it included installation of a splash pad and multi-use pad. The current Recreation Department six year capital plan (2013-18), which was approved by the commission and presented to council, does not have this project as part of the plan. There currently are no funds to do this project.





Neighborhood	Community/ Request	Req. Ongoing	Recommended	2013	2014	Total	Department	Comment
South Cumminsville								
1	Improved infrastructure to encourage residential development.	Yes	No	\$10,000	\$0	\$10,000	Transportation and Engineering	DOTe will evaluate the several streets in the Borden Street Corridor Revitalization Project area for possible curb repairs. Sidewalk repairs are the responsibility of the property owner.
2	Fiber optic cable installation.	No	No	N/A	\$0	\$0	Economic Development	There are not currently resources or programs in place to assist with this CPR.
3	Wayne Field improvements.	No	No	N/A	\$0	\$0	Recreation	The current Recreation Department six year capital plan (2013-18), which was approved by the commission and presented to council, does not have these projects as part of the plan. There currently are no capital funds to do these projects. The current aquatics plan does not call for expansion of the aquatic facilities.
Spring Grove Village								
1	Gateway entrance sign.	No	No	\$40,000	\$0	\$40,000	Transportation and Engineering	Due to the elimination of the Gateway/Greenway Program, this can't be funded at this time.
Walnut Hills								
1	Two gateway entrance signs in median of Gilbert Avenue near Elsinore.	No	No	\$30,000	\$0	\$30,000	Transportation and Engineering	Due to the elimination of the Gateway/Greenway Program, this can't be funded at this time.
Westwood								
1	Landscaping and maintenance of three traffic islands.	No	No	\$6,400	\$0	\$6,400	Parks	Improvements not recommended at this time. Funds are not available for construction, ongoing maintenance or additional utilities. Parks will reconsider request(s) should funds become available in the future.
2	Lighted signage for Westwood Town Hall.	No	No	\$34,700	\$0	\$34,700	Recreation	The current CRC six year capital plan (2013-18) does not have this project. There currently are no capital funds to do this project. If private funding is raised and used to install a new sign, CRC will work with the community to get one installed.
3	Replacement of advertising bus benches with more attractive benches.	No	Yes	\$100,000	\$0	\$100,000	Transportation and Engineering	DOTe has followed the removal procedures as established by the Law Department and have notified the appropriate bench owners. Last December, City Council removed the existing funding established for use in the enforcement of the removal orders. Will request funding again in the 2013 budget.



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.



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 Solutions 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 SOLUTIONS GRANT (ESG): Federal funds to provide capital and operating support for emergency shelters, transitional housing and homelessness prevention services for 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).

Appendices



Appendix D: 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 Solutions 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 has traditionally been from January 1 through December 31. The City has been granted permission by the State of Ohio to operate a July 1 through June 30 fiscal year commencing July 1, 2013.

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.

Appendices

Appendix D: 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.

Appendices



Appendix D: 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.

STUB BUDGET: A fiscal year consisting of less than 12 months. To facilitate the City's transition to a fiscal year commencing July 1, a six month stub budget will be enacted for the period of January 1, 2013 to June 30, 2013.

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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City of Cincinnati
Ohio

2013 All Funds Budget

Volume II:
Recommended Capital Investment Program
Recommended Consolidated Plan



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City of Cincinnati

2013 All Funds Budget



Volume II: Recommended Capital Investment Program Recommended Consolidated Plan Budget

Mayor

Mark Mallory

Members of City Council

Roxanne Qualls (Vice Mayor)

Laure Quinlivan

Chris Seelbach

Yvette Simpson

P.G. Sittenfeld

Christopher Smitherman

Cecil Thomas

Charlie Winburn

Wendell Young

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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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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PRESENTED TO

**City of Cincinnati
Ohio**

For the Biennium Beginning

January 1, 2011

Christopher P. Morill *Jeffrey P. Brown*

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

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: Convention Center

Boards and Commission Departments

Board of Health

Park Board

Recreation Commission

Retirement

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2013 Recommended All Funds Capital Budget Summary

(In \$ Millions)

Recommended All Funds Capital Budget Summary					
	2012	2013	% Change 2012 to 2013	2014	% Change 2013 to 2014
General Capital	\$ 54.8	\$ 95.3	73.9%	\$ 53.1	-44.3%
Restricted Funds Capital	295.4	400.4	35.5%	332.1	-17.1%
Special Revenue Capital	0.6	0.4	-33.3%	0.3	-25.0%
Federal/State Capital Matching Funds	10.7	1.1	-89.7%	21.1	1818.2%
Total All Funds:	\$361.5	\$497.2	37.5%	\$406.6	-18.2%

I am submitting my recommended 2013/2014 Capital Budget and 2013-2018 Capital Investment Program for the City of Cincinnati. The recommended 2013/2014 Biennial All Funds Capital Budget totals \$903.8 million: \$497.2 million for 2013 and \$406.6 million for 2014. The recommended 2013-2018 Capital Investment Program totals \$2.1 billion. Included are budgets for General Capital projects, Restricted Funds Capital projects, Special Revenue Capital projects, and projects supported with Federal and State Capital Grant Matching Funds. When compared to the 2012 All Funds Capital Budget, the 2013 recommendation increases by 37.5%. In 2014, the recommended budget decreases by 18.2% compared to 2013. The capital budgets will vary somewhat from year-to-year to reflect the timing of projects and changes in resources.

In 2013, the City will change from a calendar fiscal year to a fiscal year that begins July 1, 2013 and ends June 30, 2014. For this recommended 2013/2014 Capital Budget, the period for 2013 represents the 18 months from January 1, 2013 through June 30, 2014 to adjust for the transition to the new fiscal year.

For 2013, the \$135.7 million net increase over the 2012 All Funds Capital Budget occurs primarily because of the following changes:

- A \$105.0 million net increase in Restricted Funds Capital due to a \$59.6 million increase in Metropolitan Sewer District projects, a \$47.0 million increase in Greater Cincinnati Water Works projects, and a net decrease of \$1.6 million in other restricted funds;
- A General Capital net increase of \$40.5 million due to an increase of \$27.9 million in the Property Tax Supported Bonds resource; an increase of \$9.5 million in the Southern Railway Note Proceeds resource; an increase of \$5.4 million in the Income Tax Proceeds resource; a decrease of \$2.0 million in the Income Tax Supported Bonds resource; and a decrease of \$260,000 in Reprogramming resources. (Please note: In 2013, the Southern Railway Note Proceeds resource and the Income Tax Proceeds resource have each been increased to reflect receipts to the City for the additional six-month period of January 1, 2013 through June 30, 2013 to adjust for the transition to the new fiscal year.);
- A net decrease in Federal and State Capital Grant Matching Funds of \$9.6 million. In 2013, grant funding from the Ohio Department of Transportation in the amount of \$1.0 million is anticipated for the rehabilitation of Reading Road and \$150,000 is anticipated in Federal Aviation Administration grant funding; and
- A decrease of \$0.2 million Special Revenue Capital funding.



For 2014, the \$90.6 million net decrease from the 2013 recommended All Funds Capital Budget occurs primarily because of the following changes:

- A \$68.3 million net decrease in Restricted Funds Capital due to a reduction of \$40.6 million in Greater Cincinnati Water Works projects; a reduction of \$27.6 million in Metropolitan Sewer District projects; and a net decrease of \$0.1 million in other restricted funds;
- A net decrease of \$42.2 million in General Capital resources due to a reduction of \$27.9 million in the Property Tax Supported Bonds resource; a reduction of \$9.1 million in the Southern Railway Note Proceeds resource; a reduction of \$4.2 million in the Income Tax Proceeds resource; a reduction of \$1.0 million in the Income Tax Supported Bonds resource; and a decrease of \$70,000 in Reprogramming resources;
- A net increase of \$20.0 million in Federal and State Capital Grant Matching Funds; and
- A decrease of \$0.1 million in Special Revenue Capital funding.

GENERAL CAPITAL INVESTMENT HIGHLIGHTS

Resources

The following table provides the recommended General Capital Resources for 2013 and 2014.

Resource Category	2013	2014
Property Tax Supported Bonds	\$42,900,000	\$15,000,000
Southern Railway Note Proceeds	27,850,000	18,700,000
City Income Tax	16,010,000	11,850,000
Income Tax Supported Debt	8,000,000	7,000,000
Reprogramming	570,000	500,000
Total Recommended Resources:	\$95,330,000	\$53,050,000

The 2013/2014 General Capital Budget is balanced to estimated resources. For 2013, the estimated General Capital Budget resources total \$95.3 million, while the estimated resources for 2014 total \$53.1 million. General Capital resources include Property Tax Supported Bonds (2013 - \$42.9 million; 2014 - \$15.0 million), Southern Railway Note Proceeds (2013 - \$27.9 million; 2014 - \$18.7 million), the City Income Tax that is not used to support Income Tax Supported Debt (2013 - \$16.0 million; 2014 - \$11.9 million), Income Tax Supported Debt (2013 - \$8.0 million; 2014 - \$7.0 million), and Reprogramming Resources (2013 - \$0.6 million; 2014 - \$0.5 million). Please refer to the Executive Overview of this document for a detailed description of the General Capital resources.

Expenditures

GENERAL CAPITAL BUDGET HIGHLIGHTS

(Please Note: Recommended expenditures in 2013 include the 18-month period from January 1, 2013 through June 30, 2014 to adjust for the transition to a new fiscal year.)

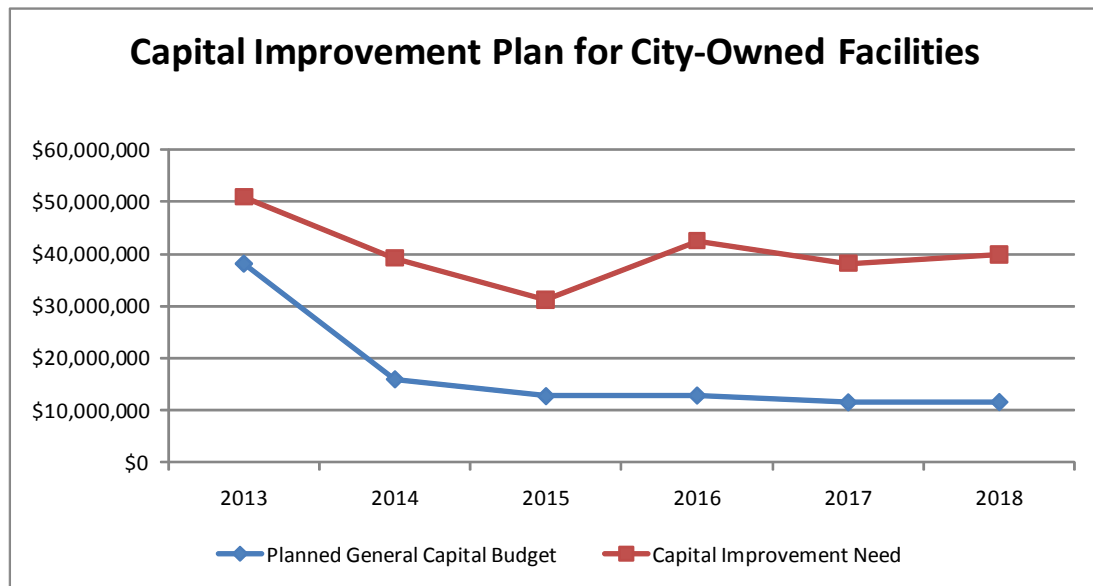
1. **\$54.1 Million to Renovate/Replace City Facilities.** The recommended 2013/2014 Capital Budget includes \$38.1 million in 2013 and \$16.0 million in 2014 to renovate or replace existing City-owned facilities. Renovation funding within this recommendation includes \$12.0 million for Recreation



facilities, \$10.4 million for Park facilities (which includes \$4.0 million for the Cincinnati Riverfront Park project), and \$468,900 for Health facilities. The City Facility Renovation and Repairs project is recommended at a funding level of \$8.6 million over the biennium (which includes \$4.1 million to restore funding that was allocated first to the Courtyard Atrium project in 2012 and then to the Music Hall Renovations project) and the Music Hall Renovations project is recommended for \$4.0 million. This project will support major renovations to Music Hall in partnership with the Music Hall Revitalization Company. The Community Facilities Improvement project is included for \$800,000 and the Findlay Market Improvement project is recommended for \$210,600.

The recommended funding for replacement of City facilities is \$17.6 million over the biennium. Included in this recommendation is \$15.2 million in 2013 to replace Police District Three on the west side of Cincinnati. Funding for this project was approved by the City Council for 2013 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012). The remaining funding for the replacement of City facilities over the biennium will be used for land acquisition, design, and construction of a replacement fire station in Pleasant Ridge, Madisonville, or South Fairmount.

It should be noted that the total estimated capital improvements “need” for City-owned facilities for 2013-2018 totals \$241.9 million, while the planned allocation amount for improvements to City facilities is \$102.9 million, generating a shortfall of \$139.0 million. In just the biennium, the total need is \$90.2 million, the recommendation totals \$54.1 million, and the estimated shortfall for capital improvements for City facilities is \$36.1 million. The following chart illustrates the gap between the planned General Capital Budget spending over the 2013-2018 Capital Investment Program and the need for capital improvements. (Please note: Planned spending in 2013 includes an increase in General Capital Budget resources related to an increase in the City’s property tax millage that was approved by the City Council.)



- \$37.3 Million for Street Rehabilitation and Street Improvement Projects.** The recommended General Capital Budget for rehabilitation and improvement of existing streets and roads totals \$22.2 million in 2013 and \$15.1 million in 2014. This recommendation includes \$16.4 million and \$9.6 million for the Street Rehabilitation Program in 2013 and 2014, respectively. Over the six-year plan, \$100.2 million is recommended for street rehabilitation and street improvements, which includes \$65.1 million for the Street Rehabilitation Program. (Please note: Recommended funding for the Street Rehabilitation



Program in 2013 includes an additional \$2.4 million to ensure adequate resources are allocated to the Department of Transportation and Engineering to rehabilitate 100 lane miles. This recommendation complies with the budget policy motion adopted by the City Council on June 26, 2012 [Doc. #201201019]).

It should be noted that after 2013, the rising cost of construction combined with decreasing General Capital and outside grant resources may impact the Department of Transportation and Engineering's ability to achieve the goal established by the City Council to rehabilitate 100 lane miles each year. In recent years the department has been successful in leveraging outside grants to extend resources. Due to decreasing revenues on the state level, the department anticipates reduced grant resources for street rehabilitation in 2014. The recommendation for the Street Rehabilitation project in 2014 is estimated to provide enough resources to rehabilitate 62.3 lane miles, excluding grant resources.

Also included in this recommendation is \$3.3 million in 2013 and \$2.5 million in 2014 for various street and road improvement projects. Major project recommendations include \$1.8 million for the Street Improvements project; \$1.6 million for the Over-the-Rhine Streetscape Improvements project; \$635,000 for the Oregon Street Improvements project; \$385,600 for the Pavement Management project; \$377,900 for the Curb Ramps-Street Rehabilitation project; and \$336,000 for the Uptown Access Improvements West MLK Drive project.

In addition to the Street Rehabilitation and Street Improvement projects recommended in the 2013/2014 biennium, there is a recommendation of \$5.5 million for annual infrastructure projects that are not related to streets and buildings. This recommendation includes the following projects: \$1.8 million for the Bridge Rehabilitation Program; \$1.3 million for the Wall Stabilization and Landslide Correction Program; \$1.1 million for the Spot Infrastructure Replacement Program; \$1.1 million for the Sidewalk Repair Program; and \$236,000 for the Hillside Stairway Rehabilitation Program.

The All Funds Biennial Capital Budget also includes \$1.1 million in 2013 and \$21.1 million in 2014 from State and Federal transportation matching funds. In 2013, the City expects to receive \$1.0 million for improvements to Reading Road and \$150,000 for Federal Aviation Administration (FAA) grant funding. In 2014, construction and right-of-way acquisition funding is anticipated for the following projects: \$6.0 million for the Lick Run project in Westwood; \$5.9 million for improvements to the railroad bridge at the intersection of Madison Road and Kenwood Road; \$4.0 million for signal system upgrades in the Downtown Central Business District; \$4.0 million for improvements to the Ohio River Trail on Kellogg Avenue from Salem Road to Sutton Avenue; and \$1.0 million for improvements to Colerain Avenue and additional improvements to Kellogg Avenue. FAA grant funding in the amount of \$150,000 is also expected in 2014.

- 3. \$17.9 Million for Equipment.** The General Capital Budget recommendation for equipment is \$12.3 million and \$5.6 million in 2013 and 2014, respectively. This recommendation includes \$9.9 million over the biennium to replace automotive equipment in agencies supported by the General Fund, \$4.7 million for the Wheeled Trash Carts project, \$1.0 million for the Wheeled Recycling Carts project, \$750,000 for the Radio Equipment Replacement project, \$373,000 for the Trash Receptacles project, and \$336,000 for the Computerized Traffic Signal System project. Various other projects totaling \$778,300 are included in this recommendation. Over the six-year plan, \$42.6 million is recommended for equipment. (Please note: Funding for the Radio Equipment Replacement project in the amount of \$750,000 was approved by the City Council for 2013 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects [Resolution No. 42-2012]).



The Fleet Replacements capital project supports the replacement of automotive and motorized equipment for City agencies supported by the General Fund. Currently, 516 out of 1,034 General Fund vehicles are out of lifecycle in General Fund agencies because they have exceeded the established standards for maximum mileage, age, or maintenance costs. An additional \$4.2 million a year for ten years would be needed to initiate a program to bring the fleet into lifecycle. Maintaining equipment beyond the recommended lifecycle increases departmental operating budgets for fleet maintenance.

- 4. \$11.5 Million for Economic Development. The recommendation in the General Capital Budget for economic development initiatives is \$7.3 million in 2013 and \$4.2 million in 2014. Over the biennium, \$3.0 million is recommended for the Convention Center Expansion project for debt service payments and \$2.6 million is recommended for the Retail/Commercial Opportunities project, which helps the City attract and retain retail and commercial business downtown. The biennium also includes \$1.8 million for the Neighborhood Business District Public Improvements project. This recommendation also includes \$1.0 million in 2013 for the Business Retention/New Growth project and \$1.0 million for the Viable Small Business Development project. Funding for these two projects was approved by City Council for 2013 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012).

The recommendation for economic development initiatives also includes the Commercial & Industrial Public Improvements project for \$700,000, the Community Development Focus District project for \$500,000, and \$947,000 is recommended for various other projects. Over the six-year plan, \$28.5 million is recommended for economic development initiatives.

- 5. \$6.2 Million for Market Rate Housing Development Projects. The recommendation for developing market rate housing throughout the City totals \$3.3 million in 2013 and \$2.9 million in 2014. Over the six-year plan, \$17.2 million is recommended for this initiative. These funds will be used for construction, site improvements, and infrastructure development at residential locations. Funding for the Gateway V project will be used for redevelopment of property in Over-the-Rhine in partnership with the Cincinnati Center City Development Corporation. The following table illustrates the total recommendation for market rate housing.

(In \$ Millions)

Table with 4 columns: Project Name, 2013, 2014, Six-Year Plan. Rows include Gateway V, Citirama, Neighborhood Market Rate Housing, Downtown Housing Development, Strategic Housing Initiatives Program, Special Housing Permanent Improv. Funds, and a TOTAL row.

- 6. \$5.1 Million for Information Technology Initiatives and Upgrades. To continue to support new information technology and upgrades for existing systems, the General Capital recommendation includes \$3.2 million in 2013 and \$1.9 million in 2014 for information technology initiatives. Over the biennium, this recommendation includes \$2.0 million for the new Information Technology Efficiency Initiatives project to promote efficiency for City departments. This project will support mobile computing for Code Enforcement and Building Inspectors; upgrades to the work order system in Public Services including asset management, cost accounting, and work order tracking; a time and attendance system in Public Services; virtual servers and desktops; IT service desk software; mobile device



management; backup site and electronic phone bills in Enterprise Technology Solutions; and improvements to the Cincinnati Human Resources Information System including time and labor tracking for all departments. This project complies with the City Council directive to “scale up technology applications that will increase productivity and reduce costs” (Doc. #200900970).

Recommended information technology initiatives over the biennium also include \$850,000 for the Computer Aided Dispatch Upgrades project, which will provide resources to purchase two new servers for the City’s computer aided dispatch system. The system is used for emergency calls for service and to communicate with officers and firefighters in the field. Resources will also be used for new personal computers. Funding for this project was approved by City Council in 2013 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012). Other recommended projects include \$384,700 for the Communications Master Plan project, \$325,000 for the Police Mobile Digital Video (In-Car Camera) Storage project, and \$321,350 for the EGov Web Enhancement project. Various other information technology projects totaling \$1.2 million are also included in this recommendation. Over the six-year plan, \$12.7 million is included for information technology projects.

In 2009 the City Council approved a motion (Doc. #200900970) directing the Administration to scale up technology applications and to charge Enterprise Funds for technology investments required by the Administration to responsibly oversee the Enterprise Fund departments. In order to comply with this motion, the following three projects in the Enterprise Technology Solutions department are recommended with both General Capital funding and funding from Enterprise Funds: Cincinnati Financial Upgrades; Communications Master Plan; and Data Infrastructure Security.

7. **\$4.7 Million for Wheeled Trash Carts.** The recommended General Capital Budget in 2013 includes \$4.7 million for the Wheeled Trash Carts projects, which will provide resources for the purchase of trash carts for the City’s residential trash collection customers. The purpose of this project is to improve worker safety, enable the use of new technologies, promote neighborhood cleanliness, and decrease Solid Waste Collection program operating costs.
8. **\$4.0 Million for Cincinnati Riverfront Park.** The recommended General Capital Budget includes \$4.0 million for the Cincinnati Riverfront Park project. Funding for this project was approved by City Council for 2013 as part of the one-time property tax resource increase to support \$27.9 million in General Capital projects (Resolution No. 42-2012). Resources allocated to this project are anticipated to support improvements to areas south of the Banks Development and east of the Roebling Bridge including, but not limited to, the Walnut Street Trellis and the Main Street Garden and Swings. The Parks Department has requested funding from Federal, State, Local, and non-profit organizations to support this development and sub-projects will be completed in order of prioritization once resources are received.
9. **\$300,000 for the Technology/Communication Center at NURFC.** The recommended General Capital Budget in 2013 includes \$300,000 for the Technology/Communication Center project at the National Underground Railroad Freedom Center (NURFC). This project will provide resources for construction and installation of equipment for a new information technology and communication center to increase revenue and retain jobs at the NURFC.
10. **\$27.9 Million Additional Resources in 2013.** On June 27, 2012 the City Council approved Resolution No. 42-2012 adopting the Tentative Tax Budget for 2013. The Tentative Tax Budget included an increase to the City’s property tax millage for General Capital debt. This increase is expected to generate an additional \$27.9 million for General Capital resources and the City Council approved the following projects from the increase in resources. These projects, and the approved amounts, are included in the Recommended General Capital Budget.



Allocation of Resources from One-Time Property Tax Increase in 2013		
Department	Project Title	Amount
Public Services	Police District 3 Replacement (1)	\$15,250,000
Parks	Smale Riverfront Park	\$4,000,000
Community Development	Building Demolition (2)	\$2,300,000
City Manager's Office/ Economic Development	Business Retention/ Viable Small Business	\$2,000,000
Recreation	Clifton Recreation Center Renovations (3)	\$1,200,000
Public Services	Music Hall Renovations	\$1,000,000
Police/Emerg. Com.	Comp. Aided Dispatch Upgrades	\$850,000
Fire	800 MHz Radios	\$750,000
Recreation	Roselawn Park Upgrades (3)	\$550,000
TOTAL:		\$27,900,000
NOTES:		
1. Funding for the Police District 3 Replacement project is included in the Department of Public Services' Replacement Facilities project.		
2. A portion of this project funding (\$400,000) was allocated in 2012 to comply with grant spending requirements.		
3. Funding for the Clifton Recreation Center Renovations project and the Roselawn Park Upgrades project is included in the Recreation Department's Recreation Facilities Renovation project.		

RESTRICTED/SPECIAL REVENUE/MATCHING FUND HIGHLIGHTS

- Metropolitan Sewer District (MSD) Improvements: \$587.2 Million** – The recommended Capital Budget for MSD is \$307.4 million in 2013 and \$279.8 million in 2014. The Wet Weather Improvement Program (WWIP) alone accounts for more than 60% of the recommendation over the biennium: in 2013 the WWIP is recommended for \$184.5 million and in 2014 the recommendation is \$187.8 million. This program will implement sewer improvements as required by the Global Consent Decree, Clean Water Act regulations, and state and federal mandates. The MSD Capital Budget is expected to be submitted to the Hamilton County Board of Commissioners in mid-December.
- Greater Cincinnati Water Works Capital Improvements: \$141.1 Million** – The recommendation for capital improvements for the Greater Cincinnati Water Works is \$90.8 million in 2013 and \$50.3 million in 2014. The majority of the recommended projects are dedicated to maintaining, replacing, or rehabilitating water mains, pumping stations, and water storage vessels. Continued funding is included in 2013 to complete installation of Ultraviolet (UV) Disinfection treatment technology at the Richard Miller Treatment Plant. This new treatment technology is intended to maintain compliance with the next round of US Environmental Protection Agency (EPA) Safe Drinking Water regulations. Funding is also included for expansion projects related to two new wholesale customers: the City of Lebanon and South Lebanon.



3. **Stormwater Management Improvements: \$1.8 Million** – The Stormwater Management Utility Capital Budget recommendation includes \$861,000 in 2013 and \$900,000 in 2014. Over the biennium, an amount of \$500,000 is recommended for improvements to the Deerfield Creek Channel, \$356,000 is recommended for repairs to the Barrier Dam, and \$300,000 is recommended for repairs to both the Duck Creek Channel and the West Fork Channel. Additionally, \$180,000 is included for the installation of 300 feet of porous pavement along Glade Avenue to provide natural infiltration of stormwater and reduce ponding in the street. An amount of \$125,000 is recommended to eliminate an 84-inch concrete pipe along Winton Road.
4. **Lunken Airport Improvements: \$1.2 Million** – Recommended funding for improvements at Lunken Airport totals \$602,600 in 2013 and \$629,100 in 2014. In both years of the biennium, funding is recommended for infrastructure improvements, facility improvements, and Federal Aviation Administration (FAA)/Ohio Department of Transportation (ODOT) local match funding.
5. **Convention Center Improvements: \$690,000** – Recommended funding for improvements to the Duke Energy Convention Center totals \$460,000 in 2013 and \$230,000 in 2014. Over the biennium, \$265,000 is recommended for the Building Equipment project, \$250,000 is recommended for the Furniture, Fixtures, and Equipment project, and \$175,000 is recommended for the Capital Maintenance project.
6. **Improvements for Parking Facilities: \$200,000** – The recommended Capital Budget for improvements to City parking facilities includes \$100,000 in both 2013 and 2014 for a total of \$200,000 over the biennium. This recommendation is to provide resources for structural improvements, repair, and maintenance of City parking assets.
7. **Federal and State Capital Grant Matching Funds: \$22.2 Million** – The City receives Federal and State matching funds to improve the City's roads and bridges. Additionally, funds are received annually from the Federal Aviation Administration (FAA) for improvements to Lunken Airport and Blue Ash Airport. Projected Federal and State Capital Matching Funds total \$1.1 and \$21.1 million in 2013 and 2014, respectively. In 2013, the City expects to receive \$1.0 million for improvements to Reading Road and \$150,000 for FAA grant funding. In 2014, construction and right-of-way acquisition funding is anticipated for the following projects: \$6.0 million for the Lick Run project in Westwood; \$5.9 million for improvements to the railroad bridge at the intersection of Madison Road and Kenwood Road; \$4.0 million for signal system upgrades in the Downtown Central Business District; \$4.0 million for improvements to the Ohio River Trail on Kellogg Avenue from Salem Road to Sutton Avenue; and \$1.0 million for improvements to Colerain Avenue and additional improvements to Kellogg Avenue. FAA grant funding in the amount of \$150,000 is also expected in 2014.
8. **Special Revenue Capital: \$750,700** – The recommendation for the Special Housing Permanent Improvement Fund (SHPIF) is \$405,400 in 2013 and \$345,300 in 2014. This fund is supported with tax increment payments which are used to assist with the development of market rate housing. In recent years, SHPIF resources have been significantly reduced because the Westin/Star tax increment financing payments have expired.

SMALE INFRASTRUCTURE APPROPRIATION REQUIREMENTS MET

The recommended 2013/2014 Biennial General Capital Budget includes \$64.0 million in 2013, \$36.5 million in 2014, and \$230.4 million over the six-year plan for the renovation and/or replacement of existing City infrastructure assets. The recommended biennial Capital Budget amounts, combined with estimated Operating Budget infrastructure maintenance commitments of approximately \$32.7 million in both 2013 and 2014, provide the City with sufficient coverage to meet the legal spending requirements needed to maintain the 0.1% portion of the income tax dedicated to infrastructure. The estimated Smale coverage for 2013 and 2014 is 152.7% and 109.1%, respectively. The following is a list of recommended Capital Budget expenditure highlights for Smale Infrastructure projects:



(In \$ Millions)

SMALE INFRASTRUCTURE RECOMMENDATIONS		
	Biennial	Six-Year
Neighborhood Street Rehabilitation	\$26.0	\$65.1
City Facility Renovations/Replacements	\$54.1	\$104.7
Street and Road Improvements	\$5.8	\$16.0
Annual Infrastructure Programs	\$5.5	\$19.1
Miscellaneous Smale Programs	\$9.1	\$25.5
TOTAL:	\$100.5	\$230.4

PLAN CINCINNATI

Plan Cincinnati, the City’s new comprehensive plan, has been adopted by the City Council and the Cincinnati Planning Commission.. The new plan will serve as a long-range guide to manage growth, protect the environment, and influence future development. In 2013, the Administration will create a task force to review the existing Capital Budget development process to determine changes that may be necessary to incorporate elements of Plan Cincinnati into future capital spending. The Appendix section of this document includes a matrix illustrating each of the five initiative areas in Plan Cincinnati and the recommended Capital Budget projects that support each area.

FISCAL YEAR CHANGE: ADVANCED FUNDING

The fiscal year change will require that some recommended Capital Budget projects receive funding in January 2013 rather than waiting until the beginning of the new fiscal year in July 2013. This “advanced” funding is needed so that work can begin or continue in the first six months of 2013 without compromising work schedules or delaying service delivery. Attachments A and B included with this report illustrate the projects requiring funding in January 2013 for the General Capital Budget and the Restricted Funds Capital Budget, respectively. The General Capital Budget requires \$34.5 million in “advanced” funding while the Restricted Funds Capital Budget requires \$42.9 in “advanced” funding. The attachments also show the total recommended amount for each project in the new year.

CONCLUSION

This recommended 2013/2014 Capital Budget represents an 18-month budget period (January 1, 2013 through June 30, 2014) to adjust for the City’s transition from a calendar fiscal year to a new fiscal year that begins on July 1 and ends on June 30. The recommended General Capital Budget, Greater Cincinnati Water Works Capital Budget, and the Convention Center Capital Budget each represent estimated resources for the typical 12-month period along with resources estimated for the additional six-month period. The other funds included in this recommended 2013/2014 Capital Budget include estimated resources for a typical 12-month period.

On June 27, 2012 the City Council approved Resolution No. 42-2012 adopting the Tentative Tax Budget for 2013. The Tentative Tax Budget included an increase to the City’s property tax millage for General Capital debt. This generates additional resources to address serious and significant Capital Budget issues facing our City. This recommended Capital Budget includes those additional resources for 2013 along with the City Council–approved spending plan for those resources.



This recommended 2013/2014 Capital Budget represents the most prudent allocation of funds to preserve the City's assets. The Administration has devoted many months of careful review and analysis of the City's ever-growing infrastructure demands to determine the optimal spending plan for limited General Capital resources and resources included in our Restricted Capital Funds. Each City department reviewed their Capital Budget needs and submitted a Capital Budget request to the Office of Budget and Evaluation. The requests were analyzed and submitted to the City's Capital Committee, which provides oversight to the Capital Budget development process and submits a recommended Capital Budget to the City's Executive Budget Committee. This recommended 2013/2014 Capital Budget reflects a meticulous review of each department's Capital Budget request and consideration of the recommendations of the Capital Committee and the Executive Budget Committee.

This document contains an Executive Overview and two summary reports (Projects by Program and Projects by Neighborhood) to assist in the review of the recommended Capital Budget. The Appendix section of this document includes a matrix showing each of the five initiative areas of the recommended new comprehensive plan, Plan Cincinnati, and the recommended Capital Budget projects that support each area. Additionally, a description of each recommended capital project in the 2013-2018 Capital Investment Program is provided by City department.



GENERAL CAPITAL BUDGET			
RECOMMENDED PROJECTS WITH FUNDING NEEDED IN JANUARY 2013			
Dept/Project	Amount 1-Jan-13	Amount 1-Jul-13	Total
<u>Parks Department</u>			
Smale Riverfront Park	\$4,000,000	\$0	\$4,000,000
Park Infrastructure Rehab.	\$2,000,000	\$1,638,100	\$3,638,100
<u>City Manager's Office</u>			
Wheeled Recycling Carts	\$52,500	\$483,000	\$535,500
Center Hill Gas & Leachate	\$34,000	\$109,500	\$143,500
<u>Public Services Department</u>			
Wheeled Trash Carts	\$4,700,000	\$0	\$4,700,000
Replacement Facilities (1)	\$2,500,000	\$13,979,600	\$16,479,600
Fleet Replacements	\$1,500,000	\$3,956,700	\$5,456,700
Tech/Comm Ctr NURFC	\$300,000	\$0	\$300,000
<u>Transportation & Engin.</u>			
Street Rehabilitation	\$11,520,200	\$4,865,500	\$16,385,700
Convention Center Debt	\$1,000,000	\$1,000,000	\$2,000,000
OTR Streetscape Improv. (2)	\$697,000	\$353,000	\$1,050,000
Ohio River Trail	\$252,800	\$55,200	\$308,000
Bicycle Trans. Program	\$202,000	\$240,000	\$442,000
Pole Painting Downtown	\$188,000	\$0	\$188,000
Street Improvements	\$123,700	\$822,200	\$945,900
Downtown Infrac. Coord.	\$105,000	\$245,000	\$350,000
Oregon Street Improv.	\$100,000	\$535,000	\$635,000
<u>Community Development</u>			
Hazard Abatement/Demo. (3)	\$2,117,500	\$0	\$2,117,500
Gateway 5	\$1,500,000	\$0	\$1,500,000
<u>Health Department</u>			
Health IT Equipment	\$100,000	\$72,000	\$172,000
<u>Recreation Department</u>			
Recreation Fac. Renov.	\$1,200,000	\$2,468,700	\$3,668,700
Aquatics Facilities Renov.	\$200,000	\$2,351,000	\$2,551,000
Outdoor Fac. Renov.	\$120,000	\$298,500	\$418,500
TOTAL:	\$34,512,700	\$33,473,000	\$67,985,700

NOTES

1. Funding in the amount of \$2.5 million is needed in January 2013 for land acquisition and design costs related to the Police District 3 construction project.
2. It should be noted that \$500,000 of this recommendation for the OTR Streetscape Improvements project in 2013 is for improvements related to the Mercer Commons project.
3. The entire project funding for the Hazard Abatement/Demolition project is needed in January 2013 so that funds can be encumbered, spent, and reimbursed from the state within the year.



RESTRICTED FUNDS CAPITAL BUDGET			
RECOMMENDED PROJECTS WITH FUNDING NEEDED IN JANUARY 2013			
Fund/Project	Amount 1-Jan-13	Amount 1-Jul-13	Total
<u>Water Works</u>			
Replacement Water Mains Allocation Program	\$16,729,800	\$21,775,700	\$38,505,500
Madison - Observatory to Isabella	\$4,900,000	\$0	\$4,900,000
Street Improvements Allocation Program	\$3,745,000	\$7,053,500	\$10,798,500
Bolton Plant Redundant Transmission Main	\$2,750,000	\$0	\$2,750,000
Irwin-Simpson & Cornell Generators	\$1,400,000	\$0	\$1,400,000
Critical Backup Power Projects	\$1,000,000	\$0	\$1,000,000
Eden Park Feeder 2 - Parsons Martin	\$1,000,000	\$0	\$1,000,000
Roof Replacement 2013	\$1,000,000	\$0	\$1,000,000
Ultraviolet Disinfection - Miller Plant	\$900,000	\$2,100,000	\$3,000,000
Enterprise Asset Management System	\$812,000	\$1,427,000	\$2,239,000
Backup Power Generator - Constance	\$800,000	\$0	\$800,000
Bolton Plant Well #4 Replacement	\$750,000	\$0	\$750,000
Delhi Water Tank Painting	\$700,000	\$0	\$700,000
Richard Miller Treatment Plant Chemical Containment	\$500,000	\$250,000	\$750,000
All Pipes Distribution System Model Validation	\$400,000	\$0	\$400,000
Miscellaneous Concrete/Pavement Replacement	\$375,000	\$0	\$375,000
Backup Software\Hardware	\$350,000	\$0	\$350,000
SCADA Citect Upgrade	\$300,000	\$0	\$300,000
Clifton - Woolper to Dixmyth	\$300,000	\$0	\$300,000
Kemper Road Tank	\$300,000	\$0	\$300,000
Mt. Airy Exterior Renovation	\$300,000	\$200,000	\$500,000
SCADA Remote Site Communications	\$276,000	\$257,000	\$533,000
Sand Filter Valves - Miller Plant	\$200,000	\$400,000	\$600,000
System Area Network (SAN) Replacement	\$200,000	\$150,000	\$350,000
Private Development Allocation Program	\$190,000	\$420,000	\$610,000
Contamination Warning System	\$180,000	\$116,000	\$296,000
Chester Park Complex HVAC Control Completion	\$150,000	\$0	\$150,000
Miscellaneous Masonry Replacement	\$150,000	\$0	\$150,000
Valve Replacement Program	\$137,500	\$275,000	\$412,500
Miller Turbidimeter Project	\$130,000	\$125,000	\$255,000
Castings/Street Improvements	\$125,000	\$380,000	\$505,000
Remote Terminal Units (RTUs) Equipment	\$105,000	\$120,000	\$225,000
PeopleSoft Upgrade	\$100,000	\$175,000	\$275,000
Main Station Trans Switch Controls	\$100,000	\$0	\$100,000
Ion Chromatograph Replacement	\$100,000	\$0	\$100,000
New Water Mains Allocation Program	\$100,000	\$1,154,000	\$1,254,000
Continuous Water Quality Monitors	\$90,000	\$55,000	\$145,000
Electrical Transformers	\$85,000	\$85,000	\$170,000



Capital Investment Program
Attachment B

Richard Miller Plant Filter Gallery Light Replacement	\$81,000	\$27,000	\$108,000
Bolton Turbidimeters	\$79,000	\$0	\$79,000
SharePoint Expansion	\$75,000	\$100,000	\$175,000
SCADA Remote Terminal Units	\$62,000	\$124,000	\$186,000
Field Application Replacement on Large Pumps	\$60,000	\$60,000	\$120,000
Station Valve Equipment	\$60,000	\$100,000	\$160,000
Computers, Servers, and Software	\$60,000	\$288,500	\$348,500
Simplex Upgrade	\$60,000	\$0	\$60,000
Billing System Hardware Replacement	\$50,000	\$50,000	\$100,000
Motor Control Center Equipment	\$50,000	\$110,000	\$160,000
Station Protective Relays	\$50,000	\$50,000	\$100,000
Video Conference Equipment	\$50,000	\$0	\$50,000
Medium Voltage Station Backup Breakers	\$42,000	\$84,000	\$126,000
Constance Pump Station Redundant Air Compressor	\$31,000	\$0	\$31,000
Fluoride Feeder Upgrade (Bolton and Miller Plants)	\$30,000	\$95,000	\$125,000
Regeneration Furnace Equipment	\$30,000	\$95,000	\$125,000
Server Room Air Conditioner Replacement	\$30,000	\$30,000	\$60,000
Bolton Plant Chlorinators Upgrade	\$20,000	\$40,000	\$60,000
WATER WORKS TOTAL:	\$42,650,300	\$37,771,700	\$80,422,000

Convention Center

Capital Maintenance	\$130,000	\$45,000	\$175,000
Building Equipment	\$100,000	\$135,000	\$235,000
CONVENTION CENTER TOTAL:	\$230,000	\$180,000	\$410,000

RESTRICTED FUNDS GRAND TOTAL: \$42,880,300 \$37,951,700 \$80,832,000



Capital Investment Program

Exhibit 1: All Funds Capital Budget Summary

Agency/Account	2012 Approved Budget	2013 Recommended	2014 Recommended	2013-2018 Recommended
GENERAL CAPITAL	54,820,000	95,330,000	53,050,000	343,670,000
RESTRICTED CAPITAL FUNDS				
General Aviation	577,700	602,600	629,100	3,908,000
Convention Center	230,800	460,000	230,000	1,610,000
Income Tax Transit	100,000	100,000	100,000	600,000
Parking Facilities	0	100,000	100,000	600,000
Water Works PIF	43,798,000	90,842,000	50,292,000	380,785,000
Stormwater Management	1,548,500	861,000	900,000	6,661,000
Telecommunications Services	30,000	30,000	30,000	180,000
Parking System Facilities	1,249,000	0	0	0
MSD Capital Improvements	247,824,300	307,413,600	279,791,900	1,358,877,700
TOTAL RESTRICTED CAPITAL FUNDS	295,358,300	400,409,200	332,073,000	1,753,221,700
SPECIAL REVENUE CAPITAL FUNDS				
Special Housing PIF	633,400	405,400	345,300	750,700
GRANTS AND MATCHING FUNDS				
Fed Aviation Grants	150,000	150,000	150,000	300,000
Roads/Bridges Grants	10,523,300	1,000,000	20,946,400	21,946,400
TOTAL GRANTS AND MATCHING FUNDS	10,673,300	1,150,000	21,096,400	22,246,400
TOTAL ALL FUNDS CAPITAL BUDGET	361,485,000	497,294,600	406,564,700	2,119,888,800



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I. INTRODUCTION

A capital improvement or capital project is defined as the purchase or improvement of a City asset, including construction or rehabilitation which provides an asset for the City's use or, in the case of an existing asset, increases the value of the public asset or extends its useful life. Capital improvements are made to improve the value of City assets, and are relatively large expenditure items compared with operating budget items. The City Council may also designate a capital improvement through its authority to establish public policy and identify a public purpose when making capital improvement expenditures. A capital improvement is expected to have a useful life of at least five years, compared to operating budget items which are consumed in the daily delivery of City services.

The nature of a capital improvement lends itself to long-term planning and a combination of financing mechanisms. In Cincinnati, General Capital improvements are primarily funded by property tax-supported bond proceeds, earmarked income tax receipts, and Southern Railway note proceeds. The necessary lead time involved in engineering a project, acquiring and clearing sites, or in securing State or Federal funds may require the funding of project phases over several years. Enterprise and Special Revenue capital projects are generally funded by user fees to operate and maintain facilities, such as the Water Works system.

A six-year Capital Investment Program (CIP) is a plan for capital investment in Cincinnati's future through improving City streets, bridges, recreation facilities, parks, health facilities, and buildings, all of which enhance the delivery of services and the quality of life in Cincinnati. The 2013-2018 CIP coordinates the financing and timing of improvements to maximize the value to the public.

This Capital Budget process began with city departments making requests for capital projects. These requests include ongoing projects, improvements to existing assets, previously funded phased projects, and new projects. All department capital project requests were reviewed by the Capital Committee, which is a group of department directors and an Assistant City Manager, chaired by an Assistant City Manager and the Finance Director. The City Manager reviewed the recommendations of the Capital Committee and, in turn, developed the Capital Budget recommendations which are then submitted to the Mayor.

In addition to other review considerations, the Capital Committee used the criteria listed below in developing the Capital Budget. The criteria in descending priority sequence are as follows:

1. Hazard Elimination: to eliminate or reduce definite and immediate health and safety hazards;
2. Legal Mandates: to comply with a court order or other specific legal directive (consent decree, etc.);
3. Regulatory Compliance: self-initiated improvement in compliance with a federal, state, or local rule or regulation affecting capital assets;
4. Project Completion: to finish phased projects with related and already committed or expended funding;
5. Prevent Failure: to systematically, and according to schedule, improve assets which if not periodically improved would fail;
6. Extend Useful Life: to improve an asset by making a capital investment to increase the asset's service life;

Capital Investment Program

Executive Overview



- 7. Cost-Benefit Justified: to make a capital investment which is supported by benefits equal to or greater than the cost of investment (e.g., benefits may be in jobs, revenue, cost savings, matching funds, etc.);

- 8. Service Betterment: to accommodate growth in service demand, or to otherwise increase the quality of service provided by the capital asset.



Capital Investment Program
Exhibit 2: General Capital Investment Program

2013-2018 General Capital Investment Program

General Capital	2012	2013	2014	2015	2016	2017	2018	2013-2018 Total
Program Resources								
Income Tax Capital Revenue	10,650,000	16,010,000	11,850,000	11,460,000	11,450,000	11,445,000	11,435,000	73,650,000
Property Tax Supported Bonds	15,000,000	42,900,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	117,900,000
Southern Railroad Note Proceeds	18,340,000	27,850,000	18,700,000	18,850,000	19,050,000	19,200,000	19,400,000	123,050,000
Income Tax Supported Debt	10,000,000	8,000,000	7,000,000	6,000,000	5,000,000	0	0	26,000,000
Reprogramming	830,000	570,000	500,000	500,000	500,000	500,000	500,000	3,070,000
Total Resources	54,820,000	95,330,000	53,050,000	51,810,000	51,000,000	46,145,000	46,335,000	343,670,000
Program Expenses								
Debt Service Payments	1,000,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Economic Development	4,368,700	5,316,800	3,193,600	3,355,700	3,438,900	3,102,600	3,116,500	21,524,100
Environment	150,800	217,000	193,700	203,500	208,600	188,200	189,000	1,200,000
Equipment	7,483,800	15,365,100	7,312,000	7,649,000	7,912,800	7,145,700	7,159,300	52,543,900
Housing_Neighborhood Development	3,243,100	6,471,900	2,790,900	2,874,300	2,829,000	2,710,900	2,723,200	20,400,200
Infrastructure(Smale Commission)	37,648,600	63,953,400	36,467,000	35,497,500	33,913,700	30,094,600	30,439,200	230,365,400
New Infrastructure	925,000	2,005,800	2,092,800	1,230,000	1,697,000	1,903,000	1,707,800	10,636,400
Total Expenses	54,820,000	95,330,000	53,050,000	51,810,000	51,000,000	46,145,000	46,335,000	343,670,000
Available Balance	0	0	0	0	0	0	0	0



II. ANALYSIS OF AVAILABLE RESOURCES

GENERAL CAPITAL RESOURCES

The total 2013-2018 General Capital Investment Program forecast is \$343.7 million in available resources over six years (see Exhibit 2, [page 17](#)). For the six-year period, program resources equal the recommended program expenses for all projects in the amount of \$343.7 million. Estimated resources for 2013 are \$95.3 million and for 2014 are \$53.1 million, which match the recommended project amounts for 2013 and 2014. What follows in this section is a description of each resource category for the General Capital Budget.

City Income Tax

The City Income Tax is a locally levied tax applied to gross salaries, wages, and other personal compensation, and net profits earned by all City residents and to earnings of nonresidents working in the City limits. The City's income tax of 2.1% is subdivided into four components: general operations (1.55%), transit (0.3%), infrastructure (0.1%), and capital (0.15%). The 0.1% portion of the 2.1% City Income Tax, along with the local motor vehicle license tax and gasoline tax, is dedicated to infrastructure spending, but is not included as a capital resource. These resources go into special revenue funds, which are used in the operating budget for the maintenance and repair of infrastructure, but this can also be used for infrastructure capital in accordance with each resource's definition of eligibility per statute or ordinance. These resources will be presented for the City Council's review in the biennial Operating Budget.

As shown in Exhibit 2, City Income Tax resources for 2013 and 2014 are \$16.0 million and 11.9 million, respectively. The 2013-2018 total City Income Tax resource is \$73.7 million. (Exhibit 3, [page 20](#) provides a percentage breakdown of total program resources for 2013-2014.)

Property Tax Supported Bonds

The assessed valuation of property within the City subject to ad valorem taxes includes real property, public utilities property, and tangible personal property. In accordance with State law, some general obligation debt may be issued without a vote of the public. The debt cannot be issued unless there are sufficient tax proceeds for the payment of the debt service on the bonds. The estimate for Property Tax Supported Bonds (unvoted bonds) in Exhibit 2 reflects property tax millage of 6.25 mills to meet the debt service requirements. The City is well within the unvoted statutory debt limitation of 5 ½% of assessed value in the City.

As shown in Exhibit 2, the Property Tax Supported Bonds resource for 2013 is \$42.9 million and for 2014 is \$15.0 million. The 2013-2018 total Property Tax Supported Bonds resource is \$117.9 million, with \$15.0 million each year from 2014 through 2018.

Approximately 75% of the City's current outstanding general obligation property tax and self-supported debt of \$461 million will be retired by December 31, 2022. Credit quality and affordability issues, used by bond rating agencies to determine the City's bond rating, continue to be positive indicators for the City. The per capita debt of \$3,321 and debt outstanding of 6.70% of the market value of taxable property are two examples.

Although the City currently utilizes general obligation bonded debt for self-supporting bond issues (such as urban renewal/economic development, parking system, and recreational facilities), self-supporting revenue sources have been, and are expected to be, sufficient to pay principal and interest requirements on all self-supporting debt. Beginning in 2000, the City Council approved a policy to use revenue bonds to support future Water Works capital projects.



The City also issues bonds with debt service to be paid by a portion of the 0.15% income tax earmarked for capital purposes. This strategy has been utilized by the City Council to leverage funds for special projects such as emerging development opportunities. The City uses this strategy sparingly, in order to have funds available for pay-as-you go (cash) projects.

Southern Railway Note Proceeds

Cincinnati owns the Cincinnati Southern Railway and leases its use. In 1987, the City renegotiated the terms of the lease for a more favorable annual income. The City Council endorsed a policy by resolution to dedicate funds generated by the Southern Railway to infrastructure projects. The notes issued and interest income provides a resource for infrastructure projects.

As shown in Exhibit 2, the Southern Railway Note Proceeds resource for 2013 is \$27.9 million and for 2014 is \$18.7 million. The 2013-2018 Southern Railway Note Proceeds resource totals \$123.1 million.

Income Tax Supported Debt

The recommended 2013/2014 Biennial Capital Budget and the 2013-2018 Capital Investment Program includes the use of City Income Tax Supported Debt as a resource for project expenditures. The ability to use City Income Tax proceeds to support debt will be determined annually by forecasted income tax revenues.

As shown in Exhibit 2, the Income Tax Supported Debt resource is \$8.0 million in 2013 and \$7.0 million in 2014. The 2013-2018 total Income Tax Supported Debt resource is \$26.0 million.

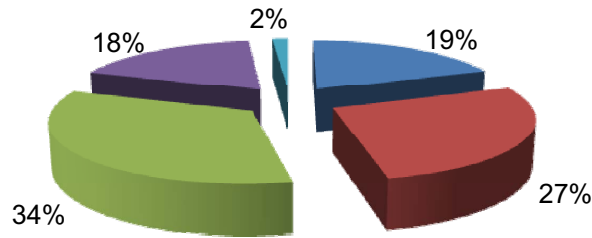
Reprogramming Resources

Reprogramming resources are unused funds recaptured from projects that are completed. The remaining balances are available and recommended for use in new projects. As shown in Exhibit 2, the 2013 Reprogramming resource amount is \$570,000 and the 2014 resource amount is \$500,000. For 2013-2018, Reprogramming Resources total \$3.1 million.



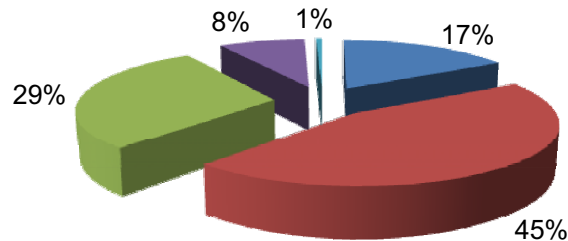
TOTAL PROGRAM RESOURCES

2012



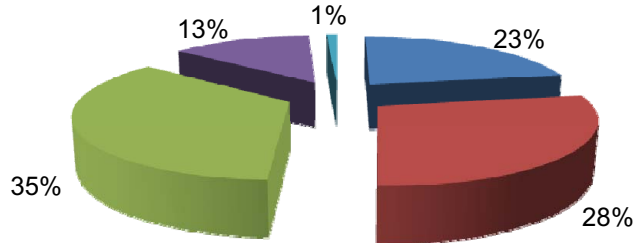
\$54,820,000

2013



\$95,330,000

2014



\$53,050,000

- Income Tax Capital Revenue
- Property Tax Supported Bonds
- Southern Railroad Note Proceeds
- Income Tax Supported Debt
- Reprogramming



III. ANALYSIS OF RECOMMENDED EXPENDITURES

RECOMMENDED GENERAL CAPITAL FUND EXPENDITURES

Planned General Capital projects for the 2013-2018 Capital Investment Program total \$343.7 million, which matches the total estimated resources for 2013-2018 of \$343.7 million. For the 2013/2014 General Capital Budget, recommended projects total \$148.9 million (\$95.3 million in 2013 and \$53.1 million in 2014) which is balanced to resources.

The following table illustrates the recommended General Capital projects over the 2013/2014 biennium by Expenditure Category in each department. (Please see Exhibit 4, [page 22](#).) The table also shows the total recommendation in each department for the 2013-2018 six-year plan for each Expenditure Category. These categories include: Debt Service Payments, Economic Development, Environment, Equipment, Housing and Neighborhood Development, Infrastructure (Smale Commission), and New Infrastructure. The Debt Service Payments category was added in 2002. This category includes a project related to the City's commitment for the expansion of the Duke Energy Convention Center. The New Infrastructure category was added for the 1997/1998 Biennial Budget to distinguish new capital improvements from Infrastructure (Smale Commission) projects, which provide for the renovation or replacement of existing City assets.

Exhibit 5 on [page 25](#) provides a percentage breakdown of recommended expenditures in the General Capital Budget by expenditure category for 2013 and 2014.

For a complete description of the recommended General Capital projects, please refer to the separate departmental sections in this document.

Capital Investment Program

Exhibit 4: Recommended Projects by Expenditure Category



General Capital

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
Expenditure Category: Debt Service Payments					
Department: Transportation & Engineering					
35	Convention Center Expansion	2,000,000	1,000,000	3,000,000	7,000,000
Debt Service Payments Total		2,000,000	1,000,000	3,000,000	7,000,000
Expenditure Category: Economic Development					
Department: City Manager					
4	Retail/Commercial Opportunities	1,294,800	1,268,600	2,563,400	7,832,900
5	Neighborhood Business District Improvements	900,000	900,000	1,800,000	5,500,000
6	Commercial & Industrial Public Improvements	350,000	350,000	700,000	2,150,000
7	Community Development Focus District	250,000	250,000	500,000	1,600,000
8	Neighborhood Business Property Holding	22,000	25,000	47,000	141,200
9	Strategic Program for Urban Redevelopment	100,000	300,000	400,000	1,400,000
10	Tax Incentive/Enterprise Zone	100,000	100,000	200,000	600,000
11	Business Retention/New Growth	1,000,000	0	1,000,000	1,000,000
12	Viable Small Business Development	1,000,000	0	1,000,000	1,000,000
Department: Public Services					
10	Tech/Comm Ctr NURFC	300,000	0	300,000	300,000
Economic Development Total		5,316,800	3,193,600	8,510,400	21,524,100
Expenditure Category: Environment					
Department: City Manager					
1	Regulatory Compliance & Energy Conservation	63,500	71,600	135,100	457,600
2	Center Hill Gas & Leachate	143,500	112,100	255,600	682,400
13	Emergency Environmental Cleanup/UST	10,000	10,000	20,000	60,000
Environment Total		217,000	193,700	410,700	1,200,000
Expenditure Category: Equipment					
Department: City Manager					
3	Wheeled Recycling Carts	535,500	471,900	1,007,400	2,790,800
Department: Enterprise Technology Solutions					
1	Information Tech. Efficiency Initiatives	1,000,000	1,000,000	2,000,000	6,000,000
2	Communications Master Plan	306,700	78,000	384,700	1,154,900
3	Data Infrastructure Security	56,300	105,900	162,200	433,400
4	Cincinnati Financial System Upgrades	22,200	22,200	44,400	174,600
5	Electronic Gov't (eGov) Web Enhancement	60,000	261,350	321,350	853,100
6	CAGIS Infrastructure	58,500	59,450	117,950	468,800
8	Data Management Solution	0	102,300	102,300	102,300
9	Active Directory / Server Consolidation	185,100	100,000	285,100	1,202,300
Department: Finance					
1	Licensing Software & A/R Collection Sys.	10,000	0	10,000	10,000
Department: Fire					
1	Radio Equipment Replacement	750,000	0	750,000	750,000
2	Records Management System Servers and Storage	100,000	0	100,000	100,000
5	Apparatus Door Closers	94,900	0	94,900	94,900
6	High Rise Equipment	57,700	48,500	106,200	106,200
8	CFD Driving Simulator	0	200,000	200,000	200,000
9	Appliances for Existing Firehouses	0	62,200	62,200	124,300
11	Westwood Firehouse Furnishings	75,000	0	75,000	75,000



Capital Investment Program

Exhibit 4: Recommended Projects by Expenditure Category

General Capital

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
12	Personal Protective Equipment	180,000	0	180,000	180,000
Department: Health					
2	Health IT Equipment	172,000	0	172,000	172,000
3	Dental Software	60,000	0	60,000	60,000
Department: Police					
1	Computer Aided Dispatch Upgrades	850,000	0	850,000	850,000
2	Police Mobile Digital Video (In-Car Camera) Storage	325,000	0	325,000	325,000
Department: Public Services					
4	Fleet Replacements	5,456,700	4,484,700	9,941,400	29,655,800
9	Trash Receptacles	186,500	186,500	373,000	1,119,000
11	Wheeled Trash Carts	4,700,000	0	4,700,000	4,700,000
Department: Transportation & Engineering					
1	Information Systems Acquisition	123,000	129,000	252,000	841,500
Equipment Total		15,365,100	7,312,000	22,677,100	52,543,900
Expenditure Category: Housing_Neighborhood Development					
Department: Community Development					
1	Hazard Abatement/Demolition Program	2,117,500	220,000	2,337,500	3,245,500
2	Strategic Housing Initiatives Program	0	986,200	986,200	4,895,300
3	Homeless to Homes	1,400,000	0	1,400,000	1,400,000
5	Downtown Housing Development	77,300	653,000	730,300	3,417,900
6	Citirama	800,000	0	800,000	2,450,000
7	Neighborhood Market Rate Housing	500,000	850,000	1,350,000	3,000,000
8	Gateway V	1,500,000	0	1,500,000	1,500,000
Department: Planning and Buildings					
1	Neighborhood Studies	77,100	81,700	158,800	491,500
Housing_Neighborhood Development Total		6,471,900	2,790,900	9,262,800	20,400,200
Expenditure Category: Infrastructure(Smale Commission)					
Department: Health					
1	Facilities Renovation & Repairs	159,900	309,000	468,900	1,728,200
Department: Parks					
1	Park Infrastructure Rehabilitation	3,638,100	2,792,700	6,430,800	17,810,900
2	Cincinnati Riverfront Park	4,000,000	0	4,000,000	4,000,000
Department: Public Services					
1	Replacement Facilities	16,479,600	1,084,700	17,564,300	22,241,200
2	Music Hall Renovations	2,000,000	2,000,000	4,000,000	6,000,000
3	Sign Replacement	330,000	330,000	660,000	1,980,000
5	City Facility Renovation and Repairs	4,141,200	4,464,400	8,605,600	17,605,600
6	Customs House	0	1,500,000	1,500,000	1,500,000
7	Community Facility Improvements	400,000	400,000	800,000	3,000,000
8	Findlay Market Improvements	105,300	105,300	210,600	631,800
Department: Recreation					
1	Recreation Facilities Renovation	3,668,700	1,108,200	4,776,900	9,355,500
2	Aquatics Facilities Renovation	2,551,000	2,488,700	5,039,700	15,181,300
3	Outdoor Facilities Renovation	418,500	971,500	1,390,000	4,617,900
4	Compliance with ADA	100,000	100,000	200,000	600,000
5	Athletics Facilities Renovation	424,400	161,500	585,900	1,919,800

Capital Investment Program

Exhibit 4: Recommended Projects by Expenditure Category



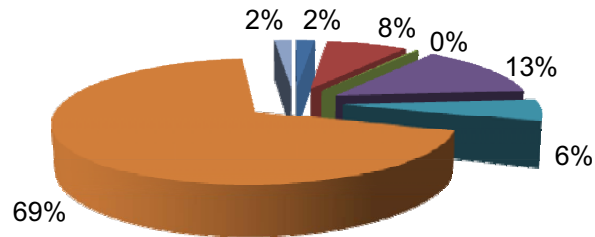
General Capital

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
Department: Transportation & Engineering					
2	SCIP Loan Repayment	215,000	215,000	430,000	1,290,000
3	Innovative Transportation Strategies	470,000	500,000	970,000	2,775,000
4	Street Rehabilitation	16,385,700	9,601,700	25,987,400	65,114,500
5	Street Improvements	945,900	860,000	1,805,900	5,728,800
6	Traffic Signal Installation & Renovation	662,600	702,900	1,365,500	4,413,400
7	OKI Corridor Studies	250,000	250,000	500,000	1,452,500
8	Bridge Rehabilitation Program	820,000	946,000	1,766,000	5,776,000
9	Computerized Traffic Signal System	164,000	172,000	336,000	2,753,000
10	Wall Stab. & Landslide Correction	616,000	688,000	1,304,000	4,834,000
11	LED Traffic and Pedestrian Signals	246,700	323,800	570,500	1,626,500
13	Sidewalk Repair Program	450,000	602,000	1,052,000	3,603,000
14	Curb Ramps - Street Rehab	0	377,900	377,900	1,917,700
15	Safety Improvements	100,000	100,000	200,000	581,000
16	Traffic Signal Controllers & Detectors	100,000	120,000	220,000	1,221,000
18	Bicycle Transportation Program	442,000	516,000	958,000	3,116,000
19	Spot Infrastructure Replacement	520,400	602,000	1,122,400	3,852,400
20	Street Light Replacement Project	82,000	86,000	168,000	539,000
21	Street Calming Program	0	0	0	662,000
22	Pavement Management	239,400	146,200	385,600	1,021,600
25	Over-the-Rhine Streetscape Imprvmts	1,050,000	516,000	1,566,000	3,090,000
26	Columbia Parkway Enhancements	100,000	215,000	315,000	617,500
27	Downtown Infrast. Coord. & Implemtn	350,000	421,500	771,500	1,868,800
28	Uptown Access Imprmts West MLK Dr.	164,000	172,000	336,000	816,000
29	Colerain Corr. Imp. I-74 to Spring Grv	82,000	86,000	168,000	401,000
31	Duke Street Light Replacement Project	123,000	129,000	252,000	813,000
34	ROW Ordinance Implementation	30,000	86,000	116,000	379,500
43	Downtown Streetlight Maintenance/Repair	41,000	44,000	85,000	85,000
44	Oregon Street Improvements	635,000	0	635,000	635,000
47	Hillside Stairway Rehabilitation Program	64,000	172,000	236,000	1,022,000
49	Pole Painting Downtown	188,000	0	188,000	188,000
Infrastructure(Smale Commission) Total		63,953,400	36,467,000	100,420,400	230,365,400
Expenditure Category: New Infrastructure					
Department: Transportation & Engineering					
12	Gateways/Greenways Improvement	400,000	470,000	870,000	2,740,000
17	Downtown Public Paver Replacement	0	43,000	43,000	159,500
23	Ohio River Trail	308,000	344,000	652,000	1,424,000
24	Riverfront Infra. Coord. & Implmnt	0	0	0	70,200
30	Raised Pavement Markers	0	43,000	43,000	230,000
33	ML King/I-71 Interchange	300,000	0	300,000	2,300,000
45	Madison/Kenwood RR Bridge	498,900	596,400	1,095,300	1,295,300
46	ORT Kellogg Ave - Salem to Sutton	498,900	596,400	1,095,300	1,867,400
48	Westwood and Queen City Avenue Improvements	0	0	0	550,000
New Infrastructure Total		2,005,800	2,092,800	4,098,600	10,636,400
Total: General Capital		95,330,000	53,050,000	148,380,000	343,670,000



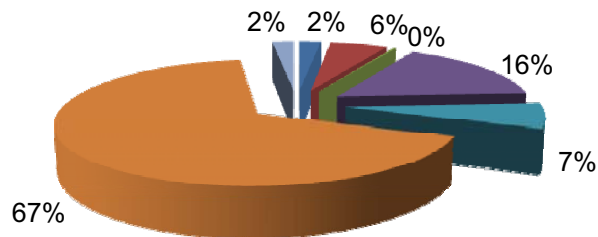
RECOMMENDED EXPENDITURES

2012



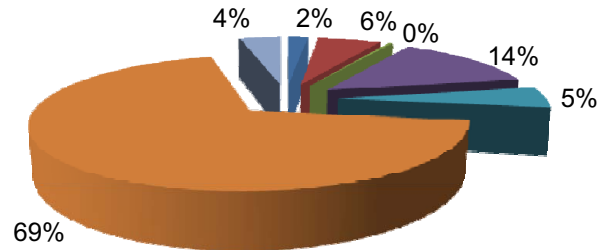
\$54,820,000

2013



\$95,330,000

2014



\$53,050,000

- Debt Service Payments
- Economic Development
- Environment
- Equipment
- Housing_Neighborhood Development
- Infrastructure(Smale Commission)
- New Infrastructure



RECOMMENDED RESTRICTED FUND EXPENDITURES

The resources for Restricted Fund capital projects come primarily from fees and charges. After operating and maintenance costs, current debt service, and reserve requirements are covered, the remaining available funds are used for capital purposes. Fund forecast information, including projected fund balance information, may be found in the 2013/2014 Operating Budget document. As shown in Exhibit 1, [page 14](#), the Restricted Funds Capital Budget totals \$400.4 million in 2013 and \$332.1 million in 2014. For the six-year Capital Investment Program, the total recommendation is \$1.8 billion.

The following table illustrates the recommended projects over the 2013/2014 biennium in Restricted Funds in each department. (Please see Exhibit 6, [page 27](#).) The table also shows the total recommendation in each department for the 2013-2018 six-year plan for each Restricted Fund. These Restricted Funds include: Parking Facilities; Convention Center; General Aviation; Stormwater Management; Telecommunications Services; MSD Capital Improvements; Water Works; and Income Tax Transit.

For a complete description of the recommended projects in the Restricted Funds, please refer to the separate departmental sections in this document.

SPECIAL REVENUE FUNDS

The recommendation for the Special Housing Permanent Improvement Fund (SHPIF) is \$750,700 in the biennium (\$405,400 in 2013 and \$345,300 in 2014). This fund, which is supported from net rental income and tax increment payments, provides revenue for the New Housing Program administered by the Department of Community Development. This program supports the development of new market-rate housing.

FEDERAL and STATE CAPITAL GRANTS

The City receives Federal and State grants and matching funds and also manages State and County funds to improve the City's roads and bridges. The General Aviation Division of the Department of Transportation and Engineering typically receives funding from the Federal Aviation Administration (FAA). The amount of funds granted by the FAA varies from year to year. Once grants are received, the resulting projects are budgeted and matching City funds will be recommended to the City Council for approval. As shown in Exhibit 1, [page 14](#), Federal and State Capital Grants total \$1.1 million in 2013 and \$21.1 million in 2014.



Capital Investment Program

Exhibit 6: Restricted Funds Recommended Projects

Fund: 103 Convention Center

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
Department: ES: Convention Center					
2	Building Equipment	235,000	30,000	265,000	625,000
3	Capital Maintenance	175,000	0	175,000	335,000
4	Furniture, Fixtures, and Equipment	50,000	200,000	250,000	650,000
Convention Center Total		460,000	230,000	690,000	1,610,000

Fund: 104 General Aviation

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
Department: Transportation & Engineering					
39	Airport Infrastructure Improvements	140,000	140,000	280,000	840,000
40	FAA/ODOT Local Match	200,000	200,000	400,000	1,200,000
41	Facility Improvements	262,600	289,100	551,700	1,868,000
General Aviation Total		602,600	629,100	1,231,700	3,908,000

Fund: 107 Stormwater Management

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
Department: Sewers					
1	Barrier Dam Facility Repairs	356,000	0	356,000	356,000
3	Winton 84-inch Sewer Elimination	125,000	0	125,000	125,000
4	Deerfield Creek Channel Improvements	200,000	300,000	500,000	2,750,000
5	West Fork Channel Repair	0	300,000	300,000	300,000
6	Duck Creek Channel Repair	0	300,000	300,000	600,000
7	Hartwell Community Drainage Improvements	0	0	0	200,000
8	Glade Avenue Porous Walk Trial	180,000	0	180,000	180,000
9	Glade Avenue Porous Walk Final	0	0	0	500,000
10	Beechmont Avenue Levy Drainage Replacement (1/2 mile)	0	0	0	400,000
11	Rookwood Overpass	0	0	0	650,000
12	Westwood Northern/Beekman/Hopple Study 2017	0	0	0	100,000
13	Glenwood Design 2018	0	0	0	500,000
Stormwater Management Total		861,000	900,000	1,761,000	6,661,000

Fund: 335 Parking Facilities

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
Department: City Manager					
17	Structural Maintenance & Repair	100,000	100,000	200,000	600,000
Parking Facilities Total		100,000	100,000	200,000	600,000

Fund: 336 Telecommunications Services

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
Department: Enterprise Technology Solutions					
7	Radio Communications Equipment	30,000	30,000	60,000	180,000
Telecommunications Services Total		30,000	30,000	60,000	180,000

Capital Investment Program

Exhibit 6: Restricted Funds Recommended Projects



Fund: 704 MSD Capital Improvements

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
Department: Sewers					
1	Muddy Creek Basin Storage and Conveyance Sewer	0	0	0	4,113,200
2	Upper Muddy Lower Half Planning Bundle	0	0	0	2,488,500
3	Muddy Creek Pump Station Upgrade	660,800	0	660,800	5,271,100
4	Addyston Pump Station Elimination	0	0	0	366,500
5	River Road Near Muddy Creek WWTP Conveyance Sewer	0	0	0	780,600
6	Werk and Westbourne Enhanced High Rate Treatment Facility	64,930,100	0	64,930,100	64,930,100
7	Muddy Creek WWTP New Belt Filter Press	5,202,000	0	5,202,000	5,202,000
8	Glenview Pump Station Elimination	0	2,177,000	2,177,000	2,177,000
9	Muddy Creek WWTP Grit Replacement	3,015,000	0	3,015,000	3,015,000
10	Ludlow and Lafayette Parallel Sewer	3,491,200	0	3,491,200	3,491,200
11	Daly Road Sewer Replacement	0	9,605,900	9,605,900	9,605,900
12	Blue Rock Road Sewer Separation	2,690,500	0	2,690,500	2,690,500
13	CSO 179 Sewer Separation	0	0	0	1,781,700
14	CSO 194 Sewer Separation Contract 3	0	4,051,500	4,051,500	4,051,500
15	CSO 195 Sewer Separation Contract 2	0	1,162,000	1,162,000	1,162,000
16	CSO 195 Sewer Separation Contract 3	0	1,686,500	1,686,500	1,686,500
17	CSO 525 Sewer Separation Contract 2	0	1,605,500	1,605,500	1,605,500
18	Mill Creek WWTP Auxillary Outfall Improvements	0	0	0	15,058,600
19	Little Miami Four Mile Pump Station Upgrade	0	374,200	374,200	374,200
20	Little Miami WWTP Pump Station Reconfiguration	0	319,500	319,500	319,500
21	Little Miami WWTP Grit Station Upgrade	0	790,700	790,700	790,700
22	Little Miami WWTP Hydraulic Improvements	0	199,000	199,000	199,000
23	Little Miami WWTP Primary to Secondary Hydraulic Improvement	0	183,100	183,100	183,100
24	Little Miami WWTP Chemically Enhanced Primary Treatment	0	628,400	628,400	628,400
25	Little Miami WWTP Secondary Treatment Modifications	0	952,700	952,700	952,700
26	Little Miami WWTP Chemical Feed System Upgrades	0	377,300	377,300	377,300
27	Little Miami WWTP Sludge Receiving Facility Improvements	0	45,600	45,600	45,600
28	Little Miami WWTP Dual Feed/Standby Power	0	752,500	752,500	752,500
29	CSO 470 Eastern Ave Sewer Separation Phase 3	2,079,100	0	2,079,100	2,079,100
30	CSO 470 Sewer Separation Phase 4	169,700	0	169,700	169,700
31	Eastern/Delta Sewer Separation Phase 3	6,585,300	0	6,585,300	6,585,300
32	Little Miami WWTP Wet Weather Pump Station	0	3,570,400	3,570,400	3,570,400
33	Little Miami WWTP Four Mile Pump Station Dry Weather Pumps	0	115,300	115,300	115,300
34	Sewer Relining Trenchless Technology Program	5,575,000	5,290,000	10,865,000	32,505,000
35	Manhole Rehabilitation Trenchless Technology Program	1,040,000	1,040,000	2,080,000	6,290,000
36	Sewer Backup Response Program	2,800,000	2,900,000	5,700,000	16,700,000
37	Rainfall Derived Infiltration and Inflow Program	500,000	915,000	1,415,000	1,415,000
38	WWIP Progress Studies and Recreation Management	1,074,000	1,106,200	2,180,200	6,720,000
39	MSD Sustainable (Green) Infrastructure Program	8,000,000	8,000,000	16,000,000	45,000,000
40	Urgent Capacity Response	2,884,000	2,900,000	5,784,000	9,284,000
41	Home Sewage Treatment Systems Extensions	168,800	165,800	334,600	868,800
42	Wet Weather Program Management and Support Services	12,650,000	12,650,000	25,300,000	75,900,000
43	Indian Creek WWTP Reliability and Service Upgrades	6,719,800	0	6,719,800	6,719,800
44	White Oak Terrace Pump Station Elimination	559,100	0	559,100	559,100
45	Bruestle Avenue Pump Station Elimination	0	797,900	797,900	797,900



Capital Investment Program

Exhibit 6: Restricted Funds Recommended Projects

Fund: 704 MSD Capital Improvements

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
46	Rackacres Drive and Crestnoll Lane Area Sewer	0	1,233,400	1,233,400	1,233,400
47	State Route 128 Sewer Phase 3	0	6,942,000	6,942,000	6,942,000
48	Westchase Park Pump Station Elimination	440,400	0	440,400	440,400
49	Wesselman Road Sewer Phase 2A Contract 2	501,000	0	501,000	501,000
50	Wesselman Road Sewer Phase 2A Contract 3	0	2,441,000	2,441,000	2,441,000
51	CSO 410 Stream Separation	863,300	0	863,300	863,300
52	CSO 404, 405, 410, 411 Outfall Reconstruction	0	0	0	826,500
53	Westport Village Pump Station Elimination	0	0	0	1,365,100
54	Muddy Creek WWTP Sludge Processing Odor Control	629,600	0	629,600	629,600
55	Muddy Creek WWTP Primary Skimming/Sludge System Replacement	166,000	0	166,000	166,000
56	Barrington Pump Station Eliminations	550,000	0	550,000	10,110,700
57	East Branch Muddy Creek Pump Station Upgrades	339,500	0	339,500	2,312,200
58	Dry Weather Channel for Sanitary Sewer 937	0	1,969,000	1,969,000	1,969,000
59	Lower Muddy Creek Interceptor SSO Remediation	1,127,400	6,714,400	7,841,800	7,841,800
60	Country Club Estates Pump Station Elimination	1,392,400	0	1,392,400	1,392,400
61	Sharon Industrial Park Pump Station Replacement	0	1,157,000	1,157,000	1,157,000
62	CSO 125 Stream Separation	1,000,000	9,223,500	10,223,500	10,223,500
63	CSO 483 Stream Separation	4,271,200	0	4,271,200	4,271,200
64	Bold Face Pump Station Elimination	0	13,101,800	13,101,800	13,101,800
65	Cora Avenue Sewer Replacement	0	681,900	681,900	681,900
66	German Cemetery Sewer Replacement	0	945,300	945,300	945,300
67	Industrial Waste Office and Laboratory Improvements Phase 2	0	1,577,400	1,577,400	1,577,400
68	Millbrook 2 Pump Station Upgrade	0	1,570,200	1,570,200	1,570,200
69	Hoffner Street Sewer Replacement	0	0	0	140,900
70	3934 Winding Way Sewer Replacement	0	0	0	139,000
71	Legends of Carpenters Run Pump Station Elimination	0	847,000	847,000	847,000
72	East Mitchell Avenue Sewer Replacement	0	0	0	1,021,100
73	Wastewater Collections Equipment Barn Replacement	1,112,000	0	1,112,000	1,112,000
74	MCWWTP Service Water (NPW) Reliability and Service Upgrade	5,093,000	0	5,093,000	5,093,000
75	Lower Mill Creek High Water/Dry Weather Protection	0	0	0	13,125,000
76	Winton Woods Aerial Sewer Replacement	7,271,300	0	7,271,300	7,271,300
77	Mill Creek WWTP Anaerobic Digester Conversion	14,013,400	0	14,013,400	14,013,400
78	Mill Creek WWTP Solids Handling Improvements Phase 1	20,977,500	0	20,977,500	20,977,500
79	Wilder Avenue Sewer Replacement	0	571,900	571,900	571,900
80	Glen Landing Pump Station Improvements	63,100	313,700	376,800	376,800
81	Otte Avenue Sewer Replacement	0	0	0	548,500
82	3568 Bogart Avenue Sewer Replacement	45,800	157,700	203,500	203,500
83	Station Avenue Sewer Replacement	1,194,600	0	1,194,600	1,194,600
84	Myrtle Avenue Sewer Abandonment	52,000	0	52,000	142,500
85	McKeone Avenue Sewer Replacement	0	101,400	101,400	101,400
86	Timbers Pump Station Elimination	321,700	1,598,400	1,920,100	1,920,100
87	Quebec Road Sewer Replacement	130,500	467,000	597,500	597,500
88	Carpenters Run Pump Station Upgrade	231,300	0	231,300	919,700
89	Mayflower WWTP Reliability and Service Upgrades	964,100	0	964,100	964,100
90	Hunsford Street Sewer Replacement	75,800	185,000	260,800	260,800
91	Greenpine Acres Pump Station Elimination	0	1,107,100	1,107,100	1,107,100

Capital Investment Program

Exhibit 6: Restricted Funds Recommended Projects



Fund: 704 MSD Capital Improvements

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
92	Montana Avenue Sewer - Ferncroft to Mustang Drive	468,600	0	468,600	3,954,800
93	Sanitary Sewer Overflow 700 Facility Improvements	10,408,200	0	10,408,200	10,408,200
94	Polk Run WWTP Reliability and Service Upgrades	0	7,611,000	7,611,000	7,611,000
95	Huntington Pump Station Elimination	0	0	0	367,600
96	Kugler Mill Pump Station Upgrade	0	0	0	1,400,800
97	Dry Run Area Sewers Contract Roundbottom Road	8,097,000	0	8,097,000	8,097,000
98	Dry Run Sewers Contract Eight Mile Road	0	5,793,500	5,793,500	5,793,500
99	Dry Run Sewers Contract Broadwell Road	0	2,481,900	2,481,900	2,481,900
100	Beverly Hill Drive Sewer Replacement	262,200	0	262,200	262,200
101	Camargo Canyon Pump Station Elimination	710,600	0	710,600	710,600
102	Little Miami WWTP (NPW) Reliability and Service Upgrade	0	2,405,600	2,405,600	2,405,600
103	Beckman Pump Station Elimination	0	292,400	292,400	292,400
104	Little Miami WWTP Ash Slurry System Improvements	0	1,059,100	1,059,100	1,059,100
105	Little Miami WWTP Scum Removal and Handling	0	880,000	880,000	880,000
106	Linwood Avenue Sewer Replacement	0	1,106,600	1,106,600	1,106,600
107	Catholic Calvary Cemetery Sewer Replacement	0	179,300	179,300	179,300
108	Portsmouth Avenue Sewer Replacement	139,600	0	139,600	563,300
109	Wasson Ravine Sewer Replacement	0	1,259,200	1,259,200	1,259,200
110	Land Acquisition	3,000,000	3,000,000	6,000,000	18,000,000
111	Emergency Sewer Repairs	8,490,000	8,490,000	16,980,000	50,640,000
112	Capital Improvement Program Project Planning	2,000,000	2,000,000	4,000,000	12,000,000
113	Information Technology Support Systems Improvements	335,000	0	335,000	335,000
114	Wastewater Treatment Roofing and Paving Rehab/Replacement	220,000	220,000	440,000	1,320,000
115	CSO and SSO Overflow Compliance Monitoring	537,000	537,000	1,074,000	1,074,000
116	Wastewater Treatment System Asset Renewal	4,468,000	4,470,000	8,938,000	26,538,000
117	Remaining Asset Allowance	0	0	0	142,112,500
118	Flow Monitoring and Rain Gauges	6,760,800	6,500,000	13,260,800	33,260,800
119	Flow and Water Quality Modeling	3,315,200	2,600,000	5,915,200	14,715,200
120	High Risk System Asset Renewal	4,320,000	4,320,000	8,640,000	25,920,000
121	MSD-Duke Energy Sewer Televising Partnership	5,000,000	5,000,000	10,000,000	10,000,000
122	Value Engineering	375,000	375,000	750,000	2,250,000
123	Rapid Run Early Success Project	1,836,400	0	1,836,400	1,836,400
124	CSO 488 Storage Facility	0	1,033,400	1,033,400	14,129,100
125	CSO 10 Source Control Phase A	5,843,100	0	5,843,100	39,274,500
126	CSO 30 Stream Separation - Phase B	196,000	0	196,000	196,000
127	CSO 33 I-75 Crossing and Bioretention	148,000	0	148,000	2,199,800
128	CSO 28 Source Control	0	0	0	700,000
129	CSO 21 I-75 Crossing and Bioretention	0	449,500	449,500	3,587,000
130	CSO 523 Source Control	1,091,000	0	1,091,000	8,894,600
131	CSO 415 and CSO 416 Source Control	993,000	0	993,000	9,344,000
132	Lick Run Valley Conveyance System	12,307,100	8,000,000	20,307,100	146,530,800
133	Lick Run Property Demolitions	1,859,700	0	1,859,700	1,859,700
134	Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation	545,000	11,391,900	11,936,900	11,936,900
135	CSO 181 Source Control Phase 1	642,700	4,163,600	4,806,300	4,806,300
136	Wyoming and Minion Avenues Sewer Separation	226,000	2,537,000	2,763,000	2,763,000
137	Harrison Avenue Sewer Separation Phase B	1,794,300	0	1,794,300	1,794,300



Capital Investment Program

Exhibit 6: Restricted Funds Recommended Projects

Fund: 704 MSD Capital Improvements

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
138	State Avenue Sewer Separation	290,000	0	290,000	3,461,600
139	West Fork Hazard Mitigation Project Phase 2	244,700	0	244,700	244,700
140	West Fork Channel Improvements	996,700	0	996,700	996,700
141	White Street Sewer Separation	826,300	5,021,200	5,847,500	5,847,500
142	Quebec Road Sewer Separation	645,000	645,500	1,290,500	7,625,100
143	Queen City Avenue Sewer Separation Phase 2	988,500	9,237,900	10,226,400	10,226,400
144	Queen City and Cora Avenues Right-of-Way Sewer Separation	630,100	3,771,900	4,402,000	4,402,000
145	Quebec Heights Sewer Separation	0	3,672,300	3,672,300	3,672,300
146	Grand and Selim Avenues Sewer Separation	1,973,600	1,000,000	2,973,600	17,051,000
147	Queen City Avenue Sewer Separation Phase 3	445,000	0	445,000	5,937,600
148	Westwood Avenue Sewer Separation	0	0	0	6,334,700
149	Queen City Avenue Sewer Separation Phase 1	6,137,700	0	6,137,700	6,137,700
150	CSO 12 Sewer Separation Phase A.3 West MLK Drive	723,800	0	723,800	723,800
151	CSO 12 Sewer Separation Phase A.4	1,169,000	13,947,000	15,116,000	15,116,000
152	CSO 12 Sewer Separation Phase B - Outfall Tunnel	0	0	0	1,432,000
153	CSO 12 Sewer Separation Phase C - Burnet Woods	100,000	771,000	871,000	871,000
154	CSO 217/483 Sewer Separation Phase A	4,253,500	0	4,253,500	20,242,900
155	CSO 217/483 Source Control Phase B	4,933,000	0	4,933,000	25,831,500
156	CSO 126, 127, 128 Partial Separations	627,600	3,839,700	4,467,300	4,467,300
157	CSO 130 Stream Separation	1,566,800	0	1,566,800	11,374,000
158	West Fork Interceptor and Storage Tanks	738,500	0	738,500	36,401,400
159	CSO 117, 528, 529, and 530 Partial Separations	113,000	0	113,000	6,154,700
160	Upper Muddy Creek Interceptor Replacement	0	30,053,900	30,053,900	30,053,900
161	Benson Street Sewer Replacement	0	2,407,400	2,407,400	2,407,400
162	CSO 123 Elimination	0	0	0	422,300
MSD Capital Improvements Total		307,413,600	279,791,900	587,205,500	1,358,877,700

Fund: 756 Water Works PIF

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
Department: Water Works					
1	Ultraviolet Disinfection - Miller Plant	3,000,000	0	3,000,000	3,000,000
2	Private Development Allocation Program	610,000	588,500	1,198,500	2,858,500
3	Castings/Street Improvements	505,000	668,500	1,173,500	2,873,500
4	Kemper Road Tank	300,000	0	300,000	300,000
5	Replacement Water Mains Allocation Program	38,505,500	28,268,100	66,773,600	161,618,600
6	Street Improvements Allocation Program	10,798,500	10,773,800	21,572,300	53,791,300
7	Madison - Observatory to Isabella	4,900,000	0	4,900,000	4,900,000
8	Bolton Plant Redundant Transmission Main	2,750,000	0	2,750,000	2,750,000
9	Enterprise Asset Management System	2,239,000	1,015,000	3,254,000	5,724,000
10	Eden Park Feeder 2 - Parsons Martin	1,000,000	0	1,000,000	1,000,000
11	Backup Power Generator - Constance	800,000	0	800,000	800,000
12	Bolton Plant Well #4 Replacement	750,000	0	750,000	750,000
13	Delhi Water Tank Painting	700,000	0	700,000	700,000
14	Computers, Servers, and Software	348,500	228,500	577,000	2,556,000
15	Richard Miller Treatment Plant Sewers	500,000	0	500,000	500,000

Capital Investment Program

Exhibit 6: Restricted Funds Recommended Projects



Fund: 756 Water Works PIF

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
16	Bolton Plant Lab Upgrade/Expansion	1,190,000	0	1,190,000	1,897,000
17	Sand Filter Valves - Miller Plant	600,000	200,000	800,000	2,400,000
18	SCADA Citect Upgrade	300,000	0	300,000	300,000
19	Clifton - Woolper to Dixmyth	300,000	1,900,000	2,200,000	3,000,000
20	Mt. Airy Exterior Renovation	500,000	300,000	800,000	5,104,000
21	Valve Replacement Program	412,500	137,500	550,000	1,650,000
22	Contamination Warning System	296,000	71,000	367,000	442,000
23	Remote Terminal Units (RTUs) Equipment	225,000	75,000	300,000	450,000
24	Miller Turbidimeter Project	255,000	0	255,000	255,000
25	Large Motor Rewind Program (Annual)	125,000	125,000	250,000	750,000
26	SCADA Remote Terminal Units	186,000	62,000	248,000	744,000
27	Ion Chromatograph Replacement	100,000	0	100,000	100,000
28	Station Valve Equipment	160,000	40,000	200,000	600,000
29	Regeneration Furnace Equipment	125,000	40,000	165,000	465,000
30	Bolton Turbidimeters	79,000	0	79,000	79,000
31	Fluoride Feeder Upgrade (Bolton and Miller Plants)	125,000	0	125,000	125,000
32	Simplex Upgrade	60,000	0	60,000	60,000
33	Continuous Water Quality Monitors	145,000	35,000	180,000	350,000
34	Autoclave	50,000	0	50,000	50,000
35	Bolton Plant Chlorinators Upgrade	60,000	0	60,000	60,000
36	Irwin-Simpson & Cornell Generators	1,400,000	0	1,400,000	1,400,000
37	Brecon Tank Coating	1,450,000	0	1,450,000	1,450,000
38	SCADA Remote Site Communications	533,000	110,000	643,000	643,000
39	All Pipes Distribution System Model Validation	400,000	0	400,000	400,000
40	Backup Software\Hardware	350,000	0	350,000	350,000
41	PeopleSoft Upgrade	275,000	75,000	350,000	350,000
42	System Area Network (SAN) Replacement	350,000	0	350,000	350,000
43	SCADA Communications Front End (CFE)	122,000	0	122,000	122,000
44	Miller Plant Water Quality Building Cooling Water Upgrade	120,000	0	120,000	120,000
45	Main Station Trans Switch Controls	100,000	0	100,000	100,000
46	Server Room Air Conditioner Replacement	60,000	0	60,000	60,000
47	Constance Pump Station Redundant Air Compressor	31,000	0	31,000	31,000
48	Critical Backup Power Projects	1,000,000	0	1,000,000	1,000,000
49	Chester Park Complex HVAC Control Completion	150,000	0	150,000	150,000
50	Tennyson Pump Discharge Valve Upgrade	150,000	150,000	300,000	900,000
51	Field Application Replacement on Large Pumps	120,000	0	120,000	360,000
52	Battery, Charger, and DC Panel	50,000	50,000	100,000	300,000
53	Wash Water Recovery Pumps	48,000	0	48,000	144,000
54	Intake Pier Access Bridge Painting	200,000	0	200,000	200,000
55	Miscellaneous Masonry Replacement	150,000	299,400	449,400	1,049,400
56	Billing System Hardware Replacement	100,000	0	100,000	100,000
57	Electrical Transformers	170,000	0	170,000	510,000
59	Budd-Eighth - Dalton to Evans	1,800,000	0	1,800,000	6,500,000
60	Richard Miller Treatment Plant Chemical Containment	750,000	0	750,000	750,000
63	Motor Control Center Equipment	160,000	120,000	280,000	840,000
64	Miscellaneous Concrete/Pavement Replacement	375,000	751,600	1,126,600	2,479,600



Capital Investment Program

Exhibit 6: Restricted Funds Recommended Projects

Fund: 756 Water Works PIF

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
65	Crane Equipment Improvements	50,000	50,000	100,000	300,000
66	Roof Replacement 2013	1,000,000	0	1,000,000	1,000,000
67	Kennedy Heights Pump Station Upgrade	750,000	0	750,000	1,500,000
68	Richard Miller Plant Filter Gallery Light Replacement	108,000	0	108,000	108,000
69	Richard Miller Treatment Plant Lime Feeder Upgrade	100,000	0	100,000	100,000
70	Medium Voltage Station Backup Breakers	126,000	42,000	168,000	336,000
71	Station Protective Relays	100,000	0	100,000	300,000
72	SharePoint Expansion	175,000	25,000	200,000	200,000
73	Video Conference Equipment	50,000	0	50,000	50,000
74	New Water Mains Allocation Program	1,254,000	425,000	1,679,000	5,679,000
75	Gas Chromatograph for Volatile Organic Compounds Analysis	0	0	0	165,000
77	Mack Tank Interior Coating	351,000	0	351,000	351,000
78	Cherry Grove Elevated Interior Coating	200,000	0	200,000	1,000,000
79	Billing System Upgrade 2014	1,500,000	0	1,500,000	4,900,000
81	Rehabilitate Water Mains Allocation Program	125,000	2,969,100	3,094,100	6,297,100
83	Richard Miller Plant Air Handler Unit Upgrades	100,000	100,000	200,000	1,000,000
84	Roof Replacement 2014	1,200,000	0	1,200,000	1,200,000
85	Kennedy and Highland Avenues	89,000	180,000	269,000	4,900,000
86	Convergence Infrastructure (Voice over Internet Protocol)	150,000	150,000	300,000	1,216,000
87	Solar Recording Charts	0	126,000	126,000	126,000
88	Constance Dosing & Monitoring	0	26,000	26,000	26,000
89	Richard Miller Plant Virtual Environment Replacement	0	0	0	150,000
90	Chester Park Complex Network Upgrade	0	0	0	250,000
91	Backup Power Generator - Western Hills	0	0	0	3,095,000
92	Document Management Upgrade	0	0	0	50,000
93	Control Valve at Riverside Drive	0	0	0	250,000
94	Carbon Transfer Pump Upgrade 2015-2017	0	0	0	100,000
95	Meter Interface Units (MIU) 2015	0	0	0	1,043,000
96	2015 Tank Coating	0	0	0	1,350,000
97	Eden Park Drive - Fulton to Reading	0	0	0	2,700,000
98	Eden Park Feeder 4	0	0	0	4,100,000
99	Queen City Ave - Western Hills Viaduct to WH Pump Station	0	0	0	4,500,000
100	Roof Replacement 2015	0	0	0	1,000,000
101	Glenway - Warsaw to Overlook	0	0	0	3,000,000
102	Fields Ertel Road Check Valve	0	0	0	100,000
103	Bolton Plant Influent Flume Bypass	0	0	0	1,019,000
104	Dehumidification System - Miller Plant	0	0	0	300,000
105	Richard Miller Treatment Plant Network Upgrade	0	0	0	250,000
106	Main Station Backup Generator	0	0	0	4,200,000
107	Upgrade Powdered Activated Carbon Storage and Feed System	0	0	0	1,431,000
108	Chem East Concrete Repair	0	0	0	740,000
109	Tapered Screw Conveyor - Miller Plant	0	0	0	75,000
110	Lamella Sludge Collector Drives	0	0	0	150,000
111	Gas Chromatograph for Synthetic Organic Compound Analysis	0	0	0	150,000
112	2016 Tank Coating	0	0	0	250,000
113	Meter Interface Units (MIU)	0	0	0	842,000

Capital Investment Program

Exhibit 6: Restricted Funds Recommended Projects



Fund: 756 Water Works PIF

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
114	SCADA Human Machine Interface Upgrade	0	0	0	1,500,000
115	Millcreek Crossing at Western Hills Viaduct	0	0	0	2,500,000
116	Bolton Plant Air Handler Unit Upgrades	0	0	0	80,000
117	Richard Miller Plant Wash Water Pump Upgrades	0	0	0	170,000
118	Lamella Sludge Pumps #2 to #9	0	0	0	300,000
119	Bolton Plant Lime Feeder No. 1 & 4	0	0	0	308,000
120	Bolton Plant Comprehensive Reliability Program	0	0	0	597,000
121	Roof Replacement 2016	0	0	0	600,000
122	Bolton Plant Lime Residual Site Work	0	0	0	2,540,000
123	Well Pumps - Bolton Plant	0	0	0	120,000
124	Miller Plant Filter Building Boiler Replacement	0	0	0	120,000
125	Furnace Air Compressor - Miller Plant	0	0	0	50,000
126	Miller Plant Caustic Soda Storage Tank Replacement	0	0	0	120,000
127	Miller Plant Iron Feeder Upgrade	0	0	0	300,000
128	Booster Chlorination in Distribution System	0	0	0	750,000
129	Spring Grove - Western to Draper	0	0	0	2,000,000
130	Kennedy Avenue - Robison Rd to Kennedy Heights Pump Station	0	0	0	2,700,000
131	Call Center Equipment 2016	0	0	0	2,920,000
132	Richard Miller Plant Air Conditioner Upgrades	0	0	0	135,000
133	Electric Panel and Lighting Upgrades	0	0	0	150,000
134	Richard Miller Plant Electric Heater Upgrade Program	0	0	0	150,000
135	Roof Replacement 2017	0	0	0	400,000
136	Eggleston - 9th to Central	0	0	0	1,500,000
137	Contamination Warning System Replacement	0	0	0	694,000
138	Bolton Well Field Expansion II	0	0	0	1,380,000
139	Replace Total Organic Halide (TOX) Analyzer	0	0	0	60,000
140	Variable Frequency Drive Replacements	0	0	0	1,000,000
141	Liberty - Winchell to Reading 42" Water Main	0	0	0	1,200,000
142	Backup Control Center - Miller Plant	0	0	0	340,000
143	Meter Interface Units Replacement 2017	0	0	0	1,800,000
144	Wellhead Protection Monitor Wells 3	0	0	0	75,000
145	Cornell - Cornell Pump Station to Reed Hartman	0	0	0	500,000
146	Cornell - Sharon to Cornell Pump Station	0	0	0	1,000,000
147	Pete Rose Way - Eggleston to Broadway	0	0	0	1,200,000
148	Roof Replacement 2018	0	0	0	400,000
149	Queen City Railyard	0	0	0	500,000
150	Gas Chromatograph Flame Ionization Detector	0	0	0	120,000
151	Gas Chromatograph with Mass Spectrometer for Tastes and Odor	0	115,000	115,000	115,000
152	Ion Coupled Plasma Mass Spectrophotometer	0	0	0	190,000
153	Reading Road & Eden Park Drive Water Main	0	0	0	200,000
154	McMillan Avenue - Essex to Clifton	0	0	0	500,000
155	McMillan and May Streets	0	0	0	500,000
156	Miller Plant Lime Feeder No. 1 & 4 Upgrade	0	0	0	200,000
157	Richard Miller Treatment Plant Reservoir #1 Cascade Repair	0	0	0	100,000
158	Bolton Plant Filter Automation	0	0	0	240,000
159	Plainfield/Montgomery	0	0	0	500,000



Capital Investment Program
Exhibit 6: Restricted Funds Recommended Projects

Fund: 756 Water Works PIF

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
160	Montgomery - Mason-Montgomery to Columbia	0	0	0	200,000
161	Columbia Road - Montgomery to Socialville-Foster Rd	0	0	0	200,000
162	Columbia - Socialville Foster to Western Row	0	0	0	250,000
163	Meter Interface Unit Replacement 2018	0	0	0	1,800,000
Water Works PIF Total		90,842,000	50,292,000	141,134,000	380,785,000

Fund: 759 Income Tax Transit

Priority	Project Title	2013	2014	2013-2014 Total	2013-2018 Total
Department: Transportation & Engineering					
42	Transit/Rail Corridor Preservation Acq.	100,000	100,000	200,000	600,000
Income Tax Transit Total		100,000	100,000	200,000	600,000
Restricted Funds Total		400,409,200	332,073,000	732,482,200	1,753,221,700



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ALL FUNDS

2013-2014 CAPITAL IMPROVEMENT PROGRAM
PROJECTS by PROGRAM

This report shows all projects in the 2013/2014 Recommended Capital Budget. The recommended amount for each year in the biennium is included, as well as the total for the biennium. The projects are identified by Department and each Program within a Department. Projects include General Capital projects, as well as Restricted Fund Capital projects. However, Special Revenue Capital and Federal/State Capital Matching funds are not included in this list. The capital project total for each Program is included with this report.



Capital Investment Program

Capital Budget Program Allocation

Department	Project Title	2013	2014	2013-2014 Total
City Manager				
Program: Economic Development Division				
	Business Retention/New Growth	1,000,000	0	1,000,000
	Commercial & Industrial Public Improvements	350,000	350,000	700,000
	Community Development Focus District	250,000	250,000	500,000
	Neighborhood Business District Improvements	900,000	900,000	1,800,000
	Neighborhood Business Property Holding	22,000	25,000	47,000
	Retail/Commercial Opportunities	1,294,800	1,268,600	2,563,400
	Strategic Program for Urban Redevelopment	100,000	300,000	400,000
	Structural Maintenance & Repair	100,000	100,000	200,000
	Tax Incentive/Enterprise Zone	100,000	100,000	200,000
	Viable Small Business Development	1,000,000	0	1,000,000
	Program Total:	5,116,800	3,293,600	8,410,400
Program: Office of Environmental Quality				
	Center Hill Gas & Leachate	143,500	112,100	255,600
	Emergency Environmental Cleanup/UST	10,000	10,000	20,000
	Regulatory Compliance & Energy Conservation	63,500	71,600	135,100
	Wheeled Recycling Carts	535,500	471,900	1,007,400
	Program Total:	752,500	665,600	1,418,100
Community Development				
Program: Housing Development				
	Citirama	800,000	0	800,000
	Downtown Housing Development	77,300	653,000	730,300
	Gateway V	1,500,000	0	1,500,000
	Homeless to Homes	1,400,000	0	1,400,000
	Neighborhood Market Rate Housing	500,000	850,000	1,350,000
	Strategic Housing Initiatives Program	0	986,200	986,200
	Program Total:	4,277,300	2,489,200	6,766,500
Program: Property Maintenance Code Enforcement				
	Hazard Abatement/Demolition Program	2,117,500	220,000	2,337,500
	Program Total:	2,117,500	220,000	2,337,500
ES: Convention Center				
Program: Duke Energy Convention Center				
	Building Equipment	235,000	30,000	265,000
	Capital Maintenance	175,000	0	175,000
	Furniture, Fixtures, and Equipment	50,000	200,000	250,000
	Program Total:	460,000	230,000	690,000
Enterprise Technology Solutions				
Program: CAGIS Consortium Operations				
	CAGIS Infrastructure	58,500	59,450	117,950
	Program Total:	58,500	59,450	117,950
Program: CIT-CO Operations				
	Active Directory / Server Consolidation	185,100	100,000	285,100
	Cincinnati Financial System Upgrades	22,200	22,200	44,400
	Electronic Gov't (eGov) Web Enhancement	60,000	261,350	321,350

Capital Investment Program
Capital Budget Program Allocation



Department	Project Title	2013	2014	2013-2014 Total
	Information Tech. Efficiency Initiatives	1,000,000	1,000,000	2,000,000
	Program Total:	1,267,300	1,383,550	2,650,850
	Program: CTS Operations			
	Communications Master Plan	306,700	78,000	384,700
	Data Management Solution	0	102,300	102,300
	Radio Communications Equipment	30,000	30,000	60,000
	Program Total:	336,700	210,300	547,000
	Program: ETS Administration			
	Data Infrastructure Security	56,300	105,900	162,200
	Program Total:	56,300	105,900	162,200
Finance				
	Program: Licensing, Adm. Tax & Transient Occupancy Tax			
	Licensing Software & A/R Collection Sys.	10,000	0	10,000
	Program Total:	10,000	0	10,000
Fire				
	Program: Response			
	Apparatus Door Closers	94,900	0	94,900
	Appliances for Existing Firehouses	0	62,200	62,200
	CFD Driving Simulator	0	200,000	200,000
	High Rise Equipment	57,700	48,500	106,200
	Personal Protective Equipment	180,000	0	180,000
	Radio Equipment Replacement	750,000	0	750,000
	Westwood Firehouse Furnishings	75,000	0	75,000
	Program Total:	1,157,600	310,700	1,468,300
	Program: Support Services			
	Records Management System Servers and Storage	100,000	0	100,000
	Program Total:	100,000	0	100,000
Health				
	Program: Health Administration			
	Dental Software	60,000	0	60,000
	Facilities Renovation & Repairs	159,900	309,000	468,900
	Health IT Equipment	172,000	0	172,000
	Program Total:	391,900	309,000	700,900
Parks				
	Program: Operations & Facility Management			
	Cincinnati Riverfront Park	4,000,000	0	4,000,000
	Park Infrastructure Rehabilitation	3,638,100	2,792,700	6,430,800
	Program Total:	7,638,100	2,792,700	10,430,800
Planning and Buildings				
	Program: Administration			
	Neighborhood Studies	77,100	81,700	158,800
	Program Total:	77,100	81,700	158,800



Capital Investment Program

Capital Budget Program Allocation

Department	Project Title	2013	2014	2013-2014 Total
Police				
Program: Emergency Communications Center				
	Computer Aided Dispatch Upgrades	850,000	0	850,000
	Program Total:	850,000	0	850,000
Program: Neighborhood Policing				
	Police Mobile Digital Video (In-Car Camera) Storage	325,000	0	325,000
	Program Total:	325,000	0	325,000
Public Services				
Program: Fleet Services				
	Fleet Replacements	5,456,700	4,484,700	9,941,400
	Program Total:	5,456,700	4,484,700	9,941,400
Program: Neighborhood Investment Services				
	Trash Receptacles	186,500	186,500	373,000
	Program Total:	186,500	186,500	373,000
Program: Property Management				
	City Facility Renovation and Repairs	4,141,200	4,464,400	8,605,600
	Community Facility Improvements	400,000	400,000	800,000
	Customs House	0	1,500,000	1,500,000
	Findlay Market Improvements	105,300	105,300	210,600
	Music Hall Renovations	2,000,000	2,000,000	4,000,000
	Replacement Facilities	16,479,600	1,084,700	17,564,300
	Tech/Comm Ctr NURFC	300,000	0	300,000
	Program Total:	23,426,100	9,554,400	32,980,500
Program: Traffic Control, Pavement & Structure Maint.				
	Sign Replacement	330,000	330,000	660,000
	Program Total:	330,000	330,000	660,000
Program: Waste Collections				
	Wheeled Trash Carts	4,700,000	0	4,700,000
	Program Total:	4,700,000	0	4,700,000
Recreation				
Program: Aquatics				
	Aquatics Facilities Renovation	2,551,000	2,488,700	5,039,700
	Program Total:	2,551,000	2,488,700	5,039,700
Program: Athletics				
	Athletics Facilities Renovation	424,400	161,500	585,900
	Outdoor Facilities Renovation	418,500	971,500	1,390,000
	Program Total:	842,900	1,133,000	1,975,900
Program: Community Center Operations				
	Compliance with ADA	100,000	100,000	200,000
	Recreation Facilities Renovation	3,668,700	1,108,200	4,776,900
	Program Total:	3,768,700	1,208,200	4,976,900
Sewers				
Program: Stormwater - Flood Control				
	Barrier Dam Facility Repairs	356,000	0	356,000
	Program Total:	356,000	0	356,000

Capital Investment Program

Capital Budget Program Allocation



Department	Project Title	2013	2014	2013-2014 Total
Program: Stormwater - Operations & Maintenance				
	Duck Creek Channel Repair	0	300,000	300,000
	Program Total:	0	300,000	300,000
Program: Stormwater - Planning/Design				
	Deerfield Creek Channel Improvements	200,000	300,000	500,000
	Glade Avenue Porous Walk Trial	180,000	0	180,000
	West Fork Channel Repair	0	300,000	300,000
	Winton 84-inch Sewer Elimination	125,000	0	125,000
	Program Total:	505,000	600,000	1,105,000
Program: Wastewater Engineering				
	3568 Bogart Avenue Sewer Replacement	45,800	157,700	203,500
	Barrington Pump Station Eliminations	550,000	0	550,000
	Beckman Pump Station Elimination	0	292,400	292,400
	Benson Street Sewer Replacement	0	2,407,400	2,407,400
	Beverly Hill Drive Sewer Replacement	262,200	0	262,200
	Blue Rock Road Sewer Separation	2,690,500	0	2,690,500
	Bold Face Pump Station Elimination	0	13,101,800	13,101,800
	Bruestle Avenue Pump Station Elimination	0	797,900	797,900
	CSO 10 Source Control Phase A	5,843,100	0	5,843,100
	CSO 117, 528, 529, and 530 Partial Separations	113,000	0	113,000
	CSO 12 Sewer Separation Phase A.3 West MLK Drive	723,800	0	723,800
	CSO 12 Sewer Separation Phase A.4	1,169,000	13,947,000	15,116,000
	CSO 12 Sewer Separation Phase C - Burnet Woods	100,000	771,000	871,000
	CSO 125 Stream Separation	1,000,000	9,223,500	10,223,500
	CSO 126, 127, 128 Partial Separations	627,600	3,839,700	4,467,300
	CSO 130 Stream Separation	1,566,800	0	1,566,800
	CSO 181 Source Control Phase 1	642,700	4,163,600	4,806,300
	CSO 194 Sewer Separation Contract 3	0	4,051,500	4,051,500
	CSO 195 Sewer Separation Contract 2	0	1,162,000	1,162,000
	CSO 195 Sewer Separation Contract 3	0	1,686,500	1,686,500
	CSO 21 I-75 Crossing and Bioretention	0	449,500	449,500
	CSO 217/483 Sewer Separation Phase A	4,253,500	0	4,253,500
	CSO 217/483 Source Control Phase B	4,933,000	0	4,933,000
	CSO 30 Stream Separation - Phase B	196,000	0	196,000
	CSO 33 I-75 Crossing and Bioretention	148,000	0	148,000
	CSO 410 Stream Separation	863,300	0	863,300
	CSO 415 and CSO 416 Source Control	993,000	0	993,000
	CSO 470 Eastern Ave Sewer Separation Phase 3	2,079,100	0	2,079,100
	CSO 470 Sewer Separation Phase 4	169,700	0	169,700
	CSO 483 Stream Separation	4,271,200	0	4,271,200
	CSO 488 Storage Facility	0	1,033,400	1,033,400
	CSO 523 Source Control	1,091,000	0	1,091,000
	CSO 525 Sewer Separation Contract 2	0	1,605,500	1,605,500
	CSO and SSO Overflow Compliance Monitoring	537,000	537,000	1,074,000
	Camargo Canyon Pump Station Elimination	710,600	0	710,600
	Capital Improvement Program Project Planning	2,000,000	2,000,000	4,000,000



Capital Investment Program Capital Budget Program Allocation

Department	Project Title	2013	2014	2013-2014 Total
	Carpenters Run Pump Station Upgrade	231,300	0	231,300
	Catholic Calvary Cemetery Sewer Replacement	0	179,300	179,300
	Cora Avenue Sewer Replacement	0	681,900	681,900
	Country Club Estates Pump Station Elimination	1,392,400	0	1,392,400
	Daly Road Sewer Replacement	0	9,605,900	9,605,900
	Dry Run Area Sewers Contract Roundbottom Road	8,097,000	0	8,097,000
	Dry Run Sewers Contract Broadwell Road	0	2,481,900	2,481,900
	Dry Run Sewers Contract Eight Mile Road	0	5,793,500	5,793,500
	Dry Weather Channel for Sanitary Sewer 937	0	1,969,000	1,969,000
	East Branch Muddy Creek Pump Station Upgrades	339,500	0	339,500
	Eastern/Delta Sewer Separation Phase 3	6,585,300	0	6,585,300
	Emergency Sewer Repairs	8,490,000	8,490,000	16,980,000
	Flow Monitoring and Rain Gauges	6,760,800	6,500,000	13,260,800
	Flow and Water Quality Modeling	3,315,200	2,600,000	5,915,200
	German Cemetery Sewer Replacement	0	945,300	945,300
	Glen Landing Pump Station Improvements	63,100	313,700	376,800
	Glenview Pump Station Elimination	0	2,177,000	2,177,000
	Grand and Selim Avenues Sewer Separation	1,973,600	1,000,000	2,973,600
	Greenpine Acres Pump Station Elimination	0	1,107,100	1,107,100
	Harrison Avenue Sewer Separation Phase B	1,794,300	0	1,794,300
	High Risk System Asset Renewal	4,320,000	4,320,000	8,640,000
	Home Sewage Treatment Systems Extensions	168,800	165,800	334,600
	Hunsford Street Sewer Replacement	75,800	185,000	260,800
	Indian Creek WWTP Reliability and Service Upgrades	6,719,800	0	6,719,800
	Industrial Waste Office and Laboratory Improvements Phase 2	0	1,577,400	1,577,400
	Information Technology Support Systems Improvements	335,000	0	335,000
	Land Acquisition	3,000,000	3,000,000	6,000,000
	Legends of Carpenters Run Pump Station Elimination	0	847,000	847,000
	Lick Run Property Demolitions	1,859,700	0	1,859,700
	Lick Run Valley Conveyance System	12,307,100	8,000,000	20,307,100
	Linwood Avenue Sewer Replacement	0	1,106,600	1,106,600
	Little Miami Four Mile Pump Station Upgrade	0	374,200	374,200
	Little Miami WWTP (NPW) Reliability and Service Upgrade	0	2,405,600	2,405,600
	Little Miami WWTP Ash Slurry System Improvements	0	1,059,100	1,059,100
	Little Miami WWTP Chemical Feed System Upgrades	0	377,300	377,300
	Little Miami WWTP Chemically Enhanced Primary Treatment	0	628,400	628,400
	Little Miami WWTP Dual Feed/Standby Power	0	752,500	752,500
	Little Miami WWTP Four Mile Pump Station Dry Weather Pumps	0	115,300	115,300
	Little Miami WWTP Grit Station Upgrade	0	790,700	790,700
	Little Miami WWTP Hydraulic Improvements	0	199,000	199,000
	Little Miami WWTP Primary to Secondary Hydraulic Improvement	0	183,100	183,100
	Little Miami WWTP Pump Station Reconfiguration	0	319,500	319,500
	Little Miami WWTP Scum Removal and Handling	0	880,000	880,000
	Little Miami WWTP Secondary Treatment Modifications	0	952,700	952,700
	Little Miami WWTP Sludge Receiving Facility Improvements	0	45,600	45,600
	Little Miami WWTP Wet Weather Pump Station	0	3,570,400	3,570,400

Capital Investment Program

Capital Budget Program Allocation



Department	Project Title	2013	2014	2013-2014 Total
	Lower Muddy Creek Interceptor SSO Remediation	1,127,400	6,714,400	7,841,800
	Ludlow and Lafayette Parallel Sewer	3,491,200	0	3,491,200
	MCWWTP Service Water (NPW) Reliability and Service Upgrade	5,093,000	0	5,093,000
	MSD Sustainable (Green) Infrastructure Program	8,000,000	8,000,000	16,000,000
	MSD-Duke Energy Sewer Televising Partnership	5,000,000	5,000,000	10,000,000
	Manhole Rehabilitation Trenchless Technology Program	1,040,000	1,040,000	2,080,000
	Mayflower WWTP Reliability and Service Upgrades	964,100	0	964,100
	McKeone Avenue Sewer Replacement	0	101,400	101,400
	Mill Creek WWTP Anaerobic Digester Conversion	14,013,400	0	14,013,400
	Mill Creek WWTP Solids Handling Improvements Phase 1	20,977,500	0	20,977,500
	Millbrook 2 Pump Station Upgrade	0	1,570,200	1,570,200
	Montana Avenue Sewer - Ferncroft to Mustang Drive	468,600	0	468,600
	Muddy Creek Pump Station Upgrade	660,800	0	660,800
	Muddy Creek WWTP Grit Replacement	3,015,000	0	3,015,000
	Muddy Creek WWTP New Belt Filter Press	5,202,000	0	5,202,000
	Muddy Creek WWTP Primary Skimming/Sludge System Replacement	166,000	0	166,000
	Muddy Creek WWTP Sludge Processing Odor Control	629,600	0	629,600
	Myrtle Avenue Sewer Abandonment	52,000	0	52,000
	Polk Run WWTP Reliability and Service Upgrades	0	7,611,000	7,611,000
	Portsmouth Avenue Sewer Replacement	139,600	0	139,600
	Quebec Heights Sewer Separation	0	3,672,300	3,672,300
	Quebec Road Sewer Replacement	130,500	467,000	597,500
	Quebec Road Sewer Separation	645,000	645,500	1,290,500
	Queen City Avenue Sewer Separation Phase 1	6,137,700	0	6,137,700
	Queen City Avenue Sewer Separation Phase 2	988,500	9,237,900	10,226,400
	Queen City Avenue Sewer Separation Phase 3	445,000	0	445,000
	Queen City and Cora Avenues Right-of-Way Sewer Separation	630,100	3,771,900	4,402,000
	Rackacres Drive and Crestnoll Lane Area Sewer	0	1,233,400	1,233,400
	Rainfall Derived Infiltration and Inflow Program	500,000	915,000	1,415,000
	Rapid Run Early Success Project	1,836,400	0	1,836,400
	Sanitary Sewer Overflow 700 Facility Improvements	10,408,200	0	10,408,200
	Sewer Backup Response Program	2,800,000	2,900,000	5,700,000
	Sewer Relining Trenchless Technology Program	5,575,000	5,290,000	10,865,000
	Sharon Industrial Park Pump Station Replacement	0	1,157,000	1,157,000
	State Avenue Sewer Separation	290,000	0	290,000
	State Route 128 Sewer Phase 3	0	6,942,000	6,942,000
	Station Avenue Sewer Replacement	1,194,600	0	1,194,600
	Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation	545,000	11,391,900	11,936,900
	Timbers Pump Station Elimination	321,700	1,598,400	1,920,100
	Upper Muddy Creek Interceptor Replacement	0	30,053,900	30,053,900
	Urgent Capacity Response	2,884,000	2,900,000	5,784,000
	Value Engineering	375,000	375,000	750,000
	WWIP Progress Studies and Recreation Management	1,074,000	1,106,200	2,180,200
	Wasson Ravine Sewer Replacement	0	1,259,200	1,259,200
	Wastewater Collections Equipment Barn Replacement	1,112,000	0	1,112,000
	Wastewater Treatment Roofing and Paving Rehab/Replacement	220,000	220,000	440,000



Capital Investment Program Capital Budget Program Allocation

Department	Project Title	2013	2014	2013-2014 Total
	Wastewater Treatment System Asset Renewal	4,468,000	4,470,000	8,938,000
	Werk and Westbourne Enhanced High Rate Treatment Facility	64,930,100	0	64,930,100
	Wesselman Road Sewer Phase 2A Contract 2	501,000	0	501,000
	Wesselman Road Sewer Phase 2A Contract 3	0	2,441,000	2,441,000
	West Fork Channel Improvements	996,700	0	996,700
	West Fork Hazard Mitigation Project Phase 2	244,700	0	244,700
	West Fork Interceptor and Storage Tanks	738,500	0	738,500
	Westchase Park Pump Station Elimination	440,400	0	440,400
	Wet Weather Program Management and Support Services	12,650,000	12,650,000	25,300,000
	White Oak Terrace Pump Station Elimination	559,100	0	559,100
	White Street Sewer Separation	826,300	5,021,200	5,847,500
	Wilder Avenue Sewer Replacement	0	571,900	571,900
	Winton Woods Aerial Sewer Replacement	7,271,300	0	7,271,300
	Wyoming and Minion Avenues Sewer Separation	226,000	2,537,000	2,763,000
	Program Total:	307,413,600	279,791,900	587,205,500
Transportation & Engineering				
	Program: Director's Office			
	Information Systems Acquisition	123,000	129,000	252,000
	Program Total:	123,000	129,000	252,000
	Program: Engineering			
	Bicycle Transportation Program	442,000	516,000	958,000
	Bridge Rehabilitation Program	820,000	946,000	1,766,000
	Colerain Corr. Imp. I-74 to Spring Grv	82,000	86,000	168,000
	Curb Ramps - Street Rehab	0	377,900	377,900
	Downtown Public Paver Replacement	0	43,000	43,000
	Hillside Stairway Rehabilitation Program	64,000	172,000	236,000
	Madison/Kenwood RR Bridge	498,900	596,400	1,095,300
	ORT Kellogg Ave - Salem to Sutton	498,900	596,400	1,095,300
	Ohio River Trail	308,000	344,000	652,000
	Oregon Street Improvements	635,000	0	635,000
	Pavement Management	239,400	146,200	385,600
	ROW Ordinance Implementation	30,000	86,000	116,000
	SCIP Loan Repayment	215,000	215,000	430,000
	Sidewalk Repair Program	450,000	602,000	1,052,000
	Spot Infrastructure Replacement	520,400	602,000	1,122,400
	Street Improvements	945,900	860,000	1,805,900
	Street Rehabilitation	16,385,700	9,601,700	25,987,400
	Uptown Access Imprmts West MLK Dr.	164,000	172,000	336,000
	Wall Stab. & Landslide Correction	616,000	688,000	1,304,000
	Program Total:	22,915,200	16,650,600	39,565,800
	Program: General Aviation			
	Airport Infrastructure Improvements	140,000	140,000	280,000
	FAA/ODOT Local Match	200,000	200,000	400,000
	Facility Improvements	262,600	289,100	551,700
	Program Total:	602,600	629,100	1,231,700

Capital Investment Program

Capital Budget Program Allocation



Department	Project Title	2013	2014	2013-2014 Total
Program: Traffic Engineering				
	Computerized Traffic Signal System	164,000	172,000	336,000
	Downtown Streetlight Maintenance/Repair	41,000	44,000	85,000
	Duke Street Light Replacement Project	123,000	129,000	252,000
	LED Traffic and Pedestrian Signals	246,700	323,800	570,500
	Raised Pavement Markers	0	43,000	43,000
	Street Light Replacement Project	82,000	86,000	168,000
	Traffic Signal Controllers & Detectors	100,000	120,000	220,000
	Traffic Signal Installation & Renovation	662,600	702,900	1,365,500
	Program Total:	1,419,300	1,620,700	3,040,000
Program: Transportation Planning and Urban Design				
	Columbia Parkway Enhancements	100,000	215,000	315,000
	Convention Center Expansion	2,000,000	1,000,000	3,000,000
	Downtown Infrast. Coord. & Implemtn	350,000	421,500	771,500
	Gateways/Greenways Improvement	400,000	470,000	870,000
	Innovative Transportation Strategies	470,000	500,000	970,000
	ML King/I-71 Interchange	300,000	0	300,000
	OKI Corridor Studies	250,000	250,000	500,000
	Over-the-Rhine Streetscape Imprvmts	1,050,000	516,000	1,566,000
	Pole Painting Downtown	188,000	0	188,000
	Safety Improvements	100,000	100,000	200,000
	Transit/Rail Corridor Preservation Acq.	100,000	100,000	200,000
	Program Total:	5,308,000	3,572,500	8,880,500
Water Works				
Program: Commercial Services				
	Billing System Upgrade 2014	1,500,000	0	1,500,000
	Program Total:	1,500,000	0	1,500,000
Program: Departmental Support Services				
	Backup Software\Hardware	350,000	0	350,000
	Billing System Hardware Replacement	100,000	0	100,000
	Computers, Servers, and Software	348,500	228,500	577,000
	Convergence Infrastructure (Voice over Internet Protocol)	150,000	150,000	300,000
	Enterprise Asset Management System	2,239,000	1,015,000	3,254,000
	PeopleSoft Upgrade	275,000	75,000	350,000
	Server Room Air Conditioner Replacement	60,000	0	60,000
	SharePoint Expansion	175,000	25,000	200,000
	Simplex Upgrade	60,000	0	60,000
	System Area Network (SAN) Replacement	350,000	0	350,000
	Video Conference Equipment	50,000	0	50,000
	Program Total:	4,157,500	1,493,500	5,651,000
Program: Water Supply, Treatment and Distribution				
	All Pipes Distribution System Model Validation	400,000	0	400,000
	Autoclave	50,000	0	50,000
	Backup Power Generator - Constance	800,000	0	800,000
	Battery, Charger, and DC Panel	50,000	50,000	100,000
	Bolton Plant Chlorinators Upgrade	60,000	0	60,000



Capital Investment Program Capital Budget Program Allocation

Department	Project Title	2013	2014	2013-2014 Total
	Bolton Plant Lab Upgrade/Expansion	1,190,000	0	1,190,000
	Bolton Plant Redundant Transmission Main	2,750,000	0	2,750,000
	Bolton Plant Well #4 Replacement	750,000	0	750,000
	Bolton Turbidimeters	79,000	0	79,000
	Brecon Tank Coating	1,450,000	0	1,450,000
	Budd-Eighth - Dalton to Evans	1,800,000	0	1,800,000
	Castings/Street Improvements	505,000	668,500	1,173,500
	Cherry Grove Elevated Interior Coating	200,000	0	200,000
	Chester Park Complex HVAC Control Completion	150,000	0	150,000
	Clifton - Woolper to Dixmyth	300,000	1,900,000	2,200,000
	Constance Dosing & Monitoring	0	26,000	26,000
	Constance Pump Station Redundant Air Compressor	31,000	0	31,000
	Contamination Warning System	296,000	71,000	367,000
	Continuous Water Quality Monitors	145,000	35,000	180,000
	Crane Equipment Improvements	50,000	50,000	100,000
	Critical Backup Power Projects	1,000,000	0	1,000,000
	Delhi Water Tank Painting	700,000	0	700,000
	Eden Park Feeder 2 - Parsons Martin	1,000,000	0	1,000,000
	Electrical Transformers	170,000	0	170,000
	Field Application Replacement on Large Pumps	120,000	0	120,000
	Fluoride Feeder Upgrade (Bolton and Miller Plants)	125,000	0	125,000
	Gas Chromatograph with Mass Spectrometer for Tastes and Odor	0	115,000	115,000
	Intake Pier Access Bridge Painting	200,000	0	200,000
	Ion Chromatograph Replacement	100,000	0	100,000
	Irwin-Simpson & Cornell Generators	1,400,000	0	1,400,000
	Kemper Road Tank	300,000	0	300,000
	Kennedy Heights Pump Station Upgrade	750,000	0	750,000
	Kennedy and Highland Avenues	89,000	180,000	269,000
	Large Motor Rewind Program (Annual)	125,000	125,000	250,000
	Mack Tank Interior Coating	351,000	0	351,000
	Madison - Observatory to Isabella	4,900,000	0	4,900,000
	Main Station Trans Switch Controls	100,000	0	100,000
	Medium Voltage Station Backup Breakers	126,000	42,000	168,000
	Miller Plant Water Quality Building Cooling Water Upgrade	120,000	0	120,000
	Miller Turbidimeter Project	255,000	0	255,000
	Miscellaneous Concrete/Pavement Replacement	375,000	751,600	1,126,600
	Miscellaneous Masonry Replacement	150,000	299,400	449,400
	Motor Control Center Equipment	160,000	120,000	280,000
	Mt. Airy Exterior Renovation	500,000	300,000	800,000
	New Water Mains Allocation Program	1,254,000	425,000	1,679,000
	Private Development Allocation Program	610,000	588,500	1,198,500
	Regeneration Furnace Equipment	125,000	40,000	165,000
	Rehabilitate Water Mains Allocation Program	125,000	2,969,100	3,094,100
	Remote Terminal Units (RTUs) Equipment	225,000	75,000	300,000
	Replacement Water Mains Allocation Program	38,505,500	28,268,100	66,773,600
	Richard Miller Plant Air Handler Unit Upgrades	100,000	100,000	200,000

Capital Investment Program
Capital Budget Program Allocation



Department	Project Title	2013	2014	2013-2014 Total
	Richard Miller Plant Filter Gallery Light Replacement	108,000	0	108,000
	Richard Miller Treatment Plant Chemical Containment	750,000	0	750,000
	Richard Miller Treatment Plant Lime Feeder Upgrade	100,000	0	100,000
	Richard Miller Treatment Plant Sewers	500,000	0	500,000
	Roof Replacement 2013	1,000,000	0	1,000,000
	Roof Replacement 2014	1,200,000	0	1,200,000
	SCADA Citect Upgrade	300,000	0	300,000
	SCADA Communications Front End (CFE)	122,000	0	122,000
	SCADA Remote Site Communications	533,000	110,000	643,000
	SCADA Remote Terminal Units	186,000	62,000	248,000
	Sand Filter Valves - Miller Plant	600,000	200,000	800,000
	Solar Recording Charts	0	126,000	126,000
	Station Protective Relays	100,000	0	100,000
	Station Valve Equipment	160,000	40,000	200,000
	Street Improvements Allocation Program	10,798,500	10,773,800	21,572,300
	Tennyson Pump Discharge Valve Upgrade	150,000	150,000	300,000
	Ultraviolet Disinfection - Miller Plant	3,000,000	0	3,000,000
	Valve Replacement Program	412,500	137,500	550,000
	Wash Water Recovery Pumps	48,000	0	48,000
	Program Total:	85,184,500	48,798,500	133,983,000
	Grand Total	495,739,200	385,123,000	880,862,200



ALL FUNDS

2013-2014 CAPITAL IMPROVEMENT PROGRAM
PROJECTS by NEIGHBORHOOD

This report provides the budget amounts for all the projects approved for each of the City's 52 recognized neighborhoods, as well as project allocations that are Citywide or Systemwide for all funds. Citywide projects are those projects which benefit all 52 neighborhoods, while the Systemwide projects are those that benefit all 52 neighborhoods, as well as areas in Hamilton County. Additional categories describe if a project is inside or outside of the City or Hamilton County. These designations are assigned to each project by the departments. Projects are for the 2013/2014 Biennial Capital Budget and are identified by Department and the project departmental priority. Projects include General Capital projects, as well as Restricted Fund Capital projects. However, Special Revenue Capital and Federal/State Capital Matching funds are not included in this list.

Capital Investment Program

Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
Avondale					
Sewers					
	82	3568 Bogart Avenue Sewer Replacement	45,800	157,700	203,500
MSD Capital Improvements Total			45,800	157,700	203,500
Avondale Total			45,800	157,700	203,500
Bond Hill					
Recreation					
	5	Athletics Facilities Renovation	0	45,000	45,000
General Capital Total			0	45,000	45,000
Bond Hill Total			0	45,000	45,000
CUF					
Parks					
	1	Park Infrastructure Rehabilitation	475,000	577,700	1,052,700
General Capital Total			475,000	577,700	1,052,700
Sewers					
	150	CSO 12 Sewer Separation Phase A.3 West MLK Drive	361,900	0	361,900
	153	CSO 12 Sewer Separation Phase C - Burnet Woods	100,000	771,000	871,000
MSD Capital Improvements Total			461,900	771,000	1,232,900
CUF Total			936,900	1,348,700	2,285,600
California					
Water Works					
	1	Ultraviolet Disinfection - Miller Plant	3,000,000	0	3,000,000
	15	Richard Miller Treatment Plant Sewers	500,000	0	500,000
	17	Sand Filter Valves - Miller Plant	600,000	200,000	800,000
	23	Remote Terminal Units (RTUs) Equipment	225,000	75,000	300,000
	24	Miller Turbidimeter Project	255,000	0	255,000
	27	Ion Chromatograph Replacement	100,000	0	100,000
	29	Regeneration Furnace Equipment	125,000	40,000	165,000
	34	Autoclave	50,000	0	50,000
	44	Miller Plant Water Quality Building Cooling Water Upgrade	120,000	0	120,000
	54	Intake Pier Access Bridge Painting	200,000	0	200,000
	60	Richard Miller Treatment Plant Chemical Containment	750,000	0	750,000
	68	Richard Miller Plant Filter Gallery Light Replacement	108,000	0	108,000
	69	Richard Miller Treatment Plant Lime Feeder Upgrade	100,000	0	100,000
	83	Richard Miller Plant Air Handler Unit Upgrades	100,000	100,000	200,000
	84	Roof Replacement 2014	1,200,000	0	1,200,000
	151	Gas Chromatograph with Mass Spectrometer for Tastes and Odor	0	115,000	115,000
Water Works PIF Total			7,433,000	530,000	7,963,000
California Total			7,433,000	530,000	7,963,000
Camp Washington					
Sewers					
	151	CSO 12 Sewer Separation Phase A.4	1,169,000	13,947,000	15,116,000
MSD Capital Improvements Total			1,169,000	13,947,000	15,116,000
Camp Washington Total			1,169,000	13,947,000	15,116,000



Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
Carthage					
Sewers					
	124	CSO 488 Storage Facility	0	1,033,400	1,033,400
MSD Capital Improvements Total			0	1,033,400	1,033,400
Carthage Total			0	1,033,400	1,033,400
Clifton					
Recreation					
	1	Recreation Facilities Renovation	1,500,000	0	1,500,000
	4	Compliance with ADA	100,000	0	100,000
General Capital Total			1,600,000	0	1,600,000
Sewers					
	10	Ludlow and Lafayette Parallel Sewer	3,491,200	0	3,491,200
	150	CSO 12 Sewer Separation Phase A.3 West MLK Drive	361,900	0	361,900
MSD Capital Improvements Total			3,853,100	0	3,853,100
Water Works					
	19	Clifton - Woolper to Dixmyth	300,000	1,900,000	2,200,000
Water Works PIF Total			300,000	1,900,000	2,200,000
Clifton Total			5,753,100	1,900,000	7,653,100
College Hill					
Recreation					
	3	Outdoor Facilities Renovation	0	150,000	150,000
General Capital Total			0	150,000	150,000
Sewers					
	3	Winton 84-inch Sewer Elimination	125,000	0	125,000
Stormwater Management Total			125,000	0	125,000
College Hill Total			125,000	150,000	275,000
Columbia Tusculum					
Transportation & Engineering					
	26	Columbia Parkway Enhancements	100,000	215,000	315,000
General Capital Total			100,000	215,000	315,000
Columbia Tusculum Total			100,000	215,000	315,000
Corryville					
Transportation & Engineering					
	28	Uptown Access Imprmts West MLK Dr.	164,000	172,000	336,000
General Capital Total			164,000	172,000	336,000
Corryville Total			164,000	172,000	336,000
Downtown					
Enterprise Services					
	2	Building Equipment	235,000	30,000	265,000
	3	Capital Maintenance	175,000	0	175,000
	4	Furniture, Fixtures, and Equipment	50,000	200,000	250,000
Convention Center Total			460,000	230,000	690,000
Community Development					
	5	Downtown Housing Development	77,300	653,000	730,300

Capital Investment Program

Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
Parks					
	1	Park Infrastructure Rehabilitation	352,100	411,000	763,100
	2	Cincinnati Riverfront Park	4,000,000	0	4,000,000
Public Services					
	10	Tech/Comm Ctr NURFC	300,000	0	300,000
Transportation & Engineering					
	17	Downtown Public Paver Replacement	0	43,000	43,000
	27	Downtown Infrast. Coord. & Implemtn	350,000	421,500	771,500
	35	Convention Center Expansion	2,000,000	1,000,000	3,000,000
	43	Downtown Streetlight Maintenance/Repair	41,000	44,000	85,000
	49	Pole Painting Downtown	188,000	0	188,000
		General Capital Total	7,308,400	2,572,500	9,880,900
City Manager					
	17	Structural Maintenance & Repair	100,000	100,000	200,000
		Parking Facilities Total	100,000	100,000	200,000
		Downtown Total	7,868,400	2,902,500	10,770,900
East End					
Transportation & Engineering					
	39	Airport Infrastructure Improvements	140,000	140,000	280,000
	40	FAA/ODOT Local Match	200,000	200,000	400,000
	41	Facility Improvements	262,600	289,100	551,700
		General Aviation Total	602,600	629,100	1,231,700
Public Services					
	6	Customs House	0	1,500,000	1,500,000
Recreation					
	3	Outdoor Facilities Renovation	220,000	0	220,000
Transportation & Engineering					
	23	Ohio River Trail	308,000	344,000	652,000
	46	ORT Kellogg Ave - Salem to Sutton	498,900	596,400	1,095,300
		General Capital Total	1,026,900	2,440,400	3,467,300
Sewers					
	19	Little Miami Four Mile Pump Station Upgrade	0	374,200	374,200
	20	Little Miami WWTP Pump Station Reconfiguration	0	319,500	319,500
	21	Little Miami WWTP Grit Station Upgrade	0	790,700	790,700
	22	Little Miami WWTP Hydraulic Improvements	0	199,000	199,000
	23	Little Miami WWTP Primary to Secondary Hydraulic Improvement	0	183,100	183,100
	24	Little Miami WWTP Chemically Enhanced Primary Treatment	0	628,400	628,400
	25	Little Miami WWTP Secondary Treatment Modifications	0	952,700	952,700
	26	Little Miami WWTP Chemical Feed System Upgrades	0	377,300	377,300
	27	Little Miami WWTP Sludge Receiving Facility Improvements	0	45,600	45,600
	28	Little Miami WWTP Dual Feed/Standby Power	0	752,500	752,500
	31	Eastern/Delta Sewer Separation Phase 3	6,585,300	0	6,585,300
	32	Little Miami WWTP Wet Weather Pump Station	0	3,570,400	3,570,400
	33	Little Miami WWTP Four Mile Pump Station Dry Weather Pumps	0	115,300	115,300
	102	Little Miami WWTP (NPW) Reliability and Service Upgrade	0	2,405,600	2,405,600
	104	Little Miami WWTP Ash Slurry System Improvements	0	1,059,100	1,059,100



Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
	105	Little Miami WWTP Scum Removal and Handling	0	880,000	880,000
		MSD Capital Improvements Total	6,585,300	12,653,400	19,238,700
Water Works					
	50	Tennyson Pump Discharge Valve Upgrade	150,000	150,000	300,000
		Water Works PIF Total	150,000	150,000	300,000
		East End Total	8,364,800	15,872,900	24,237,700
East Price Hill					
Public Services					
	1	Replacement Facilities	15,200,000	0	15,200,000
Recreation					
	1	Recreation Facilities Renovation	500,000	0	500,000
	2	Aquatics Facilities Renovation	2,000,000	0	2,000,000
		General Capital Total	17,700,000	0	17,700,000
Sewers					
	123	Rapid Run Early Success Project	1,836,400	0	1,836,400
	145	Quebec Heights Sewer Separation	0	1,836,150	1,836,150
		MSD Capital Improvements Total	1,836,400	1,836,150	3,672,550
		East Price Hill Total	19,536,400	1,836,150	21,372,550
East Walnut Hills					
Water Works					
	10	Eden Park Feeder 2 - Parsons Martin	1,000,000	0	1,000,000
		Water Works PIF Total	1,000,000	0	1,000,000
		East Walnut Hills Total	1,000,000	0	1,000,000
Evanston					
Recreation					
	1	Recreation Facilities Renovation	140,000	0	140,000
		General Capital Total	140,000	0	140,000
Sewers					
	107	Catholic Calvary Cemetery Sewer Replacement	0	179,300	179,300
		MSD Capital Improvements Total	0	179,300	179,300
		Evanston Total	140,000	179,300	319,300
Hartwell					
Sewers					
	73	Wastewater Collections Equipment Barn Replacement	1,112,000	0	1,112,000
	90	Hunsford Street Sewer Replacement	75,800	185,000	260,800
		MSD Capital Improvements Total	1,187,800	185,000	1,372,800
		Hartwell Total	1,187,800	185,000	1,372,800
Hyde Park					
Sewers					
	108	Portsmouth Avenue Sewer Replacement	139,600	0	139,600
		MSD Capital Improvements Total	139,600	0	139,600
		Hyde Park Total	139,600	0	139,600
Kennedy Heights					
Water Works					
	67	Kennedy Heights Pump Station Upgrade	750,000	0	750,000

Capital Investment Program

Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
	85	Kennedy and Highland Avenues	89,000	180,000	269,000
		Water Works PIF Total	839,000	180,000	1,019,000
		Kennedy Heights Total	839,000	180,000	1,019,000
Linwood					
Sewers					
	29	CSO 470 Eastern Ave Sewer Separation Phase 3	2,079,100	0	2,079,100
	30	CSO 470 Sewer Separation Phase 4	169,700	0	169,700
		MSD Capital Improvements Total	2,248,800	0	2,248,800
		Linwood Total	2,248,800	0	2,248,800
Lower Price Hill					
Sewers					
	67	Industrial Waste Office and Laboratory Improvements Phase 2	0	1,577,400	1,577,400
	74	MCWWTP Service Water (NPW) Reliability and Service Upgrade	5,093,000	0	5,093,000
	77	Mill Creek WWTP Anaerobic Digester Conversion	14,013,400	0	14,013,400
	78	Mill Creek WWTP Solids Handling Improvements Phase 1	20,977,500	0	20,977,500
	79	Wilder Avenue Sewer Replacement	0	571,900	571,900
		MSD Capital Improvements Total	40,083,900	2,149,300	42,233,200
		Lower Price Hill Total	40,083,900	2,149,300	42,233,200
Madisonville					
Recreation					
	3	Outdoor Facilities Renovation	0	250,000	250,000
		General Capital Total	0	250,000	250,000
Sewers					
	4	Deerfield Creek Channel Improvements	200,000	300,000	500,000
	6	Duck Creek Channel Repair	0	300,000	300,000
		Stormwater Management Total	200,000	600,000	800,000
		Madisonville Total	200,000	850,000	1,050,000
Millvale					
Recreation					
	2	Aquatics Facilities Renovation	75,000	0	75,000
		General Capital Total	75,000	0	75,000
		Millvale Total	75,000	0	75,000
Mt. Adams					
Public Services					
	7	Community Facility Improvements	200,000	200,000	400,000
Transportation & Engineering					
	44	Oregon Street Improvements	635,000	0	635,000
		General Capital Total	835,000	200,000	1,035,000
		Mt. Adams Total	835,000	200,000	1,035,000
Mt. Airy					
Sewers					
	139	West Fork Hazard Mitigation Project Phase 2	244,700	0	244,700
	158	West Fork Interceptor and Storage Tanks	246,160	0	246,160
		MSD Capital Improvements Total	490,860	0	490,860



Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
Water Works					
	20	Mt. Airy Exterior Renovation	500,000	300,000	800,000
		Water Works PIF Total	500,000	300,000	800,000
		Mt. Airy Total	990,860	300,000	1,290,860
Mt. Auburn					
Recreation					
	3	Outdoor Facilities Renovation	0	120,000	120,000
		General Capital Total	0	120,000	120,000
		Mt. Auburn Total	0	120,000	120,000
Mt. Lookout					
Sewers					
	100	Beverly Hill Drive Sewer Replacement	262,200	0	262,200
	106	Linwood Avenue Sewer Replacement	0	1,106,600	1,106,600
		MSD Capital Improvements Total	262,200	1,106,600	1,368,800
		Mt. Lookout Total	262,200	1,106,600	1,368,800
Mt. Washington					
Recreation					
	3	Outdoor Facilities Renovation	24,000	0	24,000
		General Capital Total	24,000	0	24,000
Sewers					
	8	Glade Avenue Porous Walk Trial	180,000	0	180,000
		Stormwater Management Total	180,000	0	180,000
		Mt. Washington Total	204,000	0	204,000
North Fairmont					
Sewers					
	125	CSO 10 Source Control Phase A	5,843,100	0	5,843,100
	133	Lick Run Property Demolitions	619,900	0	619,900
		MSD Capital Improvements Total	6,463,000	0	6,463,000
		North Fairmont Total	6,463,000	0	6,463,000
Northside					
Transportation & Engineering					
	29	Colerain Corr. Imp. I-74 to Spring Grv	82,000	86,000	168,000
		General Capital Total	82,000	86,000	168,000
Sewers					
	62	CSO 125 Stream Separation	1,000,000	9,223,500	10,223,500
	129	CSO 21 I-75 Crossing and Bioretention	0	449,500	449,500
	156	CSO 126, 127, 128 Partial Separations	627,600	3,839,700	4,467,300
	157	CSO 130 Stream Separation	1,566,800	0	1,566,800
	158	West Fork Interceptor and Storage Tanks	246,170	0	246,170
		MSD Capital Improvements Total	3,440,570	13,512,700	16,953,270
Sewers					
	5	West Fork Channel Repair	0	300,000	300,000
		Stormwater Management Total	0	300,000	300,000
		Northside Total	3,522,570	13,898,700	17,421,270

Capital Investment Program

Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
Oakley					
Recreation					
	1	Recreation Facilities Renovation	0	1,000,000	1,000,000
	2	Aquatics Facilities Renovation	0	2,400,000	2,400,000
	4	Compliance with ADA	0	100,000	100,000
Transportation & Engineering					
	45	Madison/Kenwood RR Bridge	498,900	596,400	1,095,300
General Capital Total			498,900	4,096,400	4,595,300
Sewers					
	109	Wasson Ravine Sewer Replacement	0	1,259,200	1,259,200
MSD Capital Improvements Total			0	1,259,200	1,259,200
Oakley Total			498,900	5,355,600	5,854,500
Over-the-Rhine					
Community Development					
	8	Gateway V	1,500,000	0	1,500,000
Public Services					
	2	Music Hall Renovations	2,000,000	2,000,000	4,000,000
	8	Findlay Market Improvements	105,300	105,300	210,600
Recreation					
	5	Athletics Facilities Renovation	50,000	0	50,000
Transportation & Engineering					
	25	Over-the-Rhine Streetscape Imprvmts	1,050,000	516,000	1,566,000
General Capital Total			4,705,300	2,621,300	7,326,600
Over-the-Rhine Total			4,705,300	2,621,300	7,326,600
Pendleton					
Recreation					
	3	Outdoor Facilities Renovation	0	75,000	75,000
General Capital Total			0	75,000	75,000
Pendleton Total			0	75,000	75,000
Pleasant Ridge					
Recreation					
	3	Outdoor Facilities Renovation	60,000	0	60,000
General Capital Total			60,000	0	60,000
Pleasant Ridge Total			60,000	0	60,000
Queensgate					
Public Services					
	7	Community Facility Improvements	200,000	200,000	400,000
General Capital Total			200,000	200,000	400,000
Water Works					
	59	Budd-Eighth - Dalton to Evans	1,800,000	0	1,800,000
Water Works PIF Total			1,800,000	0	1,800,000
Queensgate Total			2,000,000	200,000	2,200,000
Riverside					
Sewers					
	51	CSO 410 Stream Separation	863,300	0	863,300



Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
	57	East Branch Muddy Creek Pump Station Upgrades	339,500	0	339,500
	131	CSO 415 and CSO 416 Source Control	993,000	0	993,000
		MSD Capital Improvements Total	2,195,800	0	2,195,800
Water Works					
	45	Main Station Trans Switch Controls	100,000	0	100,000
		Water Works PIF Total	100,000	0	100,000
		Riverside Total	2,295,800	0	2,295,800
Roselawn					
Recreation					
	1	Recreation Facilities Renovation	550,000	0	550,000
		General Capital Total	550,000	0	550,000
		Roselawn Total	550,000	0	550,000
Sayler Park					
Recreation					
	5	Athletics Facilities Renovation	0	80,000	80,000
		General Capital Total	0	80,000	80,000
Sewers					
	3	Muddy Creek Pump Station Upgrade	660,800	0	660,800
	7	Muddy Creek WWTP New Belt Filter Press	5,202,000	0	5,202,000
	9	Muddy Creek WWTP Grit Replacement	3,015,000	0	3,015,000
	54	Muddy Creek WWTP Sludge Processing Odor Control	629,600	0	629,600
	55	Muddy Creek WWTP Primary Skimming/Sludge System Replacement	166,000	0	166,000
		MSD Capital Improvements Total	9,673,400	0	9,673,400
		Sayler Park Total	9,673,400	80,000	9,753,400
Sedamsville					
Recreation					
	3	Outdoor Facilities Renovation	0	120,000	120,000
		General Capital Total	0	120,000	120,000
Sewers					
	64	Bold Face Pump Station Elimination	0	13,101,800	13,101,800
		MSD Capital Improvements Total	0	13,101,800	13,101,800
		Sedamsville Total	0	13,221,800	13,221,800
South Cumminsville					
Sewers					
	158	West Fork Interceptor and Storage Tanks	246,170	0	246,170
	159	CSO 117, 528, 529, and 530 Partial Separations	113,000	0	113,000
		MSD Capital Improvements Total	359,170	0	359,170
		South Cumminsville Total	359,170	0	359,170
South Fairmount					
Sewers					
	132	Lick Run Valley Conveyance System	12,307,100	8,000,000	20,307,100
	133	Lick Run Property Demolitions	619,900	0	619,900
	137	Harrison Avenue Sewer Separation Phase B	1,794,300	0	1,794,300
	138	State Avenue Sewer Separation	290,000	0	290,000
	141	White Street Sewer Separation	826,300	5,021,200	5,847,500

Capital Investment Program

Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
	142	Quebec Road Sewer Separation	645,000	645,500	1,290,500
	145	Quebec Heights Sewer Separation	0	1,836,150	1,836,150
	146	Grand and Selim Avenues Sewer Separation	1,973,600	1,000,000	2,973,600
	147	Queen City Avenue Sewer Separation Phase 3	445,000	0	445,000
	149	Queen City Avenue Sewer Separation Phase 1	3,068,850	0	3,068,850
MSD Capital Improvements Total			21,970,050	16,502,850	38,472,900
South Fairmount Total			21,970,050	16,502,850	38,472,900
Spring Grove Village					
Recreation					
	5	Athletics Facilities Renovation	100,000	0	100,000
General Capital Total			100,000	0	100,000
Sewers					
	83	Station Avenue Sewer Replacement	1,194,600	0	1,194,600
	126	CSO 30 Stream Separation - Phase B	196,000	0	196,000
MSD Capital Improvements Total			1,390,600	0	1,390,600
Water Works					
	40	Backup Software\Hardware	350,000	0	350,000
	41	PeopleSoft Upgrade	275,000	75,000	350,000
	46	Server Room Air Conditioner Replacement	60,000	0	60,000
	49	Chester Park Complex HVAC Control Completion	150,000	0	150,000
	56	Billing System Hardware Replacement	100,000	0	100,000
	72	SharePoint Expansion	175,000	25,000	200,000
	79	Billing System Upgrade 2014	1,500,000	0	1,500,000
	86	Convergence Infrastructure (Voice over Internet Protocol)	150,000	150,000	300,000
Water Works PIF Total			2,760,000	250,000	3,010,000
Spring Grove Village Total			4,250,600	250,000	4,500,600
The Heights					
Recreation					
	3	Outdoor Facilities Renovation	0	135,000	135,000
General Capital Total			0	135,000	135,000
The Heights Total			0	135,000	135,000
Walnut Hills					
Recreation					
	3	Outdoor Facilities Renovation	0	85,000	85,000
General Capital Total			0	85,000	85,000
Sewers					
	66	German Cemetery Sewer Replacement	0	945,300	945,300
	84	Myrtle Avenue Sewer Abandonment	52,000	0	52,000
MSD Capital Improvements Total			52,000	945,300	997,300
Walnut Hills Total			52,000	1,030,300	1,082,300
West Price Hill					
Recreation					
	3	Outdoor Facilities Renovation	60,000	0	60,000
General Capital Total			60,000	0	60,000
Sewers					
	85	McKeone Avenue Sewer Replacement	0	101,400	101,400



Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
	87	Quebec Road Sewer Replacement	130,500	467,000	597,500
	133	Lick Run Property Demolitions	619,900	0	619,900
	134	Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation	272,500	5,695,950	5,968,450
	136	Wyoming and Minion Avenues Sewer Separation	226,000	2,537,000	2,763,000
MSD Capital Improvements Total			1,248,900	8,801,350	10,050,250
West Price Hill Total			1,308,900	8,801,350	10,110,250
Westwood					
Fire					
	11	Westwood Firehouse Furnishings	75,000	0	75,000
Recreation					
	5	Athletics Facilities Renovation	220,000	0	220,000
General Capital Total			295,000	0	295,000
Sewers					
	14	CSO 194 Sewer Separation Contract 3	0	4,051,500	4,051,500
	65	Cora Avenue Sewer Replacement	0	681,900	681,900
	92	Montana Avenue Sewer - Ferncroft to Mustang Drive	468,600	0	468,600
	134	Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation	272,500	5,695,950	5,968,450
	143	Queen City Avenue Sewer Separation Phase 2	988,500	9,237,900	10,226,400
	144	Queen City and Cora Avenues Right-of-Way Sewer Separation	630,100	3,771,900	4,402,000
	149	Queen City Avenue Sewer Separation Phase 1	3,068,850	0	3,068,850
MSD Capital Improvements Total			5,428,550	23,439,150	28,867,700
Westwood Total			5,723,550	23,439,150	29,162,700
Winton Hills					
City Manager					
	2	Center Hill Gas & Leachate	143,500	112,100	255,600
Recreation					
	1	Recreation Facilities Renovation	90,000	0	90,000
General Capital Total			233,500	112,100	345,600
Sewers					
	63	CSO 483 Stream Separation	4,271,200	0	4,271,200
	154	CSO 217/483 Sewer Separation Phase A	4,253,500	0	4,253,500
	155	CSO 217/483 Source Control Phase B	4,933,000	0	4,933,000
MSD Capital Improvements Total			13,457,700	0	13,457,700
Winton Hills Total			13,691,200	112,100	13,803,300
Citywide					
City Manager					
	1	Regulatory Compliance & Energy Conservation	63,500	71,600	135,100
	3	Wheeled Recycling Carts	535,500	471,900	1,007,400
	4	Retail/Commercial Opportunities	1,294,800	1,268,600	2,563,400
	5	Neighborhood Business District Improvements	900,000	900,000	1,800,000
	6	Commercial & Industrial Public Improvements	350,000	350,000	700,000
	7	Community Development Focus District	250,000	250,000	500,000
	8	Neighborhood Business Property Holding	22,000	25,000	47,000
	9	Strategic Program for Urban Redevelopment	100,000	300,000	400,000
	10	Tax Incentive/Enterprise Zone	100,000	100,000	200,000
	11	Business Retention/New Growth	1,000,000	0	1,000,000

Capital Investment Program

Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
	12	Viable Small Business Development	1,000,000	0	1,000,000
	13	Emergency Environmental Cleanup/UST	10,000	10,000	20,000
Community Development					
	1	Hazard Abatement/Demolition Program	2,117,500	220,000	2,337,500
	2	Strategic Housing Initiatives Program	0	986,200	986,200
	3	Homeless to Homes	1,400,000	0	1,400,000
	6	Citirama	800,000	0	800,000
	7	Neighborhood Market Rate Housing	500,000	850,000	1,350,000
Enterprise Technology Solutions					
	1	Information Tech. Efficiency Initiatives	1,000,000	1,000,000	2,000,000
	2	Communications Master Plan	306,700	78,000	384,700
	3	Data Infrastructure Security	56,300	105,900	162,200
	4	Cincinnati Financial System Upgrades	22,200	22,200	44,400
	5	Electronic Gov't (eGov) Web Enhancement	60,000	261,350	321,350
	8	Data Management Solution	0	102,300	102,300
Finance					
	1	Licensing Software & A/R Collection Sys.	10,000	0	10,000
Fire					
	1	Radio Equipment Replacement	750,000	0	750,000
	2	Records Management System Servers and Storage	100,000	0	100,000
	5	Apparatus Door Closers	94,900	0	94,900
	6	High Rise Equipment	57,700	48,500	106,200
	8	CFD Driving Simulator	0	200,000	200,000
	9	Appliances for Existing Firehouses	0	62,200	62,200
	12	Personal Protective Equipment	180,000	0	180,000
Health					
	1	Facilities Renovation & Repairs	159,900	309,000	468,900
	2	Health IT Equipment	172,000	0	172,000
	3	Dental Software	60,000	0	60,000
Parks					
	1	Park Infrastructure Rehabilitation	2,811,000	1,804,000	4,615,000
Planning and Buildings					
	1	Neighborhood Studies	77,100	81,700	158,800
Police					
	1	Computer Aided Dispatch Upgrades	850,000	0	850,000
	2	Police Mobile Digital Video (In-Car Camera) Storage	325,000	0	325,000
Public Services					
	1	Replacement Facilities	1,279,600	1,084,700	2,364,300
	3	Sign Replacement	330,000	330,000	660,000
	4	Fleet Replacements	5,456,700	4,484,700	9,941,400
	5	City Facility Renovation and Repairs	4,141,200	4,464,400	8,605,600
	9	Trash Receptacles	186,500	186,500	373,000
	11	Wheeled Trash Carts	4,700,000	0	4,700,000
Recreation					
	1	Recreation Facilities Renovation	888,700	108,200	996,900
	2	Aquatics Facilities Renovation	476,000	88,700	564,700



Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
	3	Outdoor Facilities Renovation	54,500	36,500	91,000
	5	Athletics Facilities Renovation	54,400	36,500	90,900
Transportation & Engineering					
	1	Information Systems Acquisition	123,000	129,000	252,000
	2	SCIP Loan Repayment	215,000	215,000	430,000
	3	Innovative Transportation Strategies	470,000	500,000	970,000
	4	Street Rehabilitation	16,385,700	9,601,700	25,987,400
	5	Street Improvements	945,900	860,000	1,805,900
	6	Traffic Signal Installation & Renovation	662,600	702,900	1,365,500
	7	OKI Corridor Studies	250,000	250,000	500,000
	8	Bridge Rehabilitation Program	820,000	946,000	1,766,000
	9	Computerized Traffic Signal System	164,000	172,000	336,000
	10	Wall Stab. & Landslide Correction	616,000	688,000	1,304,000
	11	LED Traffic and Pedestrian Signals	246,700	323,800	570,500
	12	Gateways/Greenways Improvement	400,000	470,000	870,000
	13	Sidewalk Repair Program	450,000	602,000	1,052,000
	14	Curb Ramps - Street Rehab	0	377,900	377,900
	15	Safety Improvements	100,000	100,000	200,000
	16	Traffic Signal Controllers & Detectors	100,000	120,000	220,000
	18	Bicycle Transportation Program	442,000	516,000	958,000
	19	Spot Infrastructure Replacement	520,400	602,000	1,122,400
	20	Street Light Replacement Project	82,000	86,000	168,000
	22	Pavement Management	239,400	146,200	385,600
	30	Raised Pavement Markers	0	43,000	43,000
	31	Duke Street Light Replacement Project	123,000	129,000	252,000
	33	ML King/I-71 Interchange	300,000	0	300,000
	34	ROW Ordinance Implementation	30,000	86,000	116,000
	47	Hillside Stairway Rehabilitation Program	64,000	172,000	236,000
General Capital Total			58,853,400	38,537,150	97,390,550
Transportation & Engineering					
	42	Transit/Rail Corridor Preservation Acq.	100,000	100,000	200,000
Income Tax Transit Total			100,000	100,000	200,000
Sewers					
	1	Barrier Dam Facility Repairs	356,000	0	356,000
Stormwater Management Total			356,000	0	356,000
Enterprise Technology Solutions					
	7	Radio Communications Equipment	30,000	30,000	60,000
Telecommunications Services Total			30,000	30,000	60,000
Citywide Total			59,339,400	38,667,150	98,006,550
Inside Hamilton County/Inside & Outside City					
Sewers					
	59	Lower Muddy Creek Interceptor SSO Remediation	1,127,400	6,714,400	7,841,800
	140	West Fork Channel Improvements	996,700	0	996,700
MSD Capital Improvements Total			2,124,100	6,714,400	8,838,500

Capital Investment Program

Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
Water Works					
	7	Madison - Observatory to Isabella	4,900,000	0	4,900,000
Water Works PIF Total			4,900,000	0	4,900,000
Inside Hamilton County/Inside & Outside City Total			7,024,100	6,714,400	13,738,500
Inside Hamilton County/Outside City					
Sewers					
	6	Werk and Westbourne Enhanced High Rate Treatment Facility	64,930,100	0	64,930,100
	8	Glenview Pump Station Elimination	0	2,177,000	2,177,000
	11	Daly Road Sewer Replacement	0	9,605,900	9,605,900
	12	Blue Rock Road Sewer Separation	2,690,500	0	2,690,500
	15	CSO 195 Sewer Separation Contract 2	0	1,162,000	1,162,000
	16	CSO 195 Sewer Separation Contract 3	0	1,686,500	1,686,500
	17	CSO 525 Sewer Separation Contract 2	0	1,605,500	1,605,500
	43	Indian Creek WWTP Reliability and Service Upgrades	6,719,800	0	6,719,800
	44	White Oak Terrace Pump Station Elimination	559,100	0	559,100
	45	Bruestle Avenue Pump Station Elimination	0	797,900	797,900
	46	Rackacres Drive and Crestnoll Lane Area Sewer	0	1,233,400	1,233,400
	47	State Route 128 Sewer Phase 3	0	6,942,000	6,942,000
	48	Westchase Park Pump Station Elimination	440,400	0	440,400
	49	Wesselman Road Sewer Phase 2A Contract 2	501,000	0	501,000
	50	Wesselman Road Sewer Phase 2A Contract 3	0	2,441,000	2,441,000
	56	Barrington Pump Station Eliminations	550,000	0	550,000
	58	Dry Weather Channel for Sanitary Sewer 937	0	1,969,000	1,969,000
	60	Country Club Estates Pump Station Elimination	1,392,400	0	1,392,400
	61	Sharon Industrial Park Pump Station Replacement	0	1,157,000	1,157,000
	68	Millbrook 2 Pump Station Upgrade	0	1,570,200	1,570,200
	71	Legends of Carpenters Run Pump Station Elimination	0	847,000	847,000
	76	Winton Woods Aerial Sewer Replacement	7,271,300	0	7,271,300
	80	Glen Landing Pump Station Improvements	63,100	313,700	376,800
	86	Timbers Pump Station Elimination	321,700	1,598,400	1,920,100
	88	Carpenters Run Pump Station Upgrade	231,300	0	231,300
	89	Mayflower WWTP Reliability and Service Upgrades	964,100	0	964,100
	91	Greenpine Acres Pump Station Elimination	0	1,107,100	1,107,100
	93	Sanitary Sewer Overflow 700 Facility Improvements	10,408,200	0	10,408,200
	94	Polk Run WWTP Reliability and Service Upgrades	0	7,611,000	7,611,000
	97	Dry Run Area Sewers Contract Roundbottom Road	8,097,000	0	8,097,000
	98	Dry Run Sewers Contract Eight Mile Road	0	5,793,500	5,793,500
	99	Dry Run Sewers Contract Broadwell Road	0	2,481,900	2,481,900
	101	Camargo Canyon Pump Station Elimination	710,600	0	710,600
	103	Beckman Pump Station Elimination	0	292,400	292,400
	127	CSO 33 I-75 Crossing and Bioretention	148,000	0	148,000
	130	CSO 523 Source Control	1,091,000	0	1,091,000
	135	CSO 181 Source Control Phase 1	642,700	4,163,600	4,806,300
	160	Upper Muddy Creek Interceptor Replacement	0	30,053,900	30,053,900
	161	Benson Street Sewer Replacement	0	2,407,400	2,407,400
MSD Capital Improvements Total			107,732,300	89,017,300	196,749,600



Capital Investment Program Projects by Neighborhood

Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
Water Works					
	4	Kemper Road Tank	300,000	0	300,000
	13	Delhi Water Tank Painting	700,000	0	700,000
	37	Brecon Tank Coating	1,450,000	0	1,450,000
	77	Mack Tank Interior Coating	351,000	0	351,000
	78	Cherry Grove Elevated Interior Coating	200,000	0	200,000
		Water Works PIF Total	3,001,000	0	3,001,000
		Inside Hamilton County/Outside City Total	110,733,300	89,017,300	199,750,600
Outside Hamilton County/Outside City					
Water Works					
	8	Bolton Plant Redundant Transmission Main	2,750,000	0	2,750,000
	11	Backup Power Generator - Constance	800,000	0	800,000
	12	Bolton Plant Well #4 Replacement	750,000	0	750,000
	16	Bolton Plant Lab Upgrade/Expansion	1,190,000	0	1,190,000
	30	Bolton Turbidimeters	79,000	0	79,000
	35	Bolton Plant Chlorinators Upgrade	60,000	0	60,000
	47	Constance Pump Station Redundant Air Compressor	31,000	0	31,000
	88	Constance Dosing & Monitoring	0	26,000	26,000
		Water Works PIF Total	5,660,000	26,000	5,686,000
		Outside Hamilton County/Outside City Total	5,660,000	26,000	5,686,000
Systemwide					
Enterprise Technology Solutions					
	6	CAGIS Infrastructure	58,500	59,450	117,950
	9	Active Directory / Server Consolidation	185,100	100,000	285,100
		General Capital Total	243,600	159,450	403,050
Sewers					
	34	Sewer Relining Trenchless Technology Program	5,575,000	5,290,000	10,865,000
	35	Manhole Rehabilitation Trenchless Technology Program	1,040,000	1,040,000	2,080,000
	36	Sewer Backup Response Program	2,800,000	2,900,000	5,700,000
	37	Rainfall Derived Infiltration and Inflow Program	500,000	915,000	1,415,000
	38	WWIP Progress Studies and Recreation Management	1,074,000	1,106,200	2,180,200
	39	MSD Sustainable (Green) Infrastructure Program	8,000,000	8,000,000	16,000,000
	40	Urgent Capacity Response	2,884,000	2,900,000	5,784,000
	41	Home Sewage Treatment Systems Extensions	168,800	165,800	334,600
	42	Wet Weather Program Management and Support Services	12,650,000	12,650,000	25,300,000
	110	Land Acquisition	3,000,000	3,000,000	6,000,000
	111	Emergency Sewer Repairs	8,490,000	8,490,000	16,980,000
	112	Capital Improvement Program Project Planning	2,000,000	2,000,000	4,000,000
	113	Information Technology Support Systems Improvements	335,000	0	335,000
	114	Wastewater Treatment Roofing and Paving Rehab/Replacement	220,000	220,000	440,000
	115	CSO and SSO Overflow Compliance Monitoring	537,000	537,000	1,074,000
	116	Wastewater Treatment System Asset Renewal	4,468,000	4,470,000	8,938,000
	118	Flow Monitoring and Rain Gauges	6,760,800	6,500,000	13,260,800
	119	Flow and Water Quality Modeling	3,315,200	2,600,000	5,915,200
	120	High Risk System Asset Renewal	4,320,000	4,320,000	8,640,000
	121	MSD-Duke Energy Sewer Televising Partnership	5,000,000	5,000,000	10,000,000

Capital Investment Program

Projects by Neighborhood



Neighborhood Agency	Priority	Project Title	2013	2014	2013-2014 Total
	122	Value Engineering	375,000	375,000	750,000
MSD Capital Improvements Total			73,512,800	72,479,000	145,991,800
Water Works					
	2	Private Development Allocation Program	610,000	588,500	1,198,500
	3	Castings/Street Improvements	505,000	668,500	1,173,500
	5	Replacement Water Mains Allocation Program	38,505,500	28,268,100	66,773,600
	6	Street Improvements Allocation Program	10,798,500	10,773,800	21,572,300
	9	Enterprise Asset Management System	2,239,000	1,015,000	3,254,000
	14	Computers, Servers, and Software	348,500	228,500	577,000
	18	SCADA Citect Upgrade	300,000	0	300,000
	21	Valve Replacement Program	412,500	137,500	550,000
	22	Contamination Warning System	296,000	71,000	367,000
	25	Large Motor Rewind Program (Annual)	125,000	125,000	250,000
	26	SCADA Remote Terminal Units	186,000	62,000	248,000
	28	Station Valve Equipment	160,000	40,000	200,000
	31	Fluoride Feeder Upgrade (Bolton and Miller Plants)	125,000	0	125,000
	32	Simplex Upgrade	60,000	0	60,000
	33	Continuous Water Quality Monitors	145,000	35,000	180,000
	36	Irwin-Simpson & Cornell Generators	1,400,000	0	1,400,000
	38	SCADA Remote Site Communications	533,000	110,000	643,000
	39	All Pipes Distribution System Model Validation	400,000	0	400,000
	42	System Area Network (SAN) Replacement	350,000	0	350,000
	43	SCADA Communications Front End (CFE)	122,000	0	122,000
	48	Critical Backup Power Projects	1,000,000	0	1,000,000
	51	Field Application Replacement on Large Pumps	120,000	0	120,000
	52	Battery, Charger, and DC Panel	50,000	50,000	100,000
	53	Wash Water Recovery Pumps	48,000	0	48,000
	55	Miscellaneous Masonry Replacement	150,000	299,400	449,400
	57	Electrical Transformers	170,000	0	170,000
	63	Motor Control Center Equipment	160,000	120,000	280,000
	64	Miscellaneous Concrete/Pavement Replacement	375,000	751,600	1,126,600
	65	Crane Equipment Improvements	50,000	50,000	100,000
	66	Roof Replacement 2013	1,000,000	0	1,000,000
	70	Medium Voltage Station Backup Breakers	126,000	42,000	168,000
	71	Station Protective Relays	100,000	0	100,000
	73	Video Conference Equipment	50,000	0	50,000
	74	New Water Mains Allocation Program	1,254,000	425,000	1,679,000
	81	Rehabilitate Water Mains Allocation Program	125,000	2,969,100	3,094,100
	87	Solar Recording Charts	0	126,000	126,000
Water Works PIF Total			62,399,000	46,956,000	109,355,000
Systemwide Total			136,155,400	119,594,450	255,749,850
Grand Total			495,739,200	385,123,000	880,862,200



Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
Parking Facilities Fund								
17	Structural Maintenance & Repair	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Parking Facilities Total		100,000	100,000	100,000	100,000	100,000	100,000	600,000
General Capital Fund								
1	Regulatory Compliance & Energy Conservation	63,500	71,600	83,500	81,800	78,200	79,000	457,600
2	Center Hill Gas & Leachate	143,500	112,100	110,000	116,800	100,000	100,000	682,400
3	Wheeled Recycling Carts	535,500	471,900	459,600	451,100	441,600	431,100	2,790,800
4	Retail/Commercial Opportunities	1,294,800	1,268,600	1,330,700	1,363,900	1,280,600	1,294,300	7,832,900
5	Neighborhood Business District Improvements	900,000	900,000	950,000	950,000	900,000	900,000	5,500,000
6	Commercial & Industrial Public Improvements	350,000	350,000	350,000	400,000	350,000	350,000	2,150,000
7	Community Development Focus District	250,000	250,000	300,000	300,000	250,000	250,000	1,600,000
8	Neighborhood Business Property Holding	22,000	25,000	25,000	25,000	22,000	22,200	141,200
9	Strategic Program for Urban Redevelopment	100,000	300,000	300,000	300,000	200,000	200,000	1,400,000
10	Tax Incentive/Enterprise Zone	100,000	100,000	100,000	100,000	100,000	100,000	600,000
11	Business Retention/New Growth	1,000,000	0	0	0	0	0	1,000,000
12	Viable Small Business Development	1,000,000	0	0	0	0	0	1,000,000
13	Emergency Environmental Cleanup/UST	10,000	10,000	10,000	10,000	10,000	10,000	60,000
General Capital Total		5,769,300	3,859,200	4,018,800	4,098,600	3,732,400	3,736,600	25,214,900
Department of City Manager Total		5,869,300	3,959,200	4,118,800	4,198,600	3,832,400	3,836,600	25,814,900



Parking Facilities Fund

Structural Maintenance & Repair

Dept. Priority: 17

Description

This project will provide resources for the labor and materials needed to design and construct improvements to City Parking assets. This project will also provide resources to maintain and repair City Parking assets.

Purpose

The purpose of this project is to maintain, repair, and improve City Parking assets.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Parking Facilities Total	0	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

General Capital Fund

Regulatory Compliance & Energy Conservation

Dept. Priority: 1

Description

This project will provide resources for addressing 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.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	46,600	63,500	71,600	83,500	81,800	78,200	79,000	457,600
General Capital Total	46,600	63,500	71,600	83,500	81,800	78,200	79,000	457,600
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Center Hill Gas & Leachate

Dept. Priority: 2

Description

This project will provide resources for the continued operation and maintenance of the methane gas and leachate collection systems at the former Center Hill Landfill, and support compliance with State and Federal solid waste regulations.

Purpose

The purpose of this project is to maintain compliance with State and Federal solid waste regulations. The City must control, collect, and dispose of all leachate and methane gas until the Ohio Environmental Protection Agency decides that no further action is necessary.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	104,200	143,500	112,100	110,000	116,800	100,000	100,000	682,400
General Capital Total	104,200	143,500	112,100	110,000	116,800	100,000	100,000	682,400
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Wheeled Recycling Carts

Dept. Priority: 3

Description

This project will provide resources for covering the debt service on City bonds used to finance the purchase of wheeled recycling carts for all eligible Cincinnati households.

Purpose

The purpose of this project is to maximize citizen participation in the curbside recycling program and maximize diversion of solid waste from the landfill.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	325,500	535,500	471,900	459,600	451,100	441,600	431,100	2,790,800
General Capital Total	325,500	535,500	471,900	459,600	451,100	441,600	431,100	2,790,800
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Retail/Commercial Opportunities

Dept. Priority: 4

Description

This project would provide funding to enable the City to pursue retail and commercial tenants by offering incentives to leverage private investment. Project funding would also be used for project administration costs, predevelopment work, and to cover carrying costs (i.e., property taxes) on City-owned sites overseen by the Economic Development Division of the City Manager's Office.

Purpose

The purpose of this project is to create new employment opportunities while retaining existing jobs. The project would also foster positive business relationships, encourage business growth and investment, facili-



tate property development for commercial purposes, and cover carrying costs (i.e, real estate taxes) for City-owned properties overseen by the Economic Development Division of the City Manager's Office.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	1,310,700	1,294,800	1,268,600	1,330,700	1,363,900	1,280,600	1,294,300	7,832,900
General Capital Total	1,310,700	1,294,800	1,268,600	1,330,700	1,363,900	1,280,600	1,294,300	7,832,900
Estimated Personnel Cost	139,060	129,480	126,860	133,070	136,390	128,060	129,430	783,290

Neighborhood Business District Improvements

Dept. Priority: 5

Description

This project would provide funding for the design and construction of streetscape improvements, parking improvements, and other infrastructure/capital investments intended to stabilize, sustain, and revitalize the City's designated Neighborhood Business Districts. The Neighborhood Business District Improvement Program (NBDIP) has both a City Capital and a Community Development Block Grant component. Individual projects are vetted by City staff as well as peer reviewed in a competitive grant process involving a citizen advisory group.

Purpose

The purpose of this project is to enhance the economic viability of each Neighborhood Business District (NBD) and the communities they serve. This project would also increase employment opportunities.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	29,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Other	97,000	80,000	80,000	100,000	100,000	80,000	80,000	520,000
Construction	844,000	790,000	790,000	820,000	820,000	790,000	790,000	4,800,000
General Capital Total	970,000	900,000	900,000	950,000	950,000	900,000	900,000	5,500,000
Estimated Personnel Cost	77,000	90,000	90,000	95,000	95,000	90,000	90,000	550,000

Commercial & Industrial Public Improvements

Dept. Priority: 6

Description

This project would provide funding for planning activities and public improvements in accordance with existing and future plans. Public improvements would include any specific infrastructure improvements, development and predevelopment activities to facilitate retention, expansion, and attraction of businesses

Capital Improvement Plan

City Manager



within commercial and industrial areas of the City. EDD will continue to target locations in the City which are identified by the GO Cincinnati study as Growth Opportunity Areas.

Purpose

The purpose of this project is to stimulate additional development and to leverage private investment within commercial and industrial areas of the City outside of the Central Business District (CBD).

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	30,000	20,000	20,000	20,000	50,000	20,000	20,000	150,000
Engineering	35,000	40,000	40,000	40,000	50,000	40,000	40,000	250,000
Construction	308,000	290,000	290,000	290,000	300,000	290,000	290,000	1,750,000
General Capital Total	373,000	350,000	350,000	350,000	400,000	350,000	350,000	2,150,000
Estimated Personnel Cost	30,000	35,000	35,000	35,000	40,000	35,000	35,000	215,000

Community Development Focus District

Dept. Priority: 7

Description

This project would provide funding for projects in neighborhoods that are identified in the City Consolidated Plan as Strategic Investment Areas and Neighborhood Revitalization Strategy Areas. Projects will include development and predevelopment activities, as well as gap financing and public improvements. Funds will be further targeted to viable, market-driven and mixed-use development that can create a catalytic impact to stabilize and revitalize neighborhoods.

Purpose

The purpose of this project is to target viable, market-driven economic and mixed use development in neighborhoods that are designated Neighborhood Revitalization Strategy Areas or Community Development Focus Districts. The project will help stabilize those neighborhoods by making funding available for projects that would normally not be eligible for Community Development Block Grant (CDBG) funds.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	350,000	250,000	250,000	300,000	300,000	250,000	250,000	1,600,000
General Capital Total	350,000	250,000	250,000	300,000	300,000	250,000	250,000	1,600,000
Estimated Personnel Cost	28,000	25,000	25,000	30,000	30,000	25,000	25,000	160,000

Neighborhood Business Property Holding

Dept. Priority: 8

Description

This project would provide resources for the rehabilitation and maintenance of City-owned properties by providing for necessary upkeep. The intent of owning such property is to position strategically important parcels for commercial redevelopment through proactive land assembly, which often requires the City to



temporarily own the property in order to perform pre-development activities such as demolition, site infrastructure improvements, and marketing.

Purpose

The purpose of this project is to keep City owned property in good condition in order to keep up the standards in the neighborhood where the property is located and to avoid property code violations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Land	15,000	22,000	25,000	25,000	25,000	22,000	22,200	141,200
General Capital Total	15,000	22,000	25,000	25,000	25,000	22,000	22,200	141,200
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Strategic Program for Urban Redevelopment

Dept. Priority: 9

Description

This project would provide funding for the Strategic Program for Urban Redevelopment (SPUR) and will facilitate the redevelopment of abandoned, vacant, or underutilized industrial and commercial sites where the expansion or redevelopment may be complicated by environmental contamination. EDD will continue to target locations in the City which are identified by the GO Cincinnati study as Growth Opportunity Areas.

Purpose

The purpose of this project is to achieve the redevelopment of brownfield sites.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	25,000	10,000	30,000	30,000	30,000	20,000	20,000	140,000
Land	62,000	25,000	75,000	75,000	75,000	50,000	50,000	350,000
Construction	163,000	65,000	195,000	195,000	195,000	130,000	130,000	910,000
General Capital Total	250,000	100,000	300,000	300,000	300,000	200,000	200,000	1,400,000
Estimated Personnel Cost	20,000	10,000	30,000	30,000	30,000	200,000	200,000	500,000

Tax Incentive/Enterprise Zone

Dept. Priority: 10

Description

This project would provide funding to operate the CRA property tax abatement program and the State of Ohio designated Enterprise Zone Program, including coordination with the State of Ohio as well as compliance and monitoring activity for existing agreements. The City administers these programs to provide an

Capital Improvement Plan

City Manager



incentive to encourage renovation and new construction of commercial property, as well as to incentivize businesses to expand, renovate, or relocate within the City.

Purpose

The purpose of this project is to encourage businesses to remain, expand, or relocate in the City of Cincinnati.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
General Capital Total	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Estimated Personnel Cost	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000

Business Retention/New Growth

Dept. Priority: 11

Description

The project will provide resources for business retention and expansion activities for Cincinnati businesses, as well as new growth opportunities for businesses that are new to Cincinnati. Funds will be mostly focused on filling Central Business District office vacancies, as well as to attract and retain corporate headquarters, office users, and other companies that bring significant jobs and investment. Expenditures of funds would include capital-eligible uses such as public parking and other public improvements.

Purpose

The purpose of this project is to fund capital-eligible projects involved the retention or expansion of existing businesses as well as the relocation and expansion of new companies to the City of Cincinnati.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	1,000,000	0	0	0	0	0	1,000,000
General Capital Total	0	1,000,000	0	0	0	0	0	1,000,000
Estimated Personnel Cost	0	100,000	0	0	0	0	0	100,000



Viable Small Business Development

Dept. Priority: 12

Description

This project will provide resources for encouraging small business growth within the City through innovative or proven methods of City financial assistance, such as developing business incubator space, acquisition and improvement of real property, and the creation/improvement of public infrastructure.

Purpose

The purpose of this project is to assist viable small businesses in overcoming hurdles to growth and expansion within the City of Cincinnati

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	1,000,000	0	0	0	0	0	1,000,000
General Capital Total	0	1,000,000	0	0	0	0	0	1,000,000
<hr/>								
Estimated Personnel Cost	0	100,000	0	0	0	0	0	100,000

Emergency Environmental Cleanup/UST

Dept. Priority: 13

Description

This project will provide resources for covering costs related to emergency environmental cleanup as needed. Frequently, this is related to clean up of fuel or chemical spills, abandoned chemical containers, or underground storage tanks that are discovered in construction projects and require immediate actions. Once an underground tank removal is completed, the City may be reimbursed for these costs by the state of Ohio.

Purpose

The purpose of this project is to provide funding for emergency environmental cleanup as needed.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	10,000	10,000	10,000	10,000	10,000	10,000	60,000
General Capital Total	0	10,000	10,000	10,000	10,000	10,000	10,000	60,000
<hr/>								
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Capital Improvement Plan Community Development

Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
General Capital Fund								
1	Hazard Abatement/Demolition Program	2,117,500	220,000	235,000	233,000	220,000	220,000	3,245,500
2	Strategic Housing Initiatives Program	0	986,200	990,000	990,000	958,600	970,500	4,895,300
3	Homeless to Homes	1,400,000	0	0	0	0	0	1,400,000
5	Downtown Housing Development	77,300	653,000	713,500	668,100	653,000	653,000	3,417,900
6	Citirama	800,000	0	850,000	0	800,000	0	2,450,000
7	Neighborhood Market Rate Housing	500,000	850,000	0	850,000	0	800,000	3,000,000
8	Gateway V	1,500,000	0	0	0	0	0	1,500,000
General Capital Total		6,394,800	2,709,200	2,788,500	2,741,100	2,631,600	2,643,500	19,908,700
Department of Community Development Total		6,394,800	2,709,200	2,788,500	2,741,100	2,631,600	2,643,500	19,908,700



General Capital Fund

Hazard Abatement/Demolition Program

Dept. Priority: 1

Description

This project will provide resources 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. In 2013, funding will be added to the existing Moving Ohio Forward Demolition Grant project account to facilitate tracking of project resources.

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.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	297,500	2,117,500	220,000	235,000	233,000	220,000	220,000	3,245,500
General Capital Total	297,500	2,117,500	220,000	235,000	233,000	220,000	220,000	3,245,500
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Strategic Housing Initiatives Program

Dept. Priority: 2

Description

This project will provide resources for the Strategic Housing Initiatives Program (SHIP), which provides for strategic investments in housing projects throughout the City's neighborhoods, with a primary emphasis on homeownership opportunities. The program will support rehabilitation or new construction of units for homeownership and maintenance of property during the pre-development phase.

Purpose

The purpose of this project is to support the Strategic Housing Initiatives Program (SHIP), which will provide funding for housing projects with an emphasis on homeownership.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	125,000	0	128,000	128,000	128,000	124,000	126,000	634,000
Construction	683,600	0	858,200	862,000	862,000	834,600	844,500	4,261,300
General Capital Total	808,600	0	986,200	990,000	990,000	958,600	970,500	4,895,300
Estimated Personnel Cost	67,000	0	88,000	99,000	99,000	95,000	97,000	478,000



Homeless to Homes

Dept. Priority: 3

Description

This project will provide resources for construction costs associated with the development of three shelters: new YWCA women's shelter, relocation and construction of the City Gospel Mission Shelter, and/or the relocation and construction of the Drop Inn Center.

Purpose

The purpose of this project is to address the Ordinance approved by City Council in 2008 which directed Strategies to End Homelessness, Inc. (STEH) fka the Cincinnati/Hamilton County Continuum of Care for the Homeless, Inc. to "immediately address the inadequacy of the current provision of services for single homeless individuals in the City of Cincinnati, and to put in place a comprehensive plan to implement such services" Furthermore, the plan must ensure that single homeless men and women will have access to safe, appropriate shelter facilities and that such facilities will provide comprehensive services necessary for homeless individuals to obtain and maintain housing.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	1,400,000	0	0	0	0	0	1,400,000
General Capital Total	0	1,400,000	0	0	0	0	0	1,400,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Downtown Housing Development

Dept. Priority: 5

Description

This project will provide resources to support housing development in the downtown area.

Purpose

The purpose of this project is to increase the number of residential units in the downtown area to provide a greater number of housing choices within the City. The project would also improve the physical environment of the downtown area by rehabilitating and developing vacant and underutilized buildings/sites. New downtown residents would grow the market base for retail/commercial activities in downtown Cincinnati, which would ultimately increase the City's income tax revenue.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	75,500	0	65,000	70,000	66,000	65,000	65,000	331,000
Construction	577,000	77,300	588,000	643,500	602,100	588,000	588,000	3,086,900
General Capital Total	652,500	77,300	653,000	713,500	668,100	653,000	653,000	3,417,900
Estimated Personnel Cost	52,000	7,000	65,000	70,000	66,000	65,000	65,000	338,000



Citirama

Dept. Priority: 6

Description

This project would provide funding for new market rate homes over a six-year period. Resources would be used for site and public improvements incidental to new housing construction at future Citirama development sites. Citirama is a joint development partnership between the City and the Homebuilders Association of Greater Cincinnati.

Purpose

The purpose of this project is to demonstrate the viability and desirability of developing housing in the City. The project will also increase the level of homeownership in the City, and expand the City's real estate and income tax base.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	680,000	0	723,000	0	680,000	0	2,083,000
Engineering	0	40,000	0	42,000	0	40,000	0	122,000
Other	0	80,000	0	85,000	0	80,000	0	245,000
General Capital Total	0	800,000	0	850,000	0	800,000	0	2,450,000
Estimated Personnel Cost	0	80,000	0	85,000	0	80,000	0	245,000

Neighborhood Market Rate Housing

Dept. Priority: 7

Description

This project will provide resources for the development of market-rate housing in Cincinnati neighborhoods. City assistance may take the form of acquisition, site preparation, infrastructure development, and direct assistance for construction or rehabilitation. Project funding would also be available to assist projects that will be recommended in the Strategic Housing Initiatives Program (SHIP).

Purpose

The purpose of this project is to increase market-rate housing in City neighborhoods. This program is designed to improve the City's competitive edge in retaining and attracting middle income residents by increasing the supply and variety of available market rate housing.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	500,000	740,000	0	740,000	0	695,000	2,675,000
Other	0	0	110,000	0	110,000	0	105,000	325,000
General Capital Total	0	500,000	850,000	0	850,000	0	800,000	3,000,000
Estimated Personnel Cost	0	0	85,000	0	85,000	0	80,000	250,000



Gateway V

Dept. Priority: 8

Description

This project will provide resources for the redevelopment of vacant buildings within the Gateway V area of Over-the-Rhine. Gateway V is generally located east of Elm Street, south of 15th Street, west of Vine Street, and north of 13th Street. This project will redevelop 21 vacant buildings, resulting in the creation of 88 residential units and 7,909 square feet of commercial space.

Purpose

The purpose of this project is to provide market-rate housing and economic development opportunities in Over-the-Rhine.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	1,500,000	0	0	0	0	0	1,500,000
General Capital Total	0	1,500,000	0	0	0	0	0	1,500,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



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Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
Convention Center Fund								
2	Building Equipment	235,000	30,000	90,000	90,000	90,000	90,000	625,000
3	Capital Maintenance	175,000	0	40,000	40,000	40,000	40,000	335,000
4	Furniture, Fixtures, and Equipment	50,000	200,000	100,000	100,000	100,000	100,000	650,000
Convention Center Total		460,000	230,000	230,000	230,000	230,000	230,000	1,610,000
Department of Enterprise Services Total		460,000	230,000	230,000	230,000	230,000	230,000	1,610,000



Convention Center Fund

Building Equipment

Dept. Priority: 2

Description

This project will provide resources for the replacement or repair of major equipment at the convention center including, but not limited to, HVAC equipment and control upgrades/replacement, Cincinnati LED sign, escalator replacement, freight elevator upgrades, fire panel upgrade, control room upgrades, escalator cleaning machine, installation of a high performance overhead door and air wall repairs.

Purpose

The purpose of this project is to repair or replace equipment at the convention center to maintain the current standard of excellence in providing a top rated convention facility.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Equipment	75,000	235,000	30,000	90,000	90,000	90,000	90,000	625,000
Convention Center Total	75,000	235,000	30,000	90,000	90,000	90,000	90,000	625,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Capital Maintenance

Dept. Priority: 3

Description

This project will provide resources for capital improvements at the convention center including, but not limited to, repair of the dishwasher room leaks, interior and exterior leak repair, service door replacement/modifications, building envelope air infiltration investigation and repair, exhibit hall lighting upgrade, junior ballroom ceiling treatment, restroom tile, kitchen floor upgrades, refurbish operations offices, and pay phone area upgrades.

Purpose

The purpose of this project is to provide for the capital maintenance of the newly expanded convention center facility.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	100,000	175,000	0	40,000	40,000	40,000	40,000	335,000
Convention Center Total	100,000	175,000	0	40,000	40,000	40,000	40,000	335,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Furniture, Fixtures, and Equipment

Dept. Priority: 4

Description

This project will provide resources for the purchase of additional and replacement furniture, fixtures, and equipment necessary to provide an appealing venue for conventions and visitors coming to the convention

Capital Improvement Plan

Enterprise Services



center. Furniture, fixtures, and equipment would include, but not be limited to, pre-function area furniture, ballroom chairs, tables, radio equipment, computer equipment, and power cable and pole connectors.

Purpose

The purpose of this project is to purchase furniture, fixtures, and equipment necessary to maintain a first class convention center.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	55,000	50,000	200,000	100,000	100,000	100,000	100,000	650,000
Convention Center Total	55,000	50,000	200,000	100,000	100,000	100,000	100,000	650,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



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Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
Telecommunications Services Fund								
7	Radio Communications Equipment	30,000	30,000	30,000	30,000	30,000	30,000	180,000
	Telecommunications Services	30,000	30,000	30,000	30,000	30,000	30,000	180,000
	Total							
General Capital Fund								
1	Information Tech. Efficiency Initiatives	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
2	Communications Master Plan	306,700	78,000	214,100	98,800	208,400	248,900	1,154,900
3	Data Infrastructure Security	56,300	105,900	67,800	67,800	67,800	67,800	433,400
4	Cincinnati Financial System Upgrades	22,200	22,200	63,600	22,200	22,200	22,200	174,600
5	Electronic Gov't (eGov) Web Enhancement	60,000	261,350	190,850	140,900	100,000	100,000	853,100
6	CAGIS Infrastructure	58,500	59,450	59,450	116,000	116,000	59,400	468,800
8	Data Management Solution	0	102,300	0	0	0	0	102,300
9	Active Directory / Server Consolidation	185,100	100,000	170,400	339,500	194,000	213,300	1,202,300
	General Capital Total	1,688,800	1,729,200	1,766,200	1,785,200	1,708,400	1,711,600	10,389,400
	Department of Enterprise Technology Solutions Total	1,718,800	1,759,200	1,796,200	1,815,200	1,738,400	1,741,600	10,569,400



Telecommunications Services Fund

Radio Communications Equipment

Dept. Priority: 7

Description

This project will provide resources for replacement of equipment used by the Radio Services Section to maintain radio communications equipment and the outdoor warning siren network. During 2013/2014 funding may also be used to dismantle the UHF/VHF radio system as it gets replaced by the 800 MHz system.

Purpose

The purpose of this project is to provide equipment so that the City's investment in the Citywide Communications System and the outdoor warning siren network can be maintained.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Telecommunications Services Total	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

General Capital Fund

Information Tech. Efficiency Initiatives

Dept. Priority: 1

Description

This project will provide resources for the following IT initiatives that will promote efficiency for City departments: mobile computing for Code Enforcement and Buildings Inspectors; upgrades to the work order system in Public Services including asset management, cost accounting, and work order tracking; a time and attendance system in Public Services; virtual servers and desktops, IT service desk software, mobile device management, backup site and electric phone bills in Enterprise Technology Solutions; and improvements to the Cincinnati Human Resources Information System including time and labor tracking for all departments.

Purpose

The purpose of this project is to support information technology capital projects that promote efficiency for City departments. This project complies with the City Council directive to scale up technology applications that will increase productivity and reduce costs (Doc. #200900970).

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
General Capital Total	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Estimated Personnel Cost	0	150,000	150,000	150,000	150,000	150,000	150,000	900,000



Communications Master Plan

Dept. Priority: 2

Description

This project will provide resources for funding to update and implement a multi-year strategy for upgrading the City's communications network including, but not limited to, updating the Communications Master Plan, replacing obsolete and unsupported hardware, and upgrading the fiber network facilities to support voice, data, and video.

Purpose

The purpose of this project is to continue to address the current issues with the City's Metropolitan Area Network (MAN). The current issues include the following: 1) impending technological obsolescence; 2) known and predicted service bottlenecks; and 3) the lack of capacity for future growth.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	33,900	14,900	0	0	0	0	48,800
Equipment	266,000	272,800	63,100	214,100	98,800	208,400	248,900	1,106,100
General Capital Total	266,000	306,700	78,000	214,100	98,800	208,400	248,900	1,154,900
Estimated Personnel Cost	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000

Data Infrastructure Security

Dept. Priority: 3

Description

This project provides resources for the continued development and protection of the City's information, data infrastructure, and information technology assets. Funding could be used to acquire a duplicate Storage Area Network which would enable instant continuity of service should the existing SAN fail; testing of recently acquired applications to ensure they are intrusion-safe in order to meet audit requirements; and improve Altiris functionality. Altiris will provide more inventory management, including software license compliance. Altiris IDS software will help monitor network traffic for proper use.

Purpose

The purpose of this project is to define, measure, and report on the compliance of the City's information assets with corporate security policies, industry-standard security polices, and government regulations. This compliance is critical in protecting the City's physical and financial resources, legal position, employees, and other tangible assets against an increasing set of security threats. In addition to assuring compliance, this initiative will help facilitate the City's planning and prioritization of security risk in order to maximize the security posture of the City's infrastructure.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	21,700	47,500	0	0	0	0	69,200
Equipment	87,500	34,600	58,400	67,800	67,800	67,800	67,800	364,200
General Capital Total	87,500	56,300	105,900	67,800	67,800	67,800	67,800	433,400
Estimated Personnel Cost	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000



Cincinnati Financial System Upgrades

Dept. Priority: 4

Description

This project will provide resources for the continued development of the Cincinnati Financial System (CFS). Project funding could include server replacement and could be used to address audit findings associated with disaster recovery and system backup. This would also include adding and updating Virtual VMware servers and updating the Webfocus reporting environment.

Purpose

The purpose of this project is to provide funding for the maintenance of CFS and Executive Information System (EIS) to expand capacity to allow for public access to the systems. Trends in the development of e-government applications for the City require maintenance of the current systems coupled with the ability to expand capacity to handle public access to the systems.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	40,000	22,200	22,200	63,600	22,200	22,200	22,200	174,600
General Capital Total	40,000	22,200	22,200	63,600	22,200	22,200	22,200	174,600
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Electronic Gov't (eGov) Web Enhancement

Dept. Priority: 5

Description

This project will provide resources for funding to implement electronic payments/transactions and interactive forms, enhance the City's web sites to reflect the City's new brand image, upgrade hardware, and enforce information security policies. These enhancements are fundamental to improving service, quality, efficiency, and convenience for citizens, visitors, and businesses. This project will also fund web site improvements to meet the requirements and guidelines set forth by the following organizations: 1) American Disabilities Act (ADA); 2) Digital Signatures; 3) MasterCard Site Data Protection Program, and; 3) the National Automated Clearing House Association (NACHA).

Purpose

The purpose of this project is to improve citizen's ability to conduct business online while enhancing security. The purpose of this project is to improve and enhance government responsiveness to citizens by: 1) Reducing costs for administration, web content, and infrastructure maintenance; 2) Using Internet technology to improve customer satisfaction and interaction; 3) Providing consistent web site design, navigation, and update of information. Savings would occur through server and workflow consolidations by reducing duplicate functions.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	111,800	60,000	261,350	190,850	140,900	100,000	100,000	853,100
General Capital Total	111,800	60,000	261,350	190,850	140,900	100,000	100,000	853,100
Estimated Personnel Cost	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000



CAGIS Infrastructure

Dept. Priority: 6

Description

This project will provide resources to support and maintain the City's digital database map. The CAGIS Infrastructure Project is a joint effort between the City, Duke Energy, and Hamilton County to provide a common real time Geographical Information System (GIS) that enables efficiencies in GIS data collection, analysis, sharing, and management across the three major enterprises.

Purpose

The purpose of this project is to maintain the City's investment in the CAGIS system and to enhance the database by including the scanning of enterprise-wide easement and right-of-way drawings with links to related parcels. This project also continues the implementation of more productive database technologies. This will provide the ability to perform new online analyses of support business processes. Departments will have the ability to perform time sequence environmental and economic analyses on GIS datasets, as well as gain the ability to view easement and right-of-way features on database parcels.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	35,500	36,450	36,450	93,000	93,000	36,400	330,800
Equipment	76,200	23,000	23,000	23,000	23,000	23,000	23,000	138,000
General Capital Total	76,200	58,500	59,450	59,450	116,000	116,000	59,400	468,800
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Data Management Solution

Dept. Priority: 8

Description

This project will provide resources for the acquisition and implementation of an Enterprise Document Management System.

Purpose

The purpose of this project is to make available a centralized document management solution in order to improve efficiencies citywide and reduce costs by reducing the need for Departments to purchase and support individual solutions which are in practice similar to each other.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	0	102,300	0	0	0	0	102,300
General Capital Total	0	0	102,300	0	0	0	0	102,300
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Active Directory / Server Consolidation

Dept. Priority: 9

Description

This project will provide resources 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.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	105,000	185,100	100,000	170,400	339,500	194,000	213,300	1,202,300
General Capital Total	105,000	185,100	100,000	170,400	339,500	194,000	213,300	1,202,300
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
General Capital Fund								
1	Licensing Software & A/R Collection Sys.	10,000	0	0	0	0	0	10,000
	General Capital Total	10,000	0	0	0	0	0	10,000
	Department of Finance Total	10,000	0	0	0	0	0	10,000



General Capital Fund

Licensing Software & A/R Collection Sys.

Dept. Priority: 1

Description

This project will provide resources for implementation of the licensing phase of the licensing software and accounts receivable collection system. This project upgrades the current licensing system from a paper based system to a more automated system. In addition, less manual data entry would be necessary.

Purpose

The purpose of this project is to allow for the licensing process to be automated and to allow for the scanning of existing documents to create a complete licensing database. Service levels and the efficiency of collections would thereby be improved.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	46,600	10,000	0	0	0	0	0	10,000
General Capital Total	46,600	10,000	0	0	0	0	0	10,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
General Capital Fund								
1	Radio Equipment Replacement	750,000	0	0	0	0	0	750,000
2	Records Management System Servers and Storage	100,000	0	0	0	0	0	100,000
5	Apparatus Door Closers	94,900	0	0	0	0	0	94,900
6	High Rise Equipment	57,700	48,500	0	0	0	0	106,200
8	CFD Driving Simulator	0	200,000	0	0	0	0	200,000
9	Appliances for Existing Firehouses	0	62,200	62,100	0	0	0	124,300
11	Westwood Firehouse Furnishings	75,000	0	0	0	0	0	75,000
12	Personal Protective Equipment	180,000	0	0	0	0	0	180,000
General Capital Total		1,257,600	310,700	62,100	0	0	0	1,630,400
Department of Fire Total		1,257,600	310,700	62,100	0	0	0	1,630,400



General Capital Fund

Radio Equipment Replacement

Dept. Priority: 1

Description

This project will provide resources to augment grant resources to replace all out-dated 800 MHz portable radio equipment.

Purpose

The purpose of this project is to ensure that the Cincinnati Fire Department (CFD) is performing firefighting operations with one uniform radio style. Using two different styles of radios could become problematic for firefighters under a variety of circumstances. This is a timely opportunity for the City to use \$750,000 to leverage \$1.5 million of grant funds from DHS UASI while improving the safety of citizens and firefighters. CFD will not receive more grant funding from future DHS UASI grants because Cincinnati was eliminated from the DHS UASI program in 2012.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	750,000	0	0	0	0	0	750,000
General Capital Total	0	750,000	0	0	0	0	0	750,000
<hr/>								
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Records Management System Servers and Storage

Dept. Priority: 2

Description

This project will provide resources for the necessary servers, software and licenses for the department to manage the Record Management System for National Fire Incident Reporting System (NIFRS) data and other internally tracked data such as injury and accident tracking, stores inventory, and drug inventory.

Purpose

The purpose of this project is to allow for statistical analysis of trends and tracking of all aspects of the department including NIFRS, daily suppression scheduling, advanced leave scheduling, injury and accident tracking, certification tracking, internal investigation, stores inventory, drug inventory, transfer requests, and etc. The RMS will assist in assuring that union contract guidelines are properly followed for suppression scheduling.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	100,000	0	0	0	0	0	100,000
General Capital Total	0	100,000	0	0	0	0	0	100,000
<hr/>								
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Apparatus Door Closers

Dept. Priority: 5

Description

This project will provide resources for the purchase of apparatus garage door closers for all garage doors throughout the Department of Fire. The apparatus garage door closers will allow for the automatic retraction of garage doors in the event that a person or object is obstructing the doorway.

Purpose

The purpose of this project is to reduce the City's liability and maintain firehouse security. The current closures are not equipped for automatic retraction in the event that a person or object is obstructing the path. The updated closures will monitor the presence of an apparatus and will time the closing of the garage door to eliminate possible accidental/premature closure. In addition, the updated closures will allow the door to stop and/or reverse, if necessary. Lastly, the new door closure will ensure proper closure, thereby enhancing the security of the firehouses.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	94,900	0	0	0	0	0	94,900
General Capital Total	0	94,900	0	0	0	0	0	94,900
Estimated Personnel Cost	0	0	0	0	0	0	0	0

High Rise Equipment

Dept. Priority: 6

Description

This project will provide equipment to properly combat high-rise fires and to perform rescue and evacuation. This equipment will replace outdated/worn equipment in addition to purchasing new equipment specific to high-rise fire response.

Purpose

The purpose of this project is to provide resources to purchase a portable master stream device capable of delivering 500 GPM, which will increase immediate response efforts and ultimately save lives and property. In the event of a high-rise fire within the City of Cincinnati, the current procedures and equipment may not be adequate to apply the required water flow to control the fire and conduct search and rescue/evacuation tasks. CFD will be able to obtain high-rise fire response equipment that will improve their operational efforts by providing high pressure standpipe supply hose. This equipment will supply adequate pressure in upper floors of 30-40+ story buildings within the central business district. CFD will obtain a High-Rise Emergency Response Offensive Pipe (HERO Pipe), which can deliver a high volume of water at the point of attack from the floor below with as little as a two-person team and can be set up in minutes.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	57,700	48,500	0	0	0	0	106,200
General Capital Total	0	57,700	48,500	0	0	0	0	106,200
Estimated Personnel Cost	0	0	0	0	0	0	0	0



CFD Driving Simulator

Dept. Priority: 8

Description

This project will provide resources for the 550Fireplus Driving Simulation System. It has an enhanced Virtual World, uses a Dolby surround sound system, and uses three (3) 55" HD Flatscreen Monitors. This gives the 550Fireplus System a 225 degree field of view. These Systems are a training resource that can be integrated into a Driver Skills and Judgment Training Curriculum.

Purpose

The purpose of this project is to enhance driving skills by providing a bridge between classroom delivered instruction and actual operation of a motor vehicle on a prepared course or public roadway.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	0	200,000	0	0	0	0	200,000
General Capital Total	0	0	200,000	0	0	0	0	200,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Appliances for Existing Firehouses

Dept. Priority: 9

Description

This project will provide resources for the replacement of aging appliances in the City's firehouses and will establish a replacement cycle. The project would also include the installation of additional cooking hoods with fire suppression systems in those firehouses that do not meet current building codes.

Purpose

The purpose of this project is to reduce the Cincinnati Fire Department's appliance repair costs, reduce the department's energy consumption by installing more efficient appliances, and upgrade the living conditions of the firefighters. By installing appliances that are properly sized, the department plans to reduce the number of appliances operated at each location.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	0	62,200	62,100	0	0	0	124,300
General Capital Total	0	0	62,200	62,100	0	0	0	124,300
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Capital Improvement Plan

Fire



Westwood Firehouse Furnishings

Dept. Priority: 11

Description

This project will provide resources for the furnishings for the new Westwood Firehouse.

Purpose

The purpose of this project is to create functionality for the firefighters working and living in the new Westwood Firehouse.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	75,000	0	0	0	0	0	75,000
General Capital Total	0	75,000	0	0	0	0	0	75,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Personal Protective Equipment

Dept. Priority: 12

Description

This project will provide resources to purchase turnout gear for new Fire recruits. Turnout gear is outer protective clothing consisting of a coat and pant set.

Purpose

The purpose of this project is to protect firefighters when they respond to fires and other hazardous situations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	180,000	0	0	0	0	0	180,000
General Capital Total	0	180,000	0	0	0	0	0	180,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



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Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
General Capital Fund								
1	Facilities Renovation & Repairs	159,900	309,000	324,700	332,800	300,200	301,600	1,728,200
2	Health IT Equipment	172,000	0	0	0	0	0	172,000
3	Dental Software	60,000	0	0	0	0	0	60,000
General Capital Total		391,900	309,000	324,700	332,800	300,200	301,600	1,960,200
Department of Health Total		391,900	309,000	324,700	332,800	300,200	301,600	1,960,200



General Capital Fund

Facilities Renovation & Repairs

Dept. Priority: 1

Description

This project will provide resources for major repairs and renovations at Health Department facilities. The projects considered in 2013 include: 1) replacing HVAC units at the Elm Street Health Center building; 2) replacing the control panel for the fire alarm system at Elm Street; 3) renovating the restroom at Elm Street; and 4) repaving the parking lot at the Health Department Administration Building at Burnet and Martin Luther King. The projects considered for 2014 include: 1) replacing additional heat pumps and HVAC units at various Health Department locations; and 2) repaving parking lots at additional locations.

Purpose

The purpose of this project is to protect and extend the life of the respective Primary Health Care Clinic sites and various Health Department facilities. The needed renovations will maintain compliance with clinic facility accreditation standards, as well as present a more visually appealing facility for customers.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	260,300	159,900	309,000	324,700	332,800	300,200	301,600	1,728,200
General Capital Total	260,300	159,900	309,000	324,700	332,800	300,200	301,600	1,728,200
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Health IT Equipment

Dept. Priority: 2

Description

This project will provide resources for the purchase of 60 personal computers. The Health Department anticipates an average cost of \$1,200 per computer. The Health Department's IT section supports approximately 381 computers. Printers and other devices such as various client hardware are in addition to the computers. 224 of the 381 computers have been in operation five to seven years.

Purpose

The purpose of this project is to replace old and obsolete computers to improve efficiency for various Health department employees.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	172,000	0	0	0	0	0	172,000
General Capital Total	0	172,000	0	0	0	0	0	172,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Dental Software

Dept. Priority: 3

Description

This project will provide resources for the purchase of software for the dental operations at Health Department clinics that will tie in the digital x-rays with electronic dental records, patient demographics, and billing.

Purpose

The purpose of this project is to provide the IT structure for the dental program to exist in future years. Not only will the software enhancement improve the productivity of the providers, but third party payers are requiring additional information on the specific treatment rendered. If the software is not enhanced, revenue collected from third party payers will be lost.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	60,000	0	0	0	0	0	60,000
General Capital Total	0	60,000	0	0	0	0	0	60,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



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Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
General Capital Fund								
1	Park Infrastructure Rehabilitation	3,638,100	2,792,700	2,934,500	3,007,200	2,713,100	2,725,300	17,810,900
2	Cincinnati Riverfront Park	4,000,000	0	0	0	0	0	4,000,000
General Capital Total		7,638,100	2,792,700	2,934,500	3,007,200	2,713,100	2,725,300	21,810,900
Department of Parks Total		7,638,100	2,792,700	2,934,500	3,007,200	2,713,100	2,725,300	21,810,900



General Capital Fund

Park Infrastructure Rehabilitation

Dept. Priority: 1

Description

This project will provide resources for general upgrades (electrical, HVAC, lighting, and plumbing) at Park facilities, as well as infrastructure improvements to roadways, walks, retaining walls, and other structures. Renovation of deteriorated or out-of-code structures would also be included.

Purpose

The purpose of this project is to provide for the renovation of basic infrastructures in the city's parks. It also provides resources to upgrade facilities to remain in compliance with codes and regulations. Projects are designed to complete American Disability Act compliance projects, and to retrofit utilities to improve efficiency to provide a clean, safe, reliable, green, and beautiful park system.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	566,400	527,620	558,540	586,900	601,440	542,620	545,060	3,362,180
Construction	2,173,200	3,110,480	2,234,160	2,347,600	2,405,760	2,170,480	2,180,240	14,448,720
General Capital Total	2,739,600	3,638,100	2,792,700	2,934,500	3,007,200	2,713,100	2,725,300	17,810,900
Estimated Personnel Cost	600,000	640,000	640,000	640,000	640,000	640,000	640,000	3,840,000

Cincinnati Riverfront Park

Dept. Priority: 2

Description

This project will provide resources for the Smale Riverfront Park. The new park will create a new regional park on the Cincinnati's Riverfront, connecting the stadiums, the Underground Railroad Freedom Center, and the Banks development. The Park will cost approximately \$120 million and will be funded from Federal, State, Local, and private donors over the next eight-ten years. The 40 acre park will provide citizens with a place of respite, reflection, and will provide many unique features such as fountains, play areas, floral gardens, family size swings, and a venue for concerts, festivals and events. This project is the final Phase of the Riverfront Project that began with the moving of Ft. Washington Way, building of the Stadia, building of the Banks Development and now the park.

Purpose

The purpose of this project is to stabilize the Ohio River's banks to prevent further erosion and provide for flood mitigation, as well as provide a new world class park that will become the city's 53rd neighborhood and be recognized as the city's front yard. The park will become the home of all the city's major events and

Capital Improvement Plan

Parks



festivals and will generate tremendous economic development for the region, which translates into increased revenues for the city and the region.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	3,200,000	0	0	0	0	0	3,200,000
Engineering	0	800,000	0	0	0	0	0	800,000
General Capital Total	0	4,000,000	0	0	0	0	0	4,000,000
Estimated Personnel Cost	0	205,000	0	0	0	0	0	205,000



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Capital Improvement Plan

Planning and Buildings

Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
General Capital Fund								
	1 Neighborhood Studies	77,100	81,700	85,800	87,900	79,300	79,700	491,500
	General Capital Total	77,100	81,700	85,800	87,900	79,300	79,700	491,500
	Department of Planning and Buildings Total	77,100	81,700	85,800	87,900	79,300	79,700	491,500



General Capital Fund

Neighborhood Studies

Dept. Priority: 1

Description

This project would provide funding to prepare neighborhood requests for plans which will lead to actual capital investments and to respond to Council referred planning studies and projects. These plans and studies may include, but are not limited to, the Streetcar and Transit Oriented Study and Casino Area Planning.

Purpose

The purpose of this project is to allow the Department of Planning and Buildings to respond to both immediate neighborhood planning needs as it relates to upcoming capital investments by the City and to respond to requests made by City Council.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	84,500	77,100	81,700	85,800	87,900	79,300	79,700	491,500
General Capital Total	84,500	77,100	81,700	85,800	87,900	79,300	79,700	491,500
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
General Capital Fund								
1	Computer Aided Dispatch Upgrades	850,000	0	0	0	0	0	850,000
2	Police Mobile Digital Video (In-Car Camera) Storage	325,000	0	0	0	0	0	325,000
General Capital Total		1,175,000	0	0	0	0	0	1,175,000
Department of Police Total		1,175,000	0	0	0	0	0	1,175,000



General Capital Fund

Computer Aided Dispatch Upgrades

Dept. Priority: 1

Description

This project will provide resources for the purchase of two servers and the necessary upgrades for the Computer Aided Dispatch (CAD) system as well as new personal computers (PCs) for the Emergency Communications Center.

Purpose

The purpose of this project is to purchase two servers needed in entering emergency calls for service. The Emergency Communications Center recently learned that Motorola will no longer support their existing servers. The servers are needed to enter emergency calls for service, prioritize calls for service, track resources, conduct messaging with officers and firefighters in the field, and conduct many other mission critical business functions.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	850,000	0	0	0	0	0	850,000
General Capital Total	0	850,000	0	0	0	0	0	850,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Police Mobile Digital Video (In-Car Camera) Storage

Dept. Priority: 2

Description

This project will provide resources for a wireless mobile digital video (in-car camera) storage system with connectivity for file download with a central storage platform.

Purpose

The purpose of this project is to replace the current system which is not industry standard, past system life, and no longer supported by the vendor. Repair parts are no longer available. Video storage is a condition of the Federal Court Memorandum of Understanding (MOU).

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	325,000	0	0	0	0	0	325,000
General Capital Total	0	325,000	0	0	0	0	0	325,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
General Capital Fund								
1	Replacement Facilities	16,479,600	1,084,700	1,313,600	1,430,900	956,400	976,000	22,241,200
2	Music Hall Renovations	2,000,000	2,000,000	2,000,000	0	0	0	6,000,000
3	Sign Replacement	330,000	330,000	330,000	330,000	330,000	330,000	1,980,000
4	Fleet Replacements	5,456,700	4,484,700	5,035,100	5,340,000	4,659,200	4,680,100	29,655,800
5	City Facility Renovation and Repairs	4,141,200	4,464,400	2,400,000	2,200,000	2,200,000	2,200,000	17,605,600
6	Customs House	0	1,500,000	0	0	0	0	1,500,000
7	Community Facility Improvements	400,000	400,000	400,000	600,000	600,000	600,000	3,000,000
8	Findlay Market Improvements	105,300	105,300	105,300	105,300	105,300	105,300	631,800
9	Trash Receptacles	186,500	186,500	186,500	186,500	186,500	186,500	1,119,000
10	Tech/Comm Ctr NURFC	300,000	0	0	0	0	0	300,000
11	Wheeled Trash Carts	4,700,000	0	0	0	0	0	4,700,000
General Capital Total		34,099,300	14,555,600	11,770,500	10,192,700	9,037,400	9,077,900	88,733,400
Department of Public Services Total		34,099,300	14,555,600	11,770,500	10,192,700	9,037,400	9,077,900	88,733,400



General Capital Fund

Replacement Facilities

Dept. Priority: 1

Description

This project will provide resources for the construction of replacement facilities for Police District 3 and, if resources are available, begin the process of replacing Fire Station(s).

Purpose

The purpose of this project is to construct replacement facilities for City facilities that are in need of replacement. The Division of City Facility Management (CFM) of the Department of Public Services (DPS) completed an initial asset management review of General Fund facilities and identified that 40% are inadequate to meet the service demands of City agencies. The majority of facilities pre-date World War II and the cost of renovations to meet functional requirements outweighs the replacement cost for new facilities.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	38,300	239,800	0	227,670	286,180	0	0	753,650
Equipment	76,500	0	62,840	26,270	28,620	18,750	19,140	155,620
Land	184,500	239,800	0	270,810	0	0	0	510,610
Construction	724,600	16,000,000	1,021,860	788,840	1,116,100	937,650	956,860	20,821,310
General Capital Total	1,023,900	16,479,600	1,084,700	1,313,590	1,430,900	956,400	976,000	22,241,190
Estimated Personnel Cost	65,200	250,000	100,000	100,000	100,000	100,000	100,000	750,000

Music Hall Renovations

Dept. Priority: 2

Description

This project will provide a total of \$6 million over three years as part of the City's support of the Music Hall Revitalization Co.'s \$165 million project for renovations and repairs of Music Hall. In 2012 the City allocated \$4 million to this project bringing the City's total commitment to \$10 million for the \$165 million project.

Purpose

The purpose of this project is to participate in the critical Music Hall Renovation and Repair project by providing resources for the renovation and repair of Music Hall.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	2,000,000	2,000,000	2,000,000	0	0	0	6,000,000
General Capital Total	0	2,000,000	2,000,000	2,000,000	0	0	0	6,000,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Capital Improvement Plan

Public Services



Sign Replacement

Dept. Priority: 3

Description

This project will provide resources for the installation or replacement of traffic signs. The number of signs replaced or installed will vary based upon the type of sign and the corresponding price, which can range from \$20 to \$80 per sign. The preceding costs are subject to change and dependent on the cost of materials.

Purpose

The purpose of this project is to maintain the reflective integrity of all traffic control signs, and replace signs on a scheduled basis. The project will take advantage of newer and longer lasting reflective materials, improve the condition of signs citywide, and reduce the City's liability associated with accidents caused by worn and faded signs.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Engineering	121,400	115,500	115,500	115,500	115,500	115,500	115,500	693,000
Construction	225,400	214,500	214,500	214,500	214,500	214,500	214,500	1,287,000
General Capital Total	346,800	330,000	330,000	330,000	330,000	330,000	330,000	1,980,000
Estimated Personnel Cost	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000

Fleet Replacements

Dept. Priority: 4

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.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Equipment	5,240,600	5,456,700	4,484,700	5,035,100	5,340,000	4,659,200	4,680,100	29,655,800
General Capital Total	5,240,600	5,456,700	4,484,700	5,035,100	5,340,000	4,659,200	4,680,100	29,655,800
Estimated Personnel Cost	0	0	0	0	0	0	0	0

City Facility Renovation and Repairs

Dept. Priority: 5

Description

This project will provide resources to continue repairs and upgrades to City facilities. This project will also provide resources for all related design work, consultant fees, and construction management staff time to complete these projects. Specific sub-projects for 2013 include, but are not limited to, Police District 1 parking lot and fencing repairs, City Hall restroom code upgrades, Fire Station roof replacement (Lower Price Hill Fire Station 17, Northside Fire Station 20, and West End Fire Station 29), Police District 4 fire alarm project, Police District HVAC replacements (2, 3, and 4), City Hall elevator repairs, West Fork front parking lot



paving, Fire Station female facilities renovations, and improvements to Cormany Garage, College Hill Town Hall, Findlay Maret, and the Probasco Fountain in Clifton.

Purpose

The purpose of this project is to continue repairs and upgrades to City facilities. The Division of City Facility Management of the Department of Public Services maintains and upgrades facilities for current and future operations. A running list of improvements is used to maintain services directly and indirectly supported by these facilities. Renovations will modernize facilities to extend their useful lives for the next 20 years or until a replacement facility can be designed and built.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	3,667,330	3,895,320	2,050,000	1,950,000	1,950,000	1,950,000	15,462,650
Engineering	0	473,870	569,080	350,000	250,000	250,000	250,000	2,142,950
General Capital Total	0	4,141,200	4,464,400	2,400,000	2,200,000	2,200,000	2,200,000	17,605,600
Estimated Personnel Cost	0	220,000	220,000	175,000	175,000	175,000	175,000	1,140,000

Customs House

Dept. Priority: 6

Description

This project will provide resources for the design and construction of a Customs House to serve international flyers to and from Lunken Airport.

Purpose

The purpose of this project is to provide a Customs House to serve international flyers to and from Lunken Airport.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	1,500,000	0	0	0	0	1,500,000
General Capital Total	0	0	1,500,000	0	0	0	0	1,500,000
Estimated Personnel Cost	0	0	150,000	0	0	0	0	150,000

Community Facility Improvements

Dept. Priority: 7

Description

This project will provide resources for HVAC work, exterior shell improvements and repair, waterproofing, ADA barrier removal, and security upgrades for the Museum Center, Cincinnati Art Museum, and Music Hall.

Purpose

The purpose of this project is to provide resources for upgrades and enhancements at the Museum Center, Cincinnati Art Museum, and Music Hall. These facilities are owned by the City of Cincinnati and operated

Capital Improvement Plan

Public Services



by non-profit associations. The City assists in the continual improvement of these historic facilities to ensure their use for future generations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	579,100	400,000	400,000	400,000	600,000	600,000	600,000	3,000,000
General Capital Total	579,100	400,000	400,000	400,000	600,000	600,000	600,000	3,000,000
Estimated Personnel Cost	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000

Findlay Market Improvements

Dept. Priority: 8

Description

This project will provide resources to continue repairs and upgrades to Findlay Market. Specific sub-projects include, but are not limited to, construct restrooms in the north addition, add air conditioning to the second floor equipment room at the Market House, and resurface the Market House floor.

Purpose

The purpose of this project is to at least maintain, if not improve, this historic market.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	105,300	105,300	105,300	105,300	105,300	105,300	105,300	631,800
General Capital Total	105,300	105,300	105,300	105,300	105,300	105,300	105,300	631,800
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Trash Receptacles

Dept. Priority: 9

Description

This project will provide resources for the purchase of new trash receptacles and 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 \$630 each and the cost of the solar trash compactors are approximately \$5,000 each. The number of and location of the solar trash compactors will be determined based upon a needs assessment.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	175,200	186,500	186,500	186,500	186,500	186,500	186,500	1,119,000
General Capital Total	175,200	186,500	186,500	186,500	186,500	186,500	186,500	1,119,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Tech/Comm Ctr NURFC

Dept. Priority: 10

Description

This project will provide resources for construction and installation of equipment for a new technology and communication center at the National Underground Railroad Freedom Center. Resources will be used for permanent improvements to the center.

Purpose

The purpose of this project is to support the National Underground Railroad Freedom Center through the development of a new technology and communication center that will increase revenue and retain jobs.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	300,000	0	0	0	0	0	300,000
General Capital Total	0	300,000	0	0	0	0	0	300,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Wheeled Trash Carts

Dept. Priority: 11

Description

This project will provide resources for the purchase of trash carts for the City's residential trash collection customers.

Purpose

The purpose of this project is to improve worker safety, enable the use of new technologies, promote neighborhood cleanliness, and decrease Solid Waste Collection program operating costs.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	4,700,000	0	0	0	0	0	4,700,000
General Capital Total	0	4,700,000	0	0	0	0	0	4,700,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
General Capital Fund								
1	Recreation Facilities Renovation	3,668,700	1,108,200	903,300	915,800	1,186,200	1,573,300	9,355,500
2	Aquatics Facilities Renovation	2,551,000	2,488,700	2,615,100	2,679,900	2,417,900	2,428,700	15,181,300
3	Outdoor Facilities Renovation	418,500	971,500	1,146,500	1,129,600	575,400	376,400	4,617,900
4	Compliance with ADA	100,000	100,000	100,000	100,000	100,000	100,000	600,000
5	Athletics Facilities Renovation	424,400	161,500	310,300	375,700	412,900	235,000	1,919,800
General Capital Total		7,162,600	4,829,900	5,075,200	5,201,000	4,692,400	4,713,400	31,674,500
Department of Recreation Total		7,162,600	4,829,900	5,075,200	5,201,000	4,692,400	4,713,400	31,674,500



General Capital Fund

Recreation Facilities Renovation

Dept. Priority: 1

Description

This project will provide resources for continued renovations of the Recreation Department's facilities throughout the City. Renovations would include roof replacements, installation of new heating, ventilating, and air conditioning (HVAC) systems; improvements/renovations to the exterior of facilities; replacement of doors and windows; mechanical system improvements; upgrade of fire protection and security systems; and renovations of exterior softscapes and hardscapes.

Purpose

The purpose of this project is to upgrade Recreation Department facilities across the City in order to extend the useful life of the department's physical assets.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	67,800	150,930	55,410	45,160	45,790	59,310	78,660	435,260
Engineering	135,500	301,870	110,820	90,330	91,580	118,620	157,330	870,550
Equipment	135,500	301,870	110,820	90,330	91,580	118,620	157,330	870,550
Construction	1,016,700	2,914,030	831,150	677,480	686,850	889,650	1,179,980	7,179,140
General Capital Total	1,355,500	3,668,700	1,108,200	903,300	915,800	1,186,200	1,573,300	9,355,500
Estimated Personnel Cost	115,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

Aquatics Facilities Renovation

Dept. Priority: 2

Description

This project will provide resources for the continued renovation of the Recreation Department's aquatic facilities, including renovations and replacements of existing pools. This project will include system renovations, upgrades to pool mechanical systems, adding new structures, and updating pool buildings. This project will also include pool consolidation based on the Cincinnati Recreation Commission's aquatic plan.

Purpose

The purpose of this project is to upgrade aquatics facilities that must be renovated to remain functional and compliant with City and State regulations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	92,300	117,550	124,430	130,750	133,990	120,890	121,430	749,040
Engineering	184,610	235,100	248,870	261,510	267,990	241,790	242,870	1,498,130
Equipment	184,610	235,100	248,870	261,510	267,990	241,790	242,870	1,498,130
Construction	1,384,580	1,963,250	1,866,530	1,961,330	2,009,930	1,813,430	1,821,530	11,436,000
General Capital Total	1,846,100	2,551,000	2,488,700	2,615,100	2,679,900	2,417,900	2,428,700	15,181,300
Estimated Personnel Cost	184,610	180,000	180,000	180,000	180,000	180,000	180,000	1,080,000

Capital Improvement Plan

Recreation



Outdoor Facilities Renovation

Dept. Priority: 3

Description

This project will provide resources for the continued renovation of the Recreation Department's outdoor facilities, including playgrounds, play equipment, play surfaces, shelters, roadways, parking lots, and hike/bike trails. This project will include renovating various playgrounds and parking lots throughout the City. Community requests/partnerships and emergency projects will also be included.

Purpose

The purpose of this project is to upgrade outdoor recreational facilities that must be renovated to remain functional and compliant with City and State regulations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	26,700	20,970	48,570	57,320	56,480	28,770	18,820	230,930
Engineering	53,300	41,850	97,150	114,650	112,960	57,540	37,640	461,790
Equipment	53,300	41,850	97,150	114,650	112,960	57,540	37,640	461,790
Construction	399,900	313,840	728,630	859,880	847,200	431,550	282,300	3,463,400
General Capital Total	533,200	418,510	971,500	1,146,500	1,129,600	575,400	376,400	4,617,910
Estimated Personnel Cost	53,300	45,000	125,000	75,000	75,000	35,000	30,000	385,000

Compliance with ADA

Dept. Priority: 4

Description

This project will provide resources to improve accessibility to all recreation facilities including buildings, playgrounds, and sports fields. Improvements will be made to elevators, ramps, exterior and interior doors, accessible routes, restroom facilities, drinking fountains, telephones, and parking area renovations including passenger loading zones.

Purpose

The purpose of this project is to remain in compliance with the provisions of the Americans with Disabilities Act in order to improve the usability of Recreation facilities for persons with disabilities.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	5,000	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Engineering	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Equipment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Construction	75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
General Capital Total	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Athletics Facilities Renovation

Dept. Priority: 5

Description

This project will provide resources for the continued renovation of tennis courts, ball fields, soccer fields, football fields, hard surface play areas, bike trails, and outdoor basketball facilities. Work will include, but not be limited to, resurfacing, regrading, infield renovation, turf renovations, the clear-coating of gym floors, fencing installations or renovations, drainage improvements, site amenities, and renovations. Community requests/partnerships and emergency projects are also included.

Purpose

The purpose of this project is to renovate and upgrade recreation athletic facilities to keep them safe and usable and to improve the appearance of these facilities.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	36,000	21,210	8,070	15,510	18,780	20,640	11,750	95,960
Engineering	72,200	42,450	16,150	31,030	37,570	41,290	23,500	191,990
Equipment	72,200	42,450	16,150	31,030	37,570	41,290	23,500	191,990
Construction	541,100	318,300	121,130	232,730	281,780	309,680	176,250	1,439,870
General Capital Total	721,500	424,410	161,500	310,300	375,700	412,900	235,000	1,919,810
Estimated Personnel Cost	40,000	70,000	45,000	30,000	40,000	40,000	30,000	255,000



Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
Stormwater Management Fund								
1	Barrier Dam Facility Repairs	356,000	0	0	0	0	0	356,000
3	Winton 84-inch Sewer Elimination	125,000	0	0	0	0	0	125,000
4	Deerfield Creek Channel Improvements	200,000	300,000	750,000	750,000	750,000	0	2,750,000
5	West Fork Channel Repair	0	300,000	0	0	0	0	300,000
6	Duck Creek Channel Repair	0	300,000	300,000	0	0	0	600,000
7	Hartwell Community Drainage Improvements	0	0	100,000	100,000	0	0	200,000
8	Glade Avenue Porous Walk Trial	180,000	0	0	0	0	0	180,000
9	Glade Avenue Porous Walk Final	0	0	0	500,000	0	0	500,000
10	Beechmont Avenue Levy Drainage Replacement (1/2 mile)	0	0	0	0	400,000	0	400,000
11	Rookwood Overpass	0	0	0	0	150,000	500,000	650,000
12	Westwood Northern/Beekman/Hopple Study 2017	0	0	0	0	0	100,000	100,000
13	Glenwood Design 2018	0	0	0	0	0	500,000	500,000
Stormwater Management Total		861,000	900,000	1,150,000	1,350,000	1,300,000	1,100,000	6,661,000
MSD Capital Improvements Fund								
1	Muddy Creek Basin Storage and Conveyance Sewer	0	0	4,113,200	0	0	0	4,113,200
2	Upper Muddy Lower Half Planning Bundle	0	0	2,488,500	0	0	0	2,488,500
3	Muddy Creek Pump Station Upgrade	660,800	0	4,610,300	0	0	0	5,271,100
4	Addyston Pump Station Elimination	0	0	366,500	0	0	0	366,500
5	River Road Near Muddy Creek WWTP Conveyance Sewer	0	0	780,600	0	0	0	780,600
6	Werk and Westbourne Enhanced High Rate Treatment Facility	64,930,100	0	0	0	0	0	64,930,100
7	Muddy Creek WWTP New Belt Filter Press	5,202,000	0	0	0	0	0	5,202,000
8	Glenview Pump Station Elimination	0	2,177,000	0	0	0	0	2,177,000
9	Muddy Creek WWTP Grit Replacement	3,015,000	0	0	0	0	0	3,015,000
10	Ludlow and Lafayette Parallel Sewer	3,491,200	0	0	0	0	0	3,491,200
11	Daly Road Sewer Replacement	0	9,605,900	0	0	0	0	9,605,900
12	Blue Rock Road Sewer Separation	2,690,500	0	0	0	0	0	2,690,500
13	CSO 179 Sewer Separation	0	0	1,781,700	0	0	0	1,781,700
14	CSO 194 Sewer Separation Contract 3	0	4,051,500	0	0	0	0	4,051,500
15	CSO 195 Sewer Separation Contract 2	0	1,162,000	0	0	0	0	1,162,000
16	CSO 195 Sewer Separation Contract 3	0	1,686,500	0	0	0	0	1,686,500
17	CSO 525 Sewer Separation Contract 2	0	1,605,500	0	0	0	0	1,605,500
18	Mill Creek WWTP Auxillary Outfall Improvements	0	0	0	0	15,058,600	0	15,058,600



Capital Improvement Plan

Sewers

Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
19	Little Miami Four Mile Pump Station Upgrade	0	374,200	0	0	0	0	374,200
20	Little Miami WWTP Pump Station Reconfiguration	0	319,500	0	0	0	0	319,500
21	Little Miami WWTP Grit Station Upgrade	0	790,700	0	0	0	0	790,700
22	Little Miami WWTP Hydraulic Improvements	0	199,000	0	0	0	0	199,000
23	Little Miami WWTP Primary to Secondary Hydraulic Improvement	0	183,100	0	0	0	0	183,100
24	Little Miami WWTP Chemically Enhanced Primary Treatment	0	628,400	0	0	0	0	628,400
25	Little Miami WWTP Secondary Treatment Modifications	0	952,700	0	0	0	0	952,700
26	Little Miami WWTP Chemical Feed System Upgrades	0	377,300	0	0	0	0	377,300
27	Little Miami WWTP Sludge Receiving Facility Improvements	0	45,600	0	0	0	0	45,600
28	Little Miami WWTP Dual Feed/ Standby Power	0	752,500	0	0	0	0	752,500
29	CSO 470 Eastern Ave Sewer Separation Phase 3	2,079,100	0	0	0	0	0	2,079,100
30	CSO 470 Sewer Separation Phase 4	169,700	0	0	0	0	0	169,700
31	Eastern/Delta Sewer Separation Phase 3	6,585,300	0	0	0	0	0	6,585,300
32	Little Miami WWTP Wet Weather Pump Station	0	3,570,400	0	0	0	0	3,570,400
33	Little Miami WWTP Four Mile Pump Station Dry Weather Pumps	0	115,300	0	0	0	0	115,300
34	Sewer Relining Trenchless Technology Program	5,575,000	5,290,000	5,300,000	5,450,000	5,450,000	5,440,000	32,505,000
35	Manhole Rehabilitation Trenchless Technology Program	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000	1,090,000	6,290,000
36	Sewer Backup Response Program	2,800,000	2,900,000	2,900,000	2,700,000	2,700,000	2,700,000	16,700,000
37	Rainfall Derived Infiltration and Inflow Program	500,000	915,000	0	0	0	0	1,415,000
38	WWIP Progress Studies and Recreation Management	1,074,000	1,106,200	1,139,400	3,400,400	0	0	6,720,000
39	MSD Sustainable (Green) Infrastructure Program	8,000,000	8,000,000	8,000,000	7,000,000	7,000,000	7,000,000	45,000,000
40	Urgent Capacity Response	2,884,000	2,900,000	3,000,000	500,000	0	0	9,284,000
41	Home Sewage Treatment Systems Extensions	168,800	165,800	171,600	177,600	185,000	0	868,800
42	Wet Weather Program Management and Support Services	12,650,000	12,650,000	12,650,000	12,650,000	12,650,000	12,650,000	75,900,000
43	Indian Creek WWTP Reliability and Service Upgrades	6,719,800	0	0	0	0	0	6,719,800
44	White Oak Terrace Pump Station Elimination	559,100	0	0	0	0	0	559,100

Capital Improvement Plan

Sewers



Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
45	Bruestle Avenue Pump Station Elimination	0	797,900	0	0	0	0	797,900
46	Rackacres Drive and Crestnoll Lane Area Sewer	0	1,233,400	0	0	0	0	1,233,400
47	State Route 128 Sewer Phase 3	0	6,942,000	0	0	0	0	6,942,000
48	Westchase Park Pump Station Elimination	440,400	0	0	0	0	0	440,400
49	Wesselman Road Sewer Phase 2A Contract 2	501,000	0	0	0	0	0	501,000
50	Wesselman Road Sewer Phase 2A Contract 3	0	2,441,000	0	0	0	0	2,441,000
51	CSO 410 Stream Separation	863,300	0	0	0	0	0	863,300
52	CSO 404, 405, 410, 411 Outfall Reconstruction	0	0	826,500	0	0	0	826,500
53	Westport Village Pump Station Elimination	0	0	1,365,100	0	0	0	1,365,100
54	Muddy Creek WWTP Sludge Processing Odor Control	629,600	0	0	0	0	0	629,600
55	Muddy Creek WWTP Primary Skimming/Sludge System Replacement	166,000	0	0	0	0	0	166,000
56	Barrington Pump Station Eliminations	550,000	0	0	9,560,700	0	0	10,110,700
57	East Branch Muddy Creek Pump Station Upgrades	339,500	0	1,972,700	0	0	0	2,312,200
58	Dry Weather Channel for Sanitary Sewer 937	0	1,969,000	0	0	0	0	1,969,000
59	Lower Muddy Creek Interceptor SSO Remediation	1,127,400	6,714,400	0	0	0	0	7,841,800
60	Country Club Estates Pump Station Elimination	1,392,400	0	0	0	0	0	1,392,400
61	Sharon Industrial Park Pump Station Replacement	0	1,157,000	0	0	0	0	1,157,000
62	CSO 125 Stream Separation	1,000,000	9,223,500	0	0	0	0	10,223,500
63	CSO 483 Stream Separation	4,271,200	0	0	0	0	0	4,271,200
64	Bold Face Pump Station Elimination	0	13,101,800	0	0	0	0	13,101,800
65	Cora Avenue Sewer Replacement	0	681,900	0	0	0	0	681,900
66	German Cemetery Sewer Replacement	0	945,300	0	0	0	0	945,300
67	Industrial Waste Office and Laboratory Improvements Phase 2	0	1,577,400	0	0	0	0	1,577,400
68	Millbrook 2 Pump Station Upgrade	0	1,570,200	0	0	0	0	1,570,200
69	Hoffner Street Sewer Replacement	0	0	0	140,900	0	0	140,900
70	3934 Winding Way Sewer Replacement	0	0	139,000	0	0	0	139,000
71	Legends of Carpenters Run Pump Station Elimination	0	847,000	0	0	0	0	847,000
72	East Mitchell Avenue Sewer Replacement	0	0	0	1,021,100	0	0	1,021,100
73	Wastewater Collections Equipment Barn Replacement	1,112,000	0	0	0	0	0	1,112,000



Capital Improvement Plan

Sewers

Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
74	MCWWTP Service Water (NPW) Reliability and Service Upgrade	5,093,000	0	0	0	0	0	5,093,000
75	Lower Mill Creek High Water/Dry Weather Protection	0	0	0	0	13,125,000	0	13,125,000
76	Winton Woods Aerial Sewer Replacement	7,271,300	0	0	0	0	0	7,271,300
77	Mill Creek WWTP Anaerobic Digester Conversion	14,013,400	0	0	0	0	0	14,013,400
78	Mill Creek WWTP Solids Handling Improvements Phase 1	20,977,500	0	0	0	0	0	20,977,500
79	Wilder Avenue Sewer Replacement	0	571,900	0	0	0	0	571,900
80	Glen Landing Pump Station Improvements	63,100	313,700	0	0	0	0	376,800
81	Otte Avenue Sewer Replacement	0	0	548,500	0	0	0	548,500
82	3568 Bogart Avenue Sewer Replacement	45,800	157,700	0	0	0	0	203,500
83	Station Avenue Sewer Replacement	1,194,600	0	0	0	0	0	1,194,600
84	Myrtle Avenue Sewer Abandonment	52,000	0	90,500	0	0	0	142,500
85	McKeone Avenue Sewer Replacement	0	101,400	0	0	0	0	101,400
86	Timbers Pump Station Elimination	321,700	1,598,400	0	0	0	0	1,920,100
87	Quebec Road Sewer Replacement	130,500	467,000	0	0	0	0	597,500
88	Carpenters Run Pump Station Upgrade	231,300	0	0	688,400	0	0	919,700
89	Mayflower WWTP Reliability and Service Upgrades	964,100	0	0	0	0	0	964,100
90	Hunsford Street Sewer Replacement	75,800	185,000	0	0	0	0	260,800
91	Greenpine Acres Pump Station Elimination	0	1,107,100	0	0	0	0	1,107,100
92	Montana Avenue Sewer - Ferncroft to Mustang Drive	468,600	0	3,486,200	0	0	0	3,954,800
93	Sanitary Sewer Overflow 700 Facility Improvements	10,408,200	0	0	0	0	0	10,408,200
94	Polk Run WWTP Reliability and Service Upgrades	0	7,611,000	0	0	0	0	7,611,000
95	Huntington Pump Station Elimination	0	0	367,600	0	0	0	367,600
96	Kugler Mill Pump Station Upgrade	0	0	300,700	1,100,100	0	0	1,400,800
97	Dry Run Area Sewers Contract Roundbottom Road	8,097,000	0	0	0	0	0	8,097,000
98	Dry Run Sewers Contract Eight Mile Road	0	5,793,500	0	0	0	0	5,793,500
99	Dry Run Sewers Contract Broadwell Road	0	2,481,900	0	0	0	0	2,481,900
100	Beverly Hill Drive Sewer Replacement	262,200	0	0	0	0	0	262,200
101	Camargo Canyon Pump Station Elimination	710,600	0	0	0	0	0	710,600
102	Little Miami WWTP (NPW) Reliability and Service Upgrade	0	2,405,600	0	0	0	0	2,405,600

Capital Improvement Plan

Sewers



Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
103	Beckman Pump Station Elimination	0	292,400	0	0	0	0	292,400
104	Little Miami WWTP Ash Slurry System Improvements	0	1,059,100	0	0	0	0	1,059,100
105	Little Miami WWTP Scum Removal and Handling	0	880,000	0	0	0	0	880,000
106	Linwood Avenue Sewer Replacement	0	1,106,600	0	0	0	0	1,106,600
107	Catholic Calvary Cemetery Sewer Replacement	0	179,300	0	0	0	0	179,300
108	Portsmouth Avenue Sewer Replacement	139,600	0	423,700	0	0	0	563,300
109	Wasson Ravine Sewer Replacement	0	1,259,200	0	0	0	0	1,259,200
110	Land Acquisition	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
111	Emergency Sewer Repairs	8,490,000	8,490,000	8,490,000	8,490,000	8,490,000	8,190,000	50,640,000
112	Capital Improvement Program Project Planning	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
113	Information Technology Support Systems Improvements	335,000	0	0	0	0	0	335,000
114	Wastewater Treatment Roofing and Paving Rehab/Replacement	220,000	220,000	220,000	220,000	220,000	220,000	1,320,000
115	CSO and SSO Overflow Compliance Monitoring	537,000	537,000	0	0	0	0	1,074,000
116	Wastewater Treatment System Asset Renewal	4,468,000	4,470,000	4,400,000	4,400,000	4,400,000	4,400,000	26,538,000
117	Remaining Asset Allowance	0	0	27,990,000	27,486,800	29,500,100	57,135,600	142,112,500
118	Flow Monitoring and Rain Gauges	6,760,800	6,500,000	5,500,000	5,500,000	5,000,000	4,000,000	33,260,800
119	Flow and Water Quality Modeling	3,315,200	2,600,000	2,600,000	2,600,000	2,600,000	1,000,000	14,715,200
120	High Risk System Asset Renewal	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	25,920,000
121	MSD-Duke Energy Sewer Televising Partnership	5,000,000	5,000,000	0	0	0	0	10,000,000
122	Value Engineering	375,000	375,000	375,000	375,000	375,000	375,000	2,250,000
123	Rapid Run Early Success Project	1,836,400	0	0	0	0	0	1,836,400
124	CSO 488 Storage Facility	0	1,033,400	1,271,900	1,271,900	10,551,900	0	14,129,100
125	CSO 10 Source Control Phase A	5,843,100	0	33,431,400	0	0	0	39,274,500
126	CSO 30 Stream Separation - Phase B	196,000	0	0	0	0	0	196,000
127	CSO 33 I-75 Crossing and Bioretention	148,000	0	2,051,800	0	0	0	2,199,800
128	CSO 28 Source Control	0	0	0	0	300,000	400,000	700,000
129	CSO 21 I-75 Crossing and Bioretention	0	449,500	0	3,137,500	0	0	3,587,000
130	CSO 523 Source Control	1,091,000	0	7,803,600	0	0	0	8,894,600
131	CSO 415 and CSO 416 Source Control	993,000	0	8,351,000	0	0	0	9,344,000
132	Lick Run Valley Conveyance System	12,307,100	8,000,000	7,000,000	119,223,700	0	0	146,530,800
133	Lick Run Property Demolitions	1,859,700	0	0	0	0	0	1,859,700
134	Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation	545,000	11,391,900	0	0	0	0	11,936,900
135	CSO 181 Source Control Phase 1	642,700	4,163,600	0	0	0	0	4,806,300



Capital Improvement Plan

Sewers

Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
136	Wyoming and Minion Avenues Sewer Separation	226,000	2,537,000	0	0	0	0	2,763,000
137	Harrison Avenue Sewer Separation Phase B	1,794,300	0	0	0	0	0	1,794,300
138	State Avenue Sewer Separation	290,000	0	3,171,600	0	0	0	3,461,600
139	West Fork Hazard Mitigation Project Phase 2	244,700	0	0	0	0	0	244,700
140	West Fork Channel Improvements	996,700	0	0	0	0	0	996,700
141	White Street Sewer Separation	826,300	5,021,200	0	0	0	0	5,847,500
142	Quebec Road Sewer Separation	645,000	645,500	6,334,600	0	0	0	7,625,100
143	Queen City Avenue Sewer Separation Phase 2	988,500	9,237,900	0	0	0	0	10,226,400
144	Queen City and Cora Avenues Right-of-Way Sewer Separation	630,100	3,771,900	0	0	0	0	4,402,000
145	Quebec Heights Sewer Separation	0	3,672,300	0	0	0	0	3,672,300
146	Grand and Selim Avenues Sewer Separation	1,973,600	1,000,000	0	14,077,400	0	0	17,051,000
147	Queen City Avenue Sewer Separation Phase 3	445,000	0	0	5,492,600	0	0	5,937,600
148	Westwood Avenue Sewer Separation	0	0	6,334,700	0	0	0	6,334,700
149	Queen City Avenue Sewer Separation Phase 1	6,137,700	0	0	0	0	0	6,137,700
150	CSO 12 Sewer Separation Phase A.3 West MLK Drive	723,800	0	0	0	0	0	723,800
151	CSO 12 Sewer Separation Phase A.4	1,169,000	13,947,000	0	0	0	0	15,116,000
152	CSO 12 Sewer Separation Phase B - Outfall Tunnel	0	0	0	256,000	1,176,000	0	1,432,000
153	CSO 12 Sewer Separation Phase C - Burnet Woods	100,000	771,000	0	0	0	0	871,000
154	CSO 217/483 Sewer Separation Phase A	4,253,500	0	15,989,400	0	0	0	20,242,900
155	CSO 217/483 Source Control Phase B	4,933,000	0	0	20,898,500	0	0	25,831,500
156	CSO 126, 127, 128 Partial Separations	627,600	3,839,700	0	0	0	0	4,467,300
157	CSO 130 Stream Separation	1,566,800	0	9,807,200	0	0	0	11,374,000
158	West Fork Interceptor and Storage Tanks	738,500	0	35,662,900	0	0	0	36,401,400
159	CSO 117, 528, 529, and 530 Partial Separations	113,000	0	0	6,041,700	0	0	6,154,700
160	Upper Muddy Creek Interceptor Replacement	0	30,053,900	0	0	0	0	30,053,900
161	Benson Street Sewer Replacement	0	2,407,400	0	0	0	0	2,407,400
162	CSO 123 Elimination	0	0	422,300	0	0	0	422,300
MSD Capital Improvements Total		307,413,600	279,791,900	254,389,700	274,220,300	129,141,600	113,920,600	1,358,877,700
Department of Sewers Total		308,274,600	280,691,900	255,539,700	275,570,300	130,441,600	115,020,600	1,365,538,700



Stormwater Management Fund

Barrier Dam Facility Repairs

Dept. Priority: 1

Description

This project will provide resources for the repair of the Barrier Dam Facility and associated equipment. Recent inspections by the United States Army Corps of Engineers and issues encountered during operations revealed items that require replacement or restoration.

Purpose

The purpose of this project is to ensure that the City is ready in the event of a flood and to extend the useful life of these facilities. Many of the repairs identified for this project have been mandated by the United States Army Corps of Engineers in order to maintain a minimally acceptable rating for the flood facilities.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	331,000	0	0	0	0	0	331,000
Engineering	0	25,000	0	0	0	0	0	25,000
Stormwater Management Total	0	356,000	0	0	0	0	0	356,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Winton 84-inch Sewer Elimination

Dept. Priority: 3

Description

This project will provide resources for a project to fill, seal, and abandon an 84-inch concrete pipe that crosses Winton Road and is not needed for public or private drainage.

Purpose

The purpose of this project is to reduce a possible hazard. Due to the regrading of the Gray Road Landfill, the drainage through the site no longer runs through an 84-inch storm culvert. Upstream access to this pipe has been eliminated, and it is now covered by several feet of fill making the culvert a confined space access requirement. It is now very expensive to inspect and maintain. This project will fill and seal the pipe with a flowable, cementitious, fill material.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	100,000	0	0	0	0	0	100,000
Engineering	0	25,000	0	0	0	0	0	25,000
Stormwater Management Total	0	125,000	0	0	0	0	0	125,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Deerfield Creek Channel Improvements

Dept. Priority: 4

Description

This project will provide resources for Deerfield Creek which is inside the public right-of-way of Red Bank Road. The channel is topographically flat and contains obstructions made of excessive soil and rock accumulations. These blockages result in approximately four to five feet of water standing inside of a public storm bridge/culvert under Red Bank Road. The stability of the road embankment is also a concern because slumping and slope failure has occurred in the vicinity of the bridge/culvert. The function of the channel must be reestablished and the slopes must be stabilized in order for the bridge/culvert to function as designed.

Purpose

The purpose of this project is to allow for structural inspections of the culvert so that any resulting repair work can be performed.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	750,000	750,000	750,000	0	2,250,000
Engineering	0	200,000	300,000	0	0	0	0	500,000
Stormwater Management Total	0	200,000	300,000	750,000	750,000	750,000	0	2,750,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

West Fork Channel Repair

Dept. Priority: 5

Description

This project will provide resources for repairs to concrete floors and concrete walls in the West Fork Channel, which are deteriorating.

Purpose

The purpose of this project is to provide for the efficient flow of stormwater.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	270,000	0	0	0	0	270,000
Engineering	0	0	30,000	0	0	0	0	30,000
Stormwater Management Total	0	0	300,000	0	0	0	0	300,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Capital Improvement Plan

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Duck Creek Channel Repair

Dept. Priority: 6

Description

This project will provide resources for repairing concrete floors and concrete walls in the Duck Creek Channel, which are deteriorating.

Purpose

The purpose of this project is to provide for the efficient flow of stormwater.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	300,000	300,000	0	0	0	600,000
Stormwater Management	0	0	300,000	300,000	0	0	0	600,000
Total								
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Hartwell Community Drainage Improvements

Dept. Priority: 7

Description

This project will provide resources for working with the Hartwell Community to improve the drainage on the following requested streets: Parkway Circle, Wildwood Avenue, and Monon Avenue. Drainage improvements will include any of the more typical stormwater drainage infrastructure types such as inlets, pipes, intakes, bioswales, porous pavement, curbs, and rock-lined channels, etc.

Purpose

The purpose of this project is to improve drainage along unimproved streets within the Hartwell Community. The Hartwell Community Council submitted a Community Priority Request dated 2008 identifying the following streets as being deteriorated and lacking adequate drainage: sections of Decamp, Parkway, Glendale, Sheehan, Woodbine, Wildwood, and Monon Avenues. Three of the streets will be targeted which represents the greatest need based on pavement condition and lack of drainage leading to excessive ponding and potential flooding problems.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	100,000	100,000	0	0	200,000
Stormwater Management	0	0	0	100,000	100,000	0	0	200,000
Total								
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Glade Avenue Porous Walk Trial

Dept. Priority: 8

Description

This project will provide resources for the installation of approximately 300 feet of porous pavement the monitor of its performance over a one-year period.

Purpose

The purpose of this project is to increase the natural infiltration of stormwater and reduce ponding in the street.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	162,000	0	0	0	0	0	162,000
Engineering	0	18,000	0	0	0	0	0	18,000
Stormwater Management Total	0	180,000	0	0	0	0	0	180,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Glade Avenue Porous Walk Final

Dept. Priority: 9

Description

This project will provide resources for the installation of approximately 1,000 feet of porous pavement along Glade Avenue in Mt. Washington per the results of the prior trial project.

Purpose

The purpose of this project is to increase the natural infiltration of stormwater and reduce ponding in the street.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	500,000	0	0	500,000
Stormwater Management Total	0	0	0	0	500,000	0	0	500,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Capital Improvement Plan

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Beechmont Avenue Levy Drainage Replacement (1/2 mile)

Dept. Priority: 10

Description

This project will provide resources for funding the removal of a non-functioning stormwater facility.

Purpose

The purpose of this project is to remove a central storm drain in the levy that is not functioning, not needed, and a major maintenance issue.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	0	360,000	0	360,000
Engineering	0	0	0	0	0	40,000	0	40,000
Stormwater Management Total	0	0	0	0	0	400,000	0	400,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Rookwood Overpass

Dept. Priority: 11

Description

This project will provide resources for funding the design and construction of stormwater facilities to address street drainage issues near the Rookwood Overpass.

Purpose

The purpose of this project is to improve street drainage as current ponding occurs after heavy rains.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	0	0	500,000	500,000
Engineering	0	0	0	0	0	150,000	0	150,000
Stormwater Management Total	0	0	0	0	0	150,000	500,000	650,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Westwood Northern/Beekman/Hopple Study 2017

Dept. Priority: 12

Description

This project will provide resources for funding the design of a stormwater facility to address street drainage issues near the Beekman and Hopple intersection.

Purpose

The purpose of this project is to improve street drainage as current ponding occurs after heavy rains.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	0	0	0	0	100,000	100,000
Stormwater Management	0	0	0	0	0	0	100,000	100,000
Total								
<hr/>								
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Glenwood Design 2018

Dept. Priority: 13

Description

This project will provide resources to address the capacity size of current sewers to reduce flooding.

Purpose

The purpose of this project is to improve street drainage as current ponding occurs after heavy rains.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	0	0	500,000	500,000
Stormwater Management	0	0	0	0	0	0	500,000	500,000
Total								
<hr/>								
Estimated Personnel Cost	0	0	0	0	0	0	0	0

MSD Capital Improvements Fund

Muddy Creek Basin Storage and Conveyance Sewer

Dept. Priority: 1

Description

This project will provide resources for an 8.5 foot diameter, 7,830 foot long storage and conveyance tunnel. The tunnel will be designed to store wet weather flows from the upper Muddy Creek Interceptor and the Bender Road Express Sewer. This project is located on Hillside Avenue in Delhi Township and in the Saylor Park neighborhood in the City of Cincinnati.

Purpose

The purpose of this project is to construct a storage and conveyance tunnel to handle the wet weather flow in the Muddy Creek Drainage Basin. This project will eliminate SSOs 692 and 697. This project will store sig-

Capital Improvement Plan



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nificant volumes of wet weather flow to prevent their overflow into Muddy Creek and associated tributaries. This project is included in the West Branch Muddy Bundle.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	0	3,351,600	0	0	0	3,351,600
Land	0	0	0	761,600	0	0	0	761,600
MSD Capital Improvements Total	0	0	0	4,113,200	0	0	0	4,113,200
Estimated Personnel Cost	0	0	0	417,230	0	0	0	417,230

Upper Muddy Lower Half Planning Bundle

Dept. Priority: 2

Description

This project will provide resources for the planning of those projects contained in the Upper Muddy Lower Half Bundle. These projects include 10130020 Muddy Creek Interceptor Rehab, 10130700 Muddy Creek at Westbourne EHRT Facility, and 10130720 CSO 518 Improvements. These projects are located in Green Township and the Village of Addyston.

Purpose

This purpose of this project is to serve as part of the Phase 1 Wet Weather Improvement Plan Bundle that was included in the June 2009 submittal.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	0	2,488,500	0	0	0	2,488,500
MSD Capital Improvements Total	0	0	0	2,488,500	0	0	0	2,488,500
Estimated Personnel Cost	0	0	0	155,930	0	0	0	155,930

Muddy Creek Pump Station Upgrade

Dept. Priority: 3

Description

This project will provide resources for the upgrade of the Muddy Creek Pump Station at 7513 Gracely Drive. Although the capacity of the pump station will be increased to a firm capacity of 10 million gallons per day, the flows will continue to be conveyed to the West Branch Muddy Creek Interceptor. This project will con-



vey the increase in wet weather flows to the Muddy Creek Basin Conveyance Sewer. This project is located in the neighborhood of Saylor Park in the City of Cincinnati.

Purpose

This purpose of this project is to upgrade the Muddy Creek Pump Station to provide increased capacity. The flow will continue to be conveyed to the West Branch Muddy Creek Interceptor. This modification is required by the Global Consent Decree. This project is included in the West Branch Muddy Creek Bundle.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	0	4,610,300	0	0	0	4,610,300
Engineering	0	582,500	0	0	0	0	0	582,500
Land	0	78,300	0	0	0	0	0	78,300
MSD Capital Improvements Total	0	660,800	0	4,610,300	0	0	0	5,271,100
Estimated Personnel Cost	0	42,610	0	253,200	0	0	0	295,810

Addyston Pump Station Elimination

Dept. Priority: 4

Description

This project will provide resources for the elimination of the Addyston Pump Station by installing approximately 2,700 feet of 36-inch gravity sewer along US 50. This sewer will also serve as a storage pipe. This project is located in the Village of Addyston.

Purpose

This purpose of this project is to eliminate the aging Addyston Pump Station and provide inline storage using a flow control device that will limit the total flow into the Muddy Creek Pump Station to 10 MGD from the Muddy Creek Interceptor and Addyston Area.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Engineering	0	0	0	316,000	0	0	0	316,000
Land	0	0	0	50,500	0	0	0	50,500
MSD Capital Improvements Total	0	0	0	366,500	0	0	0	366,500
Estimated Personnel Cost	0	0	0	47,270	0	0	0	47,270

River Road Near Muddy Creek WWTP Conveyance Sewer

Dept. Priority: 5

Description

This project will provide resources for the installation of approximately 1,700 linear feet of 48-inch pipe to direct flows from the West Branch Muddy Creek Interceptor, the East Branch Muddy Creek Interceptor, and the Bender Road Express Sewer that are in excess of the treatment plant capacity, to the proposed Muddy

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Creek Basin Storage and Conveyance Sewer. This project is located in the Sayler Park neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to allow flows from the existing Bender Road Express Sewer, West Branch Muddy Creek Interceptor, and East Branch Muddy Creek Interceptor that are in excess of the treatment plant capacity to flow by gravity directly to the proposed Muddy Creek Basin Conveyance Sewer. This project is included in the West Branch Muddy Bundle.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	0	780,600	0	0	0	780,600
MSD Capital Improvements Total	0	0	0	780,600	0	0	0	780,600
Estimated Personnel Cost	0	0	0	31,960	0	0	0	31,960

Werk and Westbourne Enhanced High Rate Treatment Facility

Dept. Priority: 6

Description

This project will provide resources for the construction of a 106 million gallons per day chemically enhanced high rate treatment (EHRT) facility to provide storage, settling, and screening of combined sewage discharges from Combined Sewer Overflow (CSO) 522 located at the intersection of Werk Road and Westbourne Drive in the Muddy Creek basin in Green Township, Hamilton County, Ohio.

Purpose

This purpose of this project is to remediate frequent health, odor, and aesthetic problems in the neighboring area caused by wet weather discharges from Combined Sewer Overflow (CSO) 522. The project will greatly improve the quality of water being discharged to Muddy Creek during wet weather events. The Werk and Westbourne Enhanced High Rate Treatment (EHRT) facility will serve as a demonstration to assess the effectiveness of EHRT technology for this specific application.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	63,413,600	0	0	0	0	0	63,413,600
Engineering	0	1,516,500	0	0	0	0	0	1,516,500
MSD Capital Improvements Total	0	64,930,100	0	0	0	0	0	64,930,100
Estimated Personnel Cost	0	1,708,970	0	0	0	0	0	1,708,970



Muddy Creek WWTP New Belt Filter Press

Dept. Priority: 7

Description

This project will provide resources for the construction of a new dewatering system. The project is located at the Muddy Creek Wastewater Treatment Plant (WWTP) which is located in the Saylor Park neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to address capacity limitations at the treatment plant. The Muddy Creek Wastewater Treatment Plant (WWTP) currently has one belt filter press. The overall District solids disposal strategy relies on fluidized bed incineration. Belt filter press technology does not produce a sludge cake of sufficient dryness for auto-thermal incineration. This project will provide two centrifuge units to increase the WWTP's firm solids dewatering capacity.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	5,202,000	0	0	0	0	0	5,202,000
MSD Capital Improvements	0	5,202,000	0	0	0	0	0	5,202,000
Total								
Estimated Personnel Cost	0	259,530	0	0	0	0	0	259,530

Glenview Pump Station Elimination

Dept. Priority: 8

Description

This project will provide resources for the elimination of the Glenview Pump Station by installing 4,300 feet of gravity sewers varying in size from 12 to 24 inches. The sewer will start at the existing Glenview pump station and proceed northeast to connect to the Wesselman II-A Interceptor at Hutchinson Road. This project is located in Green Township.

Purpose

The purpose of this project is to eliminate the existing Glenview Pump Station which has deteriorated beyond its useful life and is not capable of handling wet weather flows. This project also has the added benefit of allowing potentially 1.2 MGD to flow within the natural sewer shed to Taylor Creek basin diverting that same flow from Muddy Creek and CSO 522.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	2,177,000	0	0	0	0	2,177,000
MSD Capital Improvements	0	0	2,177,000	0	0	0	0	2,177,000
Total								
Estimated Personnel Cost	0	0	125,320	0	0	0	0	125,320

Capital Improvement Plan

Sewers



Muddy Creek WWTP Grit Replacement

Dept. Priority: 9

Description

This project will provide resources for the replacement of grit equipment at the Muddy Creek Wastewater Treatment Plant (WWTP). The project is located at the Muddy Creek WWTP in the Sayler Park neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to increase the reliability of the Muddy Creek Wastewater Treatment Plant's (WWTP) ability to treat peak flows up to 35 million gallons per day (MGD) for extended periods of time. In order to sustain 35 MGD treatment capacity, improvements to the grit removal system are required. The current grit system is adequate to treat dry weather flow, but is not robust enough to address wet weather flow. This project has a Wet Weather Improvement Program (WWIP) milestone for construction completion no later than December 31, 2015.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	3,015,000	0	0	0	0	0	3,015,000
MSD Capital Improvements Total	0	3,015,000	0	0	0	0	0	3,015,000
Estimated Personnel Cost	0	152,760	0	0	0	0	0	152,760

Ludlow and Lafayette Parallel Sewer

Dept. Priority: 10

Description

This project will provide resources for the elimination of surcharges of Sanitary Sewer Overflows (SSO) 645 and 225A for a 2 year design storm by installing approximately 1,900 feet of a 24-inch parallel sewer. Although the June 2009 submittal project description calls for the construction of a new parallel sewer to follow original alignment -- 1,700 feet of 15-inch sewer, MSD determined that a 24-inch parallel sewer was necessary to achieve the desired level of control. This project is in the Clifton neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to meet the requirements of Phase I of the Wet Weather Improvement Program (WWIP) for MSD to eliminate surcharges of Sanitary Sewer Overflows (SSO) 645 and 225A for a 2-year design storm. By bypassing the downstream bottleneck, the parallel sewer will eliminate the overflows for SSOs 645 and 225A for the 2-year design storm. The project has been accelerated from the estimated 2016 construction date to 2013 in order to coordinate with Greater Cincinnati Water Works and minimize local disturbance and construction cost.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	3,491,200	0	0	0	0	0	3,491,200
MSD Capital Improvements Total	0	3,491,200	0	0	0	0	0	3,491,200
Estimated Personnel Cost	0	83,880	0	0	0	0	0	83,880



Daly Road Sewer Replacement

Dept. Priority: 11

Description

This project will provide resources for the replacement of approximately 5,500 feet of 21-inch severely deteriorated sewer built in the 1940s with new 30-inch sewer to remove flow from the Daly Road Vortex Separator and discharge it into an existing 30-inch sewer approximately 900 feet east of intersection of Daly Road and Compton Road. This project is located in Springfield Township.

Purpose

The purpose of this project is to replace the existing 21-inch diameter sewer that was constructed during the 1940's. An engineering study of the existing 21-inch diameter sewer revealed that it was at capacity; therefore replacement with a 30-inch diameter sewer will provide for future sanitary flow upstream. The inspection revealed several structural defects including multiple fractures, breaks, holes, and deformations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	9,495,900	0	0	0	0	9,495,900
Engineering	0	0	110,000	0	0	0	0	110,000
MSD Capital Improvements	0	0	9,605,900	0	0	0	0	9,605,900
Total								
Estimated Personnel Cost	0	0	523,170	0	0	0	0	523,170

Blue Rock Road Sewer Separation

Dept. Priority: 12

Description

This project will provide resources for the construction of approximately 2,700 feet of 18-inch diameter sanitary sewer and conversion of 2,700 feet of existing combined sewer to a storm sewer. The Blue Rock Regulator, Combined Sewer Overflow (CSO) 180, is located approximately 200 feet west of the intersection of Blue Rock Road and Ranlyn Avenue in Green Township in Hamilton County, Ohio.

Purpose

The purpose of this project is to eliminate overflow events at Combined Sewer Overflow (CSO) 180 and the Blue Rock Regulator to the tributary stream to Winton Lake by partially separating sanitary and storm flows. A new sanitary sewer will be constructed and the existing combined sewer will be left in place and converted to a storm sewer. A new overflow structure will be provided to protect the new sanitary sewer against possible surcharging during a 10-year storm. The overflow will be diverted into the existing CSO 180 structure and storm sewer for discharge into the stream.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	2,690,500	0	0	0	0	0	2,690,500
MSD Capital Improvements	0	2,690,500	0	0	0	0	0	2,690,500
Total								
Estimated Personnel Cost	0	127,360	0	0	0	0	0	127,360

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CSO 179 Sewer Separation

Dept. Priority: 13

Description

This project will provide resources for the the June 2009 approved plan project description which calls for partial separation to address the overflows at CSO 179. A separation sewer alternative following an alignment around Canal Ridge Road Dump was recommended. This recommended alignment involves the installation of 1,440 feet of 12-inch sewer. This project is in the Clifton neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to address combined sewer overflows at CSO 179. This project is part of the Wet Weather Improvement Plan, Upper Northside Bundle and was included in the June 2009 approved plan.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	0	1,736,800	0	0	0	1,736,800
Engineering	0	0	0	44,900	0	0	0	44,900
MSD Capital Improvements Total	0	0	0	1,781,700	0	0	0	1,781,700
Estimated Personnel Cost	0	0	0	94,290	0	0	0	94,290

CSO 194 Sewer Separation Contract 3

Dept. Priority: 14

Description

This project will provide resources for the construction of 7,000 feet of 12-inch to 30-inch parallel sewers. Most storm inlets are to be diverted from the combined sewer. Roof loads on buildings with combined internal plumbing will remain in the combined sewer. This project is located in Westwood Northern Boulevard, Wardall Avenue, Hull Avenue, McFarlan Park Drive, Feltz Avenue, Temple Avenue, and Hazelwood Avenue in the Westwood neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is, as a Wet Weather Improvement Program (WWIP) project, to reduce overflows at CSO 194 to 3.0 million gallons in accordance with the goals of the WWIP. This project will partially separate the combined sewage flow by diverting storm water from street inlets, ravine inlets, driveway drains, and parking lot drains to a separate storm sewer. Hydraulic modeling in 2006 showed that for the typical year storm, CSO 194 had an existing overflow volume of 6 million gallons, which after model calibration in 2010, was revised to 1.1 million gallons. With the completion of this project, the overflow volume will be reduced to less than 0.1 million gallons.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	4,051,500	0	0	0	0	4,051,500
MSD Capital Improvements Total	0	0	4,051,500	0	0	0	0	4,051,500
Estimated Personnel Cost	0	0	247,280	0	0	0	0	247,280



CSO 195 Sewer Separation Contract 2

Dept. Priority: 15

Description

This project will provide resources for the construction of 2,700 feet of 12-inch to 30-inch parallel sewers. Most storm inlets are to be diverted from the combined sewer. Roof loads on buildings with combined internal plumbing will remain in the combined sewer. This project is located in Westwood Northern Boulevard, Camic Place, Augusta Avenue, Phoenix Avenue, and Boudinot Avenue in the Westwood neighborhood of the City of Cincinnati and in the City of Cheviot.

Purpose

The purpose of this project is, as a Wet Weather Improvement Program (WWIP) project, along with CSO 195 Contract 3, to reduce overflows at CSO 195 to 3.7 million gallons in accordance with the goals of the WWIP. This project will partially separate the combined sewage flow by diverting storm water from street inlets, ravine inlets, driveway drains, and parking lot drains to a separate storm sewer. Hydraulic modeling in 2006 showed that for the typical year storm, CSO 195 had an existing overflow volume of 13 million gallons, which after model calibration in 2010, was revised to 3.4 million gallons. With the completion of this project, the overflow volume will be reduced to 0.35 million gallons.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	1,162,000	0	0	0	0	1,162,000
MSD Capital Improvements	0	0	1,162,000	0	0	0	0	1,162,000
Total								
Estimated Personnel Cost	0	0	49,140	0	0	0	0	49,140

CSO 195 Sewer Separation Contract 3

Dept. Priority: 16

Description

This project will provide resources for the construction of 3,300 feet of 12-inch to 36-inch parallel sewers. Most storm inlets are to be diverted from the combined sewer. Roof loads on buildings with combined internal plumbing will remain in the combined sewer. This project is located in the Westwood neighborhood of the City of Cincinnati and in the City of Cheviot.

Purpose

The purpose of this project is, as a Wet Weather Improvement Program (WWIP) project, along with CSO 195 Contract 2, to reduce overflows at CSO 195 to 3.7 million gallons in accordance with the goals of the WWIP. This project will partially separate the combined sewage flow by diverting storm water from street inlets, ravine inlets, driveway drains, and parking lot drains to a separate storm sewer. Hydraulic modeling in 2006 showed that for the typical year storm, CSO 195 had an existing overflow volume of 13 million gallons,

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which after model calibration in 2010, was revised to 3.4 million gallons. With the completion of this project, the overflow volume will be reduced to 0.35 million gallons.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	1,686,500	0	0	0	0	1,686,500
MSD Capital Improvements Total	0	0	1,686,500	0	0	0	0	1,686,500
<hr/>								
Estimated Personnel Cost	0	0	103,560	0	0	0	0	103,560

CSO 525 Sewer Separation Contract 2

Dept. Priority: 17

Description

This project will provide resources for the partial separation of a combined sewer area by constructing parallel sewers. Street inlets, ravine inlets, driveway drains, and parking lot drains are to be diverted from the combined sewer. Roof loads on buildings with combined internal plumbing will remain in the combined sewer. This project is located in North Bend Road, Alpine Place, Puhlman Avenue, Van Zandt Lane, and Dickinson Road in the Westwood neighborhood of the City of Cincinnati, in the City of Cheviot, and in Green Township.

Purpose

The purpose of this project is, as a Wet Weather Improvement Program (WWIP) project, in conjunction with CSO 525 Contract 1, to reduce overflows at CSO 525 to 2.5 million gallons in accordance with the goals of the WWIP. This project will partially separate the combined sewage flow by diverting storm water from street inlets, ravine inlets, driveway drains, and parking lot drains to a separate storm sewer. Hydraulic modeling in 2006 showed that for the typical year storm, CSO 525 had an existing overflow volume of 6 million gallons, which after model calibration in 2010, was revised to 4.2 million gallons. With the completion of this project, the overflow volume will be reduced to 0.1 million gallons.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	1,605,500	0	0	0	0	1,605,500
MSD Capital Improvements Total	0	0	1,605,500	0	0	0	0	1,605,500
<hr/>								
Estimated Personnel Cost	0	0	78,830	0	0	0	0	78,830

Mill Creek WWTP Auxillary Outfall Improvements

Dept. Priority: 18

Description

This project will provide resources for evaluating alternatives to provide WWTP outfall capacity of 430 MGD at all river levels. At certain Ohio River levels the Mill Creek WWTP cannot discharge its wet weather



design flow of 430 MGD. This project is located in the Lower Price Hill neighborhood of the City of Cincinnati. Mill Creek WWTP Bundle End Construction Milestone is 12/31/2016.

Purpose

The purpose of this project is to permit reliable discharge of wet weather flows up to 430 MGD to the Mill Creek during high Ohio River stage conditions through improvements to the auxiliary outfall. This Phase 1 Wet Weather Improvement Plan project is part of the Mill Creek WWTP Bundle and was included in the June 2009 submittal.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	0	15,058,600	0	15,058,600
MSD Capital Improvements	0	0	0	0	0	15,058,600	0	15,058,600
Total								
Estimated Personnel Cost	0	0	0	0	0	92,450	0	92,450

Little Miami Four Mile Pump Station Upgrade

Dept. Priority: 19

Description

This project will provide resources for the upgrade of the four mile pump station located at the Little Miami Wastewater Treatment Plant in the East End neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to meet the mandate for wet weather capacity at the Little Miami Wastewater Treatment Plant.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	374,200	0	0	0	0	374,200
MSD Capital Improvements	0	0	374,200	0	0	0	0	374,200
Total								
Estimated Personnel Cost	0	0	18,360	0	0	0	0	18,360

Little Miami WWTP Pump Station Reconfiguration

Dept. Priority: 20

Description

This project will provide resources for converting a pump station from an influent pump station to a secondary bypass pump station by installing a new pump system with a capacity of 45 million gallons per day.

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Flow will be re-routed to the Four Mile Pump Station. This project is located in the East End neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to meet the mandate for the Little Miami Treatment Plant to achieve the 100 million gallons per day treatment capacity by providing the ability to pump secondary treatment bypass during wet weather events and associated high river stages.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Engineering	0	0	319,500	0	0	0	0	319,500
MSD Capital Improvements Total	0	0	319,500	0	0	0	0	319,500
<hr/>								
Estimated Personnel Cost	0	0	18,440	0	0	0	0	18,440

Little Miami WWTP Grit Station Upgrade

Dept. Priority: 21

Description

This project will provide resources for the demolition of existing detritors, provide three new vortex grit tanks and associated equipment, and construct a building to house the pumps, cyclones, classifiers, dumpsters, and conveyors for the vortex grit system.

Purpose

The purpose of this project is to install Vortex Grit tanks which will increase the firm grit removal capacity from 82 MGD to 100 MGD and will improve this unit process.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Engineering	0	0	790,700	0	0	0	0	790,700
MSD Capital Improvements Total	0	0	790,700	0	0	0	0	790,700
<hr/>								
Estimated Personnel Cost	0	0	39,220	0	0	0	0	39,220



Little Miami WWTP Hydraulic Improvements

Dept. Priority: 22

Description

This project will provide resources for a partial flume for hydraulic improvement at the Little Miami Wastewater Treatment Plant (LMWWTP) between the Four Mile Pump Station and the screen building. This project is located in the East End neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to allow the Little Miami Wastewater Treatment Plant (LMWWTP) to achieve 100 million gallons per day wet weather flows as mandated.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	199,000	0	0	0	0	199,000
MSD Capital Improvements Total	0	0	199,000	0	0	0	0	199,000
<hr/>								
Estimated Personnel Cost	0	0	9,650	0	0	0	0	9,650

Little Miami WWTP Primary to Secondary Hydraulic Improvement

Dept. Priority: 23

Description

This project will provide resources for the doubling of the conveyance capacity of piping, the modification of the secondary diversion structure, and the repiping of the primary effluent bypass to Little Miami Pump Station. This project is located in the East End neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to provide necessary hydraulic improvements to convey 100 million gallons per day to secondary treatment and enable the facility to bypass flows from secondary treatment during peak flow events and associated high river stages.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	183,100	0	0	0	0	183,100
MSD Capital Improvements Total	0	0	183,100	0	0	0	0	183,100
<hr/>								
Estimated Personnel Cost	0	0	9,010	0	0	0	0	9,010

Little Miami WWTP Chemically Enhanced Primary Treatment

Dept. Priority: 24

Description

This project will provide resources for the increase of primary treatment capacity by adding a chemical feed system, inclined plate settlers, and additional effluent weirs. It will also modify fine screen building for

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chemical storage including screen removal. This project is located at the Little Miami Wastewater Treatment Plant (LMWWTP) in the East End neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to increase the firm capacity of primary treatment from a 23 million gallons per day to a 55 million gallons per day monthly average and from 46 million gallons per day to 100 million gallons per day peak flow.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Engineering	0	0	628,400	0	0	0	0	628,400
MSD Capital Improvements	0	0	628,400	0	0	0	0	628,400
Total								
Estimated Personnel Cost	0	0	32,050	0	0	0	0	32,050

Little Miami WWTP Secondary Treatment Modifications

Dept. Priority: 25

Description

This project will provide resources for chemically enhanced treatment to final clarifiers, replacing existing gates in the secondary clarifier distribution channel, replacing existing weirs and providing weir covers, replacing chain and flight sludge collectors, and replacing activated sludge control valves. This project is located at the Little Miami Wastewater Treatment Plant (LMWWTP) in the East End neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to provide the necessary upgrades to optimize secondary treatment and provide reliability for average and peak flows.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Engineering	0	0	952,700	0	0	0	0	952,700
MSD Capital Improvements	0	0	952,700	0	0	0	0	952,700
Total								
Estimated Personnel Cost	0	0	49,180	0	0	0	0	49,180

Little Miami WWTP Chemical Feed System Upgrades

Dept. Priority: 26

Description

This project will provide resources for the demolition of a multiple hearth incinerator and expansion of hypochlorite feed system and storage or provide sodium hypochlorite generation facilities. This project is



located at the Little Miami Wastewater Treatment Plant (LMWWTP) in the East End neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is meet the requirements to provide sufficient hypochlorite storage and system capacity to meet ten State standards and upgrade facilities to meet all applicable building codes.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	377,300	0	0	0	0	377,300
MSD Capital Improvements Total	0	0	377,300	0	0	0	0	377,300
<hr/>								
Estimated Personnel Cost	0	0	19,380	0	0	0	0	19,380

Little Miami WWTP Sludge Receiving Facility Improvements

Dept. Priority: 27

Description

This project will provide resources for the modification and upgrade of piping and the loading area to facilitate receiving and loading of dewatered sludge. This project is located at the Little Miami Wastewater Treatment Plant (LMWWTP) in the East End neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to meet the requirement to facilitate loading of dewatered sludge in the event the incinerator is temporarily out of service.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	45,600	0	0	0	0	45,600
MSD Capital Improvements Total	0	0	45,600	0	0	0	0	45,600
<hr/>								
Estimated Personnel Cost	0	0	2,320	0	0	0	0	2,320

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Little Miami WWTP Dual Feed/Standby Power

Dept. Priority: 28

Description

This project will provide resources for dual feed power to the Little Miami Wastewater Treatment Plant (LMWWTP) or provide back-up generators. This project is located in the East End neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to meet the requirements for firm capacity and to meet ten State standards.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	752,500	0	0	0	0	752,500
MSD Capital Improvements	0	0	752,500	0	0	0	0	752,500
Total								
Estimated Personnel Cost	0	0	38,480	0	0	0	0	38,480

CSO 470 Eastern Ave Sewer Separation Phase 3

Dept. Priority: 29

Description

This project will provide resources for sewer separations, the upgrade of an existing detention basin, construction of 1,200 linear feet of new sanitary sewer, and the removal of two regulator structures which will eliminate Combined Sewer Overflows (CSO) 470 and 471. The project is located in the Little Miami sewer-shed of the East Basin in the City of Cincinnati's Linwood, Columbia-Tusculum, and Mt. Lookout neighborhoods.

Purpose

The purpose of this project is to eliminate Combined Sewer Overflows (CSO) 470 and 471 through sewer separations. The work has been divided into multiple construction contracts to accommodate on-going right-of-way coordination issues. Phase 3 of this work will construct all work components needed to direct sanitary flow to an existing sewer along Eastern Avenue, thereby eliminating CSO 470. An earthen dam will be constructed with control structures to regulate the amount of water flowing from the existing Grandin Road stream into the combined sewer system. Wet weather flow will be directed to the detention basin and stream in lieu of CSOs 471 and 472.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	2,033,100	0	0	0	0	0	2,033,100
Engineering	0	46,000	0	0	0	0	0	46,000
MSD Capital Improvements	0	2,079,100	0	0	0	0	0	2,079,100
Total								
Estimated Personnel Cost	0	95,680	0	0	0	0	0	95,680



CSO 470 Sewer Separation Phase 4

Dept. Priority: 30

Description

This project will provide resources for re-routing sanitary connections in two industrial buildings in order to convert existing combined sewers into storm sewers for Combined Sewer Overflow (CSO) 470. The two properties are at 4477 and 4575 Eastern Avenue. The project is in the Little Miami sewershed of the East Basin in the Linwood neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to construct all work components associated with re-routing sanitary connections from two industrial buildings. A grinder pump system will redirect sanitary taps at 4477 and 4574 Eastern Avenue to the sewer along Eastern Avenue. This work is necessary to complete the sewer separation efforts for Combined Sewer Overflows (CSO) 470 and 471.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	156,700	0	0	0	0	0	156,700
Engineering	0	13,000	0	0	0	0	0	13,000
MSD Capital Improvements Total	0	169,700	0	0	0	0	0	169,700
Estimated Personnel Cost	0	10,940	0	0	0	0	0	10,940

Eastern/Delta Sewer Separation Phase 3

Dept. Priority: 31

Description

This project will provide resources for the construction of approximately 2,300 feet of new sewer, new storm and sanitary diversion manholes, and high water/dry weather protection at Combined Sewer Overflows (CSO) 467, 468, and 469. The project is located between Corbin Street and Congress Avenue in the East End neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to separate the area tributary to Combined Sewer Overflow (CSO) 467A and eliminate the CSO. Separation will be achieved by constructing flow regulators and flap gates at CSOs 467, 468, and 469; by demolishing the Delta Avenue Pump Station; and by separating and eliminating CSO 657. The project will reduce combined sewer overflows, remove stormwater from the combined system, and reduce system maintenance costs by an average of \$38,500 per year.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	6,585,300	0	0	0	0	0	6,585,300
MSD Capital Improvements Total	0	6,585,300	0	0	0	0	0	6,585,300
Estimated Personnel Cost	0	335,110	0	0	0	0	0	335,110

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Little Miami WWTP Wet Weather Pump Station

Dept. Priority: 32

Description

This project will provide resources for the construction of a Pump Station with screening to convey 150 million gallons per day to the Auxiliary Outfall.

Purpose

The purpose of this project is to meet the mandates of the Wet Weather Improvement Plan (WWIP).

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	3,570,400	0	0	0	0	3,570,400
MSD Capital Improvements Total	0	0	3,570,400	0	0	0	0	3,570,400
Estimated Personnel Cost	0	0	186,550	0	0	0	0	186,550

Little Miami WWTP Four Mile Pump Station Dry Weather Pumps

Dept. Priority: 33

Description

This project will provide resources for the evaluation and replacement of existing dry weather pumps that have reached the end of their useful life. This will ensure long term reliability. This project is located in the East End neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to maintain the long term reliability of the Little Miami Wastewater Treatment Plant (LMWWTP).

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	115,300	0	0	0	0	115,300
MSD Capital Improvements Total	0	0	115,300	0	0	0	0	115,300
Estimated Personnel Cost	0	0	4,700	0	0	0	0	4,700

Sewer Relining Trenchless Technology Program

Dept. Priority: 34

Description

This program will provide resources for conducting internal lining of sewers and external lining of aerial sewers throughout the system as a cost effective method of rehabilitating structurally deteriorated sewers. This program will include, but not limit itself to, spiral wound pipe, pipe bursting, carbon filament wrapping, directional drilling, and jack-and-boring. These projects are identified through investigations of the sewer lines and are prioritized based on a standardized condition assessment procedure. This program is



expected to require future funding beyond the present five-year Capital Improvement Plan (CIP) window of 2013-2017.

Purpose

The purpose of this project is to provide lining which provides a cost-effective method of rehabilitating deteriorated sewers while improving the hydraulic performance of the sewer. This work may also increase development credits.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	4,585,000	4,590,000	4,600,000	4,700,000	4,700,000	4,690,000	27,865,000
Engineering	0	990,000	700,000	700,000	750,000	750,000	750,000	4,640,000
MSD Capital Improvements Total	0	5,575,000	5,290,000	5,300,000	5,450,000	5,450,000	5,440,000	32,505,000
Estimated Personnel Cost	0	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

Manhole Rehabilitation Trenchless Technology Program

Dept. Priority: 35

Description

This project will provide resources for a cost effective method of rehabilitating structurally deteriorated manholes throughout the system. Manhole rehabilitation projects are identified through investigations and are prioritized based on a standardized condition assessment procedure. Although a minimum of 150 manholes are required to be rehabilitated annually, MSD's goal is 450. This program is expected to require future funding beyond the present five-year Capital Improvement Plan (CIP) window of 2013-2017.

Purpose

The purpose of this project is to meet the requirements of the Global Consent Decree which requires MSD to rehabilitate 150 manholes each year to reduce infiltration and inflow upstream of Sanitary Sewer Overflows (SSO) to reduce overflows. This project creates development credits upstream of an SSO.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	940,000	940,000	940,000	940,000	940,000	990,000	5,690,000
Engineering	0	100,000	100,000	100,000	100,000	100,000	100,000	600,000
MSD Capital Improvements Total	0	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000	1,090,000	6,290,000
Estimated Personnel Cost	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000

Sewer Backup Response Program

Dept. Priority: 36

Description

This project will provide resources for a countywide program to perform modifications on private property to eliminate sewage backups in buildings from wet weather-related surcharged sanitary and combined sewer systems. If the property is eligible, solutions such as installation of backflow prevention valves, pumping systems, plumbing changes, waterproofing, recessed driveway filling, earth regrading, or other technologies will be made. Property purchases may also be used as a last resort. Service calls and mainte-

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nance of these modifications are also included in this project. NOTE: The Sewer Backup Response Program is expected to require future funding beyond the present five-year Capital Improvement Plan window of 2013-2017.

Purpose

The purpose of this project is to eliminate Sewer Backup (SBU) problems in a more cost-effective way than upgrading area sewers. This project expects to eliminate SBU problems at eligible properties at an average cost of \$37,500 per property.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	2,200,000	2,300,000	2,300,000	2,200,000	2,200,000	0	11,200,000
Engineering	0	600,000	600,000	600,000	500,000	500,000	2,700,000	5,500,000
MSD Capital Improvements Total	0	2,800,000	2,900,000	2,900,000	2,700,000	2,700,000	2,700,000	16,700,000
Estimated Personnel Cost	0	150,000	150,000	150,000	150,000	150,000	150,000	900,000

Rainfall Derived Infiltration and Inflow Program

Dept. Priority: 37

Description

This project will provide resources for the Rainfall Derived Infiltration and Inflow (RDII) program which identifies opportunities to reduce/exclude infiltration and inflow (I/I) entering the sanitary system. These efforts are being focused in the areas of the system which have the highest amounts of infiltration and inflow. As sources of infiltration and inflow are identified, remedial action will be taken in the form of Capital Improvement Plan (CIP) improvements, lining, and manhole rehabilitation.

Purpose

The purpose of this project is, as part of the Rainfall Derived Infiltration and Inflow (RDII) program, to increase hydraulic capacity in the sanitary system by indentifying and eliminating sources of inflow and infiltration. An intended benefit of these efforts is to reduce Sanitary Sewer Overflows (SSO).

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	370,000	875,000	0	0	0	0	1,245,000
Engineering	0	130,000	40,000	0	0	0	0	170,000
MSD Capital Improvements Total	0	500,000	915,000	0	0	0	0	1,415,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

WWIP Progress Studies and Recreation Management

Dept. Priority: 38

Description

This project will provide resources for Wet Weather Improvement Plan (WWIP) update activities, which will include evaluation of alternatives in the separated sewer area of the Mill Creek Basin affected by proposed downstream combined sewer improvements contained in the Lower Mill Creek Partial Remedy (LMCPR) Revised Plan. Recreation Management activities will include additional water quality sampling and model-



ing tasks. WWIP Progress Studies and Recreation Management allowance is expected to require future funding beyond the present five-year Capital Improvement Plan window of 2013-2017.

Purpose

The purpose of this project is to a) develop strategies pertaining to the implementation of the Wet Weather Improvement Plan (WWIP); and b) create and implement a focused recreation management strategy tied to weather radar and the systemwide sewer model. Proposed for 2016 and 2017 is the preparation of the WWIP update, due at the end of 2017.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	1,074,000	1,106,200	1,139,400	3,400,400	0	0	6,720,000
MSD Capital Improvements	0	1,074,000	1,106,200	1,139,400	3,400,400	0	0	6,720,000
Total								
Estimated Personnel Cost	0	0	0	0	0	0	0	0

MSD Sustainable (Green) Infrastructure Program

Dept. Priority: 39

Description

This project will provide resources for activities that will initially include Low Impact Development (LID) demonstration projects to evaluate technologies and reduce storm water impacts to Combined Sewer Overflows (CSO), pilot projects to evaluate multiple methods in a set of multiple projects, regional best management projects and larger sewershed projects expected to capture over 10 million gallons, and large scale projects and long term projects in major Combined Sewer Overflow (CSO) sewersheds. MSD Sustainable Infrastructure Program is expected to require future funding beyond the present five-year Capital Improvement Plan (CIP) window of 2013-2017.

Purpose

The purpose of this project is to fund the use of Low Impact Development Best Management Practices (LID BMP), storm water offloading through stream separation, and promotion of sustainable best practices to remove stormwater from sewers in both Combined Sewer Overflow and Sanitary Sewer Overflow areas.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	42,000,000
Land	0	1,000,000	1,000,000	1,000,000	0	0	0	3,000,000
MSD Capital Improvements	0	8,000,000	8,000,000	8,000,000	7,000,000	7,000,000	7,000,000	45,000,000
Total								
Estimated Personnel Cost	0	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

Urgent Capacity Response

Dept. Priority: 40

Description

This project will provide resources for measures either not identified as Wet Weather Improvement Plan (WWIP) projects or those that would be moved up from existing WWIP schedules. All construction projects will undergo public review and evaluation as part of proposed legislation and approval by the Board of

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County Commissioners. This program will impact various locations in Hamilton County. The Urgent Capacity Response project is expected to require future funding beyond the present five-year Capital Improvement Plan (CIP) window of 2013-2017.

Purpose

The purpose of this project is to fund measures that restore sewer capacity in existing Combined Sewer Overflow (CSO) communities by identifying urgent Wet Weather Improvement Plan (WWIP) construction work that is needed to address urgent CSO community capacity needs, Water-in-Basement (WIB) issues, or unpermitted flows.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	2,084,000	0	0	0	0	0	2,084,000
Engineering	0	800,000	2,900,000	3,000,000	500,000	0	0	7,200,000
MSD Capital Improvements Total	0	2,884,000	2,900,000	3,000,000	500,000	0	0	9,284,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Home Sewage Treatment Systems Extensions

Dept. Priority: 41

Description

This project will provide resources for supporting the overall Home Sewage Treatment Systems (HSTS) Elimination Program by funding planning and petition services for various local sewer projects and sewer lateral projects in Wet Weather Improvement Plan (WWIP) watersheds (Mill Creek, Little Miami, Muddy Creek, Polk Run and Sycamore). Local sewer projects and sewer lateral projects extend water quality standards-compliant sewers to existing homes that are currently served by HSTS. Funding requests for other local sewer and sewer lateral activities (design, right-of-way, and construction) will be submitted for approval of the Board of County Commissioners (BOCC) on an individual project basis. This project is expected to require future funding beyond the present five-year Capital Improvement Plan (CIP) window of 2013-2017.

Purpose

The purpose of this project is to provide public funding for planning and petition services in support of various local sewer projects and sewer lateral projects. The local sewer projects and sewer lateral projects will convert Home Sewage Treatment Systems (HSTS) to sewer service thereby reducing the discharge of pollutants to Wet Weather Improvement Plan (WWIP) watersheds. Sixty to ninety percent of discharging HSTS can no longer meet effluent standards for fecal coli form due to their age and outdated equipment. Failing or improperly functioning HSTS are a source of pollutants that has been linked to dry weather bacterial exceedances.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	168,800	165,800	171,600	177,600	185,000	0	868,800
MSD Capital Improvements Total	0	168,800	165,800	171,600	177,600	185,000	0	868,800
Estimated Personnel Cost	0	50,000	50,000	50,000	50,000	50,000	0	250,000



Wet Weather Program Management and Support Services

Dept. Priority: 42

Description

This project will provide resources for the administration of the Wet Weather Program as specified in the Consent Order.

Purpose

The purpose of this project is to support the internal efforts, supplemental staff, and professional services necessary to carry out the Wet Weather Program. The activities will include project and program scheduling, project estimating, project controls, risk management efforts, program communications and outreach services.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	12,650,000	12,650,000	12,650,000	12,650,000	12,650,000	12,650,000	75,900,000
MSD Capital Improvements Total	0	12,650,000	12,650,000	12,650,000	12,650,000	12,650,000	12,650,000	75,900,000
Estimated Personnel Cost	0	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

Indian Creek WWTP Reliability and Service Upgrades

Dept. Priority: 43

Description

This project will provide resources for improvements to the following unit operations at the facility: influent pump station, influent screens, grit removal structure, aeration basins, secondary clarifiers, post aeration tanks, aerobic digesters, and drain pump station. General electrical and control system upgrades are included along with a new control building. This project is located in the Village of North Bend in Hamilton County, Ohio.

Purpose

The purpose of this project is to improve the reliability and firm treatment capacity of the Indian Creek Wastewater Treatment Plant. The proposed upgrades were presented in a conceptual design report, and were determined through a methodical process that considered more than 50 alternatives for addressing 25 concerns related to safety, efficiency, and treatment performance at the WWTP. This project will align the facility with current MSD operating philosophies, which have evolved since the plant's expansion in 1996.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	6,680,000	0	0	0	0	0	6,680,000
Engineering	0	39,800	0	0	0	0	0	39,800
MSD Capital Improvements Total	0	6,719,800	0	0	0	0	0	6,719,800
Estimated Personnel Cost	0	364,120	0	0	0	0	0	364,120



White Oak Terrace Pump Station Elimination

Dept. Priority: 44

Description

This project will provide resources for the construction of 670 feet of 12-inch diameter sewer and abandonment of 650 feet of 4-inch diameter force main. The project is located in the rear residential yards on Nick-view Drive and Ridgedale Drive in Green Township, Hamilton County, Ohio.

Purpose

The purpose of this project is to eliminate an existing lift station that is in poor condition. The White Oak Pump Station was originally constructed in 1970. The station is beyond its anticipated useful life, is noisy, and in constant need of maintenance. The station is not equipped with backup power and is subject to WIBs during power outages. Eliminating this station will result with decreased system maintenance costs.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	559,100	0	0	0	0	0	559,100
MSD Capital Improvements	0	559,100	0	0	0	0	0	559,100
Total								
Estimated Personnel Cost	0	23,360	0	0	0	0	0	23,360

Bruestle Avenue Pump Station Elimination

Dept. Priority: 45

Description

This project will provide resources for an approximately 2,350 foot gravity sewer, which will allow for the elimination of the existing Bruestle Avenue pump station. The project will start near 3957 Reemelin Road and extends southeast to the proposed Bruestle subdivision. The project is located in the City of Cheviot and Green Township.

Purpose

The purpose of this project is to replace the Bruestle Avenue pump station which was built in 1968, is near the end of its useful life, and does not meet current pump station standards. Completion of this project will result in an annual Operations and Maintenance savings of over \$21,000 as compared to maintaining the existing pump station. The 100-year net-present value (NPV) for eliminating the pump station is \$2,820,000 lower than the NPV for maintaining the current pump station. In addition to the savings, the gravity sewer will bring sewer service to existing homes on Robinhill Drive and Harvest Ridge Drive.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	774,900	0	0	0	0	774,900
Engineering	0	0	23,000	0	0	0	0	23,000
MSD Capital Improvements	0	0	797,900	0	0	0	0	797,900
Total								
Estimated Personnel Cost	0	0	53,440	0	0	0	0	53,440



Rackacres Drive and Crestnoll Lane Area Sewer

Dept. Priority: 46

Description

This project will provide resources for the construction of 2,375 linear feet of 12-inch gravity sewer to provide future service to unsewered areas of Rackacres Drive and Crestnoll Lane and allow immediate conversion of 12 household sewage treatment systems. This project is located in Green Township in Hamilton County, Ohio.

Purpose

The purpose of this project is to supply gravity sewer to the existing and future residents around the Rackacres Drive and Crestnoll Lane subdivisions.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	1,233,400	0	0	0	0	1,233,400
MSD Capital Improvements Total	0	0	1,233,400	0	0	0	0	1,233,400
Estimated Personnel Cost	0	0	68,830	0	0	0	0	68,830

State Route 128 Sewer Phase 3

Dept. Priority: 47

Description

This project will provide resources for the installation of a force main and gravity sewer along State Route 128 from the intersection of State Route 128 and Furlong Drive to a point 3,400 feet east of the intersection of Morgan Road and State Route 128. This project is in Whitewater Township.

Purpose

The purpose of this project is to construct a trunk sewer and will provide service to the residents along State Route 128 and the adjoining area. It will eliminate two small package plants. This project was proposed by the Whitewater Township Regional Sewer District (WTRSD). According to Section IV of the Interdistrict Agreement, WTRSD can propose projects to be funded by MSD.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	6,942,000	0	0	0	0	6,942,000
MSD Capital Improvements Total	0	0	6,942,000	0	0	0	0	6,942,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Capital Improvement Plan

Sewers



Westchase Park Pump Station Elimination

Dept. Priority: 48

Description

This project will provide resources for the construction of approximately 650 feet of 12-inch diameter sewer to eliminate the existing Westchase Park Pump Station. The project is located along Rybolt Road south of the intersection of Wesselman and Rybolt Roads in Green Township, Hamilton County, Ohio.

Purpose

The purpose of this project is to eliminate the Westchase Park Pump Station and allow for the activation of the dry line in Greenwald's Oak Hollow subdivision. The Hamilton County Engineer's office has developed plans to realign the Wesselman and Rybolt Roads intersection. The new alignment will remove the hill that is in the way making sewer construction more viable. This project will be done in conjunction with the road project thus reducing cost and inconvenience to the public.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	419,900	0	0	0	0	0	419,900
Engineering	0	11,500	0	0	0	0	0	11,500
Land	0	9,000	0	0	0	0	0	9,000
MSD Capital Improvements Total	0	440,400	0	0	0	0	0	440,400
Estimated Personnel Cost	0	20,780	0	0	0	0	0	20,780

Wesselman Road Sewer Phase 2A Contract 2

Dept. Priority: 49

Description

This project will provide resources for the construction of approximately 800 feet of 24-inch diameter sewer from Wesselman Road to the Hampton Pointe Pump Station. This project is located in Green Township, Hamilton County, Ohio.

Purpose

The purpose of this project is to eliminate the Hampton Pointe Pump Station and provide a means for home sewage treatment systems in the area to be eliminated. This project is a continuation of the recently constructed Wesselman Road Sewer Phase II-A Contract 1, Project ID #10221220.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	489,000	0	0	0	0	0	489,000
Engineering	0	12,000	0	0	0	0	0	12,000
MSD Capital Improvements Total	0	501,000	0	0	0	0	0	501,000
Estimated Personnel Cost	0	32,310	0	0	0	0	0	32,310



Wesselman Road Sewer Phase 2A Contract 3

Dept. Priority: 50

Description

This project will provide resources for the construction of approximately 3,200 feet of 24-inch diameter sewer in the vicinity of Wesselman Creek from the scheduled to be demolished Hampton Pointe Pump Station to Hutchinson Road. This project is located in Green Township, Hamilton County, Ohio.

Purpose

The purpose of this project is to provide the means for home sewage treatment systems in the area to be eliminated, allow subsequent extension of the trunk sewer to eliminate the Glenview Pump Station and address pump station overflow #773. This project is a continuation of Wesselman Road Sewer Phase II-A Contract 2, Project ID #10221223.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	2,379,000	0	0	0	0	2,379,000
Engineering	0	0	62,000	0	0	0	0	62,000
MSD Capital Improvements Total	0	0	2,441,000	0	0	0	0	2,441,000
Estimated Personnel Cost	0	0	125,420	0	0	0	0	125,420

CSO 410 Stream Separation

Dept. Priority: 51

Description

This project will provide resources for approximately 1,600 linear feet of new sanitary sewer, conversion of existing combined sewer to storm sewer, and regulator improvements. The outfall for Combined Sewer Overflow (CSO) 410 will be relocated from the south side of River Road (U.S. Route 50) to the north side of River Road. Road crossings of new piping will be constructed using trenchless methods. The project is located along River Road in the Riverside neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to provide strategic sewer separation to convey sanitary flow under River Road and the CSX railroad tracks to the existing East Branch Muddy Creek Interceptor and stormwater to the Ohio River. This project will achieve a total estimated overflow reduction in a typical year of 22.3 million gallons.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	813,300	0	0	0	0	0	813,300
Land	0	50,000	0	0	0	0	0	50,000
MSD Capital Improvements Total	0	863,300	0	0	0	0	0	863,300
Estimated Personnel Cost	0	30,270	0	0	0	0	0	30,270

Capital Improvement Plan

Sewers



CSO 404, 405, 410, 411 Outfall Reconstruction

Dept. Priority: 52

Description

This project will provide resources for the removal of the existing outfall headwalls and portions of sewer pipe, as well as the construction of new headwalls with flap gates and establishment of permanent erosion control. This project is located in the Sayler Park and Riverside neighborhoods of the City of Cincinnati.

Purpose

The purpose of this project is to provide backflow protection for outfall structures to the Ohio River for CSO 404, 405, 410, and 411. At higher river stages, this allows river water to back flow into the sewer system and inundate the Muddy Creek Interceptor Sewer. The current measures used to prevent this inundation causes untreated sanitary sewage to bypass directly to the Ohio River. Reconstruction of these outfalls to the Ohio River to incorporate back flow prevention will protect the Muddy Creek Interceptor Sewer from inundation and prevent the bypass of untreated sewage during higher river stages.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	826,500	0	0	0	826,500
MSD Capital Improvements Total	0	0	0	826,500	0	0	0	826,500
Estimated Personnel Cost	0	0	0	53,120	0	0	0	53,120

Westport Village Pump Station Elimination

Dept. Priority: 53

Description

This project will provide resources for the elimination of the existing Westport Village pump station by installing approximately 425 feet of new 12-inch diameter gravity sewer and replacing approximately 675 feet of existing 12-inch diameter gravity sewer at a deeper depth. The replacement of the existing sewer will provide more adequate flushing velocity in order to minimize potential Water in Basement complaints. The proposed Westport Village pump station elimination project is located in Green Township, between Charity Drive and Sharlene Court.

Purpose

The purpose of this project is to eliminate the existing Westport Village pump station. The existing pump station was replaced in 1985 and is nearing the end of its design life (based on MSD's financial analysis manual of a 30 year lifespan of a pump station). The force main was constructed in 1968 and is also nearing the end of its design life (based on MSD's financial analysis manual of a 50 year lifespan of a force main). Elimination of the existing pump station will redirect flows from SSO 1012 to SSO 697. Credits are available at SSO 697 for the project. Elimination of the pump station would generate 22.53 credits at SSO 1012.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	1,365,100	0	0	0	1,365,100
MSD Capital Improvements Total	0	0	0	1,365,100	0	0	0	1,365,100
Estimated Personnel Cost	0	0	0	86,440	0	0	0	86,440



Muddy Creek WWTP Sludge Processing Odor Control

Dept. Priority: 54

Description

This project will provide resources for the construction of an odor control system for the sludge processing areas of the Muddy Creek Wastewater Treatment Plant (MCWWTP). The plant is located in the Sayler Park neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to improve the working conditions at the Muddy Creek Wastewater Treatment Plant (MCWWTP) sludge processing building through odor source reduction/elimination as well as capture, control and treatment of odors. The sludge processing system lacks adequate ventilation and existing odor control equipment is outdated, ineffective, and is creating poor working conditions for operation personnel. Additional ventilation, chemical feed, odor capture, isolation and treatment are proposed to alleviate the condition. This project is being coordinated with other Muddy Creek WWTP Projects including Project IDs 10131180, 10131240, and 10230070.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	629,600	0	0	0	0	0	629,600
MSD Capital Improvements	0	629,600	0	0	0	0	0	629,600
Total								
Estimated Personnel Cost	0	34,340	0	0	0	0	0	34,340

Muddy Creek WWTP Primary Skimming/Sludge System Replacement

Dept. Priority: 55

Description

This project will provide resources for the replacement of the skimming removal system at the Muddy Creek Wastewater Treatment Plant (MCWWTP). This project is located at the Muddy Creek Wastewater Treatment Plant in the Sayler Park neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to replace the antiquated skimming removal system and to provide rechainning for the existing primary tanks. Replacement parts for the skimming system have not been available for some time. The new sludge removal system will increase efficiency while removing the skimmings from the primary tanks. This project is being coordinated with other Muddy Creek Wastewater Treatment Plant (MCWWTP) projects including Project IDs 10131180, 10131240, and 10230060.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	166,000	0	0	0	0	0	166,000
MSD Capital Improvements	0	166,000	0	0	0	0	0	166,000
Total								
Estimated Personnel Cost	0	181,720	0	0	0	0	0	181,720



Barrington Pump Station Eliminations

Dept. Priority: 56

Description

This project will provide resources for the construction of 9,600 feet of 8-inch to 15-inch diameter sewer and the elimination of five pump stations. The project is located between Leibel Road and 1st Street in Green Township in Hamilton County, Ohio.

Purpose

The purpose of this project is to eliminate five existing pump stations through construction of a new sanitary sewer. During design, it was determined the new gravity sewer will connect to the existing sanitary system near Fiddler's Green. Given the topography and existing structures and infrastructure, the new gravity line will be constructed using trenchless technology to minimize the impact to area residents and businesses. This project will provide service to unsewered areas and reduce annual Operation and Maintenance costs resulting from the pump stations. This project is being coordinated with other active projects planned for the Muddy Creek sewershed.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	9,560,700	0	0	9,560,700
Engineering	0	350,000	0	0	0	0	0	350,000
Land	0	200,000	0	0	0	0	0	200,000
MSD Capital Improvements Total	0	550,000	0	0	9,560,700	0	0	10,110,700
Estimated Personnel Cost	0	44,590	0	0	398,190	0	0	442,780

East Branch Muddy Creek Pump Station Upgrades

Dept. Priority: 57

Description

This project will provide resources for the replacement of four existing pump stations (Fithian Pump Station, Anderson Ferry Pump Station, Foley Road Pump Station, and Rapid Run Pump Station) with new submersible style pump stations. The project will include new control panels and diesel powered generators elevated above the 100-year flood elevation, and necessary additions for connecting the new pump stations to the existing force mains. The project is located in the Riverside neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is the replacement of four can style pump stations with submersible style pump stations. The existing pump stations are in poor condition and require frequent maintenance. The project



will eliminate the danger of workers needing to enter deteriorated can pump stations and elevate critical equipment such as generators and control panels above the 100-year flood elevation.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	1,925,100	0	0	0	1,925,100
Engineering	0	289,000	0	47,600	0	0	0	336,600
Land	0	50,500	0	0	0	0	0	50,500
MSD Capital Improvements Total	0	339,500	0	1,972,700	0	0	0	2,312,200
<hr/>								
Estimated Personnel Cost	0	55,670	0	77,000	0	0	0	132,670

Dry Weather Channel for Sanitary Sewer 937

Dept. Priority: 58

Description

This project will provide resources for the remodel of the bottom of 5,500 feet of existing Sanitary Sewer Overflows (SSO) 937A and 937B to create a dry weather channel. This dry weather channel will be constructed to increase flow velocity of dry weather flow in this sewer to allow solids to be conveyed and handled at the Muddy Creek Wastewater Treatment Plant (MCWWTP) during dry weather. This project is located in Green Township.

Purpose

The purpose of this project is to remediate significant sewer odors that have been experienced in areas north of the proposed Werk and Westbourne Enhanced High Rate Treatment (EHRT) Facility, along Glenway Avenue and Westbourne Drive where, during dry weather, there is insufficient flow to convey solids through the combined sewer which runs beneath these streets. Furthermore, the dry weather channel will significantly reduce the quantity of solids and associated odors that are conveyed to Schaible Creek during summertime wet weather events characterized by heavy early-onset precipitation. This project will also improve water quality in the creek.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	1,969,000	0	0	0	0	1,969,000
MSD Capital Improvements Total	0	0	1,969,000	0	0	0	0	1,969,000
<hr/>								
Estimated Personnel Cost	0	0	101,170	0	0	0	0	101,170

Capital Improvement Plan

Sewers



Lower Muddy Creek Interceptor SSO Remediation

Dept. Priority: 59

Description

This project will provide resources for the construction of pressurized structures to mitigate intrusion of Ohio River water in the existing combined sewer system. The project is located in portions of the Village of Addyston, the Saylor Park neighborhood of the City of Cincinnati, Miami Township, and Delhi Township.

Purpose

The purpose of the project is to consolidate multiple overflow location tributaries to the Lower Muddy Creek Interceptor to three locations in the system. Overflows currently occur along the interceptor on private property, including a marina, ball fields, driving range, and horse pasture. The project will replace existing manholes with pressure capable manhole structures to direct overflow into the Ohio River during high river conditions. The new manhole structures will also help address chronic high water dry weather overflow problems in the sanitary sewer system caused by river intrusion during high river conditions.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	6,614,400	0	0	0	0	6,614,400
Engineering	0	649,400	100,000	0	0	0	0	749,400
Land	0	478,000	0	0	0	0	0	478,000
MSD Capital Improvements Total	0	1,127,400	6,714,400	0	0	0	0	7,841,800
Estimated Personnel Cost	0	72,720	345,120	0	0	0	0	417,840

Country Club Estates Pump Station Elimination

Dept. Priority: 60

Description

This project will provide resources for the construction of approximately 1,800 feet of 12-inch diameter sewer. The project extends from the Country Club Estates Pump Station located at 1155 Glen Eagles Court to 995 Country Ridge Lane. The existing pump station will be decommissioned and removed. This project is in Delhi Township.

Purpose

The purpose of this project is to eliminate the Country Club Estates Pump Station that was installed in 1963 and has been in service for the past 49 years. The station is functionally obsolete due to inadequate hydraulic capacity and a lack of a secondary power source. The pump station has overflowed occasionally to a nearby creek.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	1,392,400	0	0	0	0	0	1,392,400
MSD Capital Improvements Total	0	1,392,400	0	0	0	0	0	1,392,400
Estimated Personnel Cost	0	51,910	0	0	0	0	0	51,910



Sharon Industrial Park Pump Station Replacement

Dept. Priority: 61

Description

This project will provide resources for the replacement of an existing pump station that was built in 1969. This project will construct a new pump station near the current pump station located in front of 11441 Rockfield Court. This project will also replace the existing 6-inch force main with approximately 1,400 feet of new 6-inch force main. This project is located in the City of Sharonville.

Purpose

The purpose of this project is to replace the existing and deteriorated Pump Station and existing force main.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	1,157,000	0	0	0	0	1,157,000
MSD Capital Improvements	0	0	1,157,000	0	0	0	0	1,157,000
Total								
Estimated Personnel Cost	0	0	62,830	0	0	0	0	62,830

CSO 125 Stream Separation

Dept. Priority: 62

Description

This project will provide resources for approximately 7,600 linear feet of storm sewer, two detention basins, and a 1.5 million gallon Combined Sewer Overflow (CSO) storage tank. The tank will work in conjunction with the existing Badgeley Run Real Time Control (RTC) facility that is included in the West Fork Interceptor and Storage Tank Project #10143860. This project is in the Northside neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to reduce annual Combined Sewer Overflow (CSO) by 270 million gallons. The solution includes an 84-inch diameter interceptor, two CSO storage tanks, partial sewer separations at eight CSO locations, and two stormwater detention basins providing approximately 23 acre-feet of storage for water quality and quantity improvement. Fifteen CSOs in the West Fork Basin are consolidated in an existing interceptor originally constructed beneath the West Fork channel in 1929. The existing interceptor is hydraulically connected to the channel through 18 grated openings. These grates allow stream flow to enter directly into the interceptor.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	8,677,500	0	0	0	0	8,677,500
Engineering	0	0	546,000	0	0	0	0	546,000
Land	0	1,000,000	0	0	0	0	0	1,000,000
MSD Capital Improvements	0	1,000,000	9,223,500	0	0	0	0	10,223,500
Total								
Estimated Personnel Cost	0	6,370	430,170	0	0	0	0	436,540



CSO 483 Stream Separation

Dept. Priority: 63

Description

This project will provide resources for approximately 2,200 linear feet of sanitary sewer along Winton Road to complete a portion of the separation of combined sewers in the Combined Sewer Overflow (CSO) 483 drainage area. The project will begin near Wynbrook Apartments and reconnect to the existing combined sewer upstream of CSO 217. The project is located in the Kings Run sewershed in the Winton Hills neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to eliminate approximately 150 million gallons of Combined Sewer Overflow (CSO). This project represents a portion of the overall sustainable solution for this area. Construction coordination is required to be expedited work associated with the Winton Road Rehabilitation Project under design by the Cincinnati Department of Transportation and Engineering (CDOTE). The Kings Run Watershed source control solution includes a combination of sewer separations, detention basins, and a CSO storage facility.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	4,271,200	0	0	0	0	0	4,271,200
MSD Capital Improvements	0	4,271,200	0	0	0	0	0	4,271,200
Total								
Estimated Personnel Cost	0	20,150	0	0	0	0	0	20,150

Bold Face Pump Station Elimination

Dept. Priority: 64

Description

This project will provide resources for the design and construction of 3,600 feet of sanitary sewer (36 inch and 18 inch), relocate the existing Combined Sewer Overflow (CSO) 419 regulator to near the intersection of Delhi Pike and Fairbanks Avenue, construct 3,600 linear feet of storm sewer from manhole 24715007 to manhole 29016007 and connect to the existing 144-inch combined sewer, construct 5,250 linear feet of 18-inch storm sewers along Steiner Avenue, Delhi Avenue, and Sedam Street, and construct 1,000 feet of 54-inch storm sewer along River Road to connect the separated storm sewer to the 144-inch outfall pipe that flows to the Ohio River. This project is in the Sedamsville neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is, based on modeling results, to separate 98.6 million gallons per typical year from the combined sewer at a cost of \$0.07 per gallon. Overflows at Combined Sewer Overflow (CSO) 419 will be subsequently reduced by approximately 169.3 million gallons per typical year at a cost of \$0.05 per



gallon. Additionally, triple bottomline analysis for all phases of the project forecasts major positive environmental impacts and minor positive social impacts.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	13,101,800	0	0	0	0	13,101,800
MSD Capital Improvements	0	0	13,101,800	0	0	0	0	13,101,800
Total								
Estimated Personnel Cost	0	0	729,500	0	0	0	0	729,500

Cora Avenue Sewer Replacement

Dept. Priority: 65

Description

This project will provide resources for replacing approximately 1,138 feet of 8-inch mainline sewer composed of polyvinyl chloride (PVC), vitrified clay, and cast iron between Cora Avenue and Fenton Avenue, south of Harrison Avenue. This project is located in the Westwood neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to replace an 8-inch sanitary sewer installed in 1924 that is aging and deteriorating. Portions of the pipe are deformed and broken and others have partially collapsed. The sewer is also damaged at the point of connection for many of the service laterals.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	681,900	0	0	0	0	681,900
MSD Capital Improvements	0	0	681,900	0	0	0	0	681,900
Total								
Estimated Personnel Cost	0	0	42,700	0	0	0	0	42,700

German Cemetery Sewer Replacement

Dept. Priority: 66

Description

This project will provide resources for the rehabilitation of 1,100 feet of failing 12, 18, 22, and 24-inch combined sewer beginning at the north terminus of Mentor Street and continuing northeast towards Gilbert

Capital Improvement Plan



Sewers

Avenue. This work will involve replacement of some sewer sections and lining of other segments. This project is in the Walnut Hills neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to rehabilitate a failing combined sewer and prevent further deterioration in other sections. This project is needed to prevent total failure of the sewer which would result in sewage backups in homes, a cemetery, or the public right of way.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	945,300	0	0	0	0	945,300
MSD Capital Improvements	0	0	945,300	0	0	0	0	945,300
Total								
Estimated Personnel Cost	0	0	60,120	0	0	0	0	60,120

Industrial Waste Office and Laboratory Improvements Phase 2

Dept. Priority: 67

Description

This project will provide resources for improvements to the Laboratory based on the division's facility plan. The project would improve safety and improve effective operation of the building's heating, ventilation, and air conditioning (HVAC) and Laboratory exhaust system. Also, the project will optimize use of the office facilities, increase operational efficiency, and minimize energy consumption. This project is located at the Mill Creek Wastewater Treatment Plant (MCWWTP) in the Lower Price Hill neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to respond to a study that recommended re-evaluation and reorganization including recommissioning of existing Division of Industrial Waste (DIW) facilities as a strategy for addressing the identified key issues. It recommended the optimization of heating, ventilation, and air conditioning (HVAC) and the Laboratory exhaust system's operation and maintenance, laboratory operations, and use of facilities including office spaces. This project includes the DIW laboratory facilities reorganization plan and implementation.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	1,545,900	0	0	0	0	1,545,900
Engineering	0	0	31,500	0	0	0	0	31,500
MSD Capital Improvements	0	0	1,577,400	0	0	0	0	1,577,400
Total								
Estimated Personnel Cost	0	0	55,300	0	0	0	0	55,300



Millbrook 2 Pump Station Upgrade

Dept. Priority: 68

Description

This project will provide resources for replacing/upgrading the existing Millbrook 2 Pump Station and upsizing and relocating a new force main. The project is located on Woodfield Drive in Springfield Township.

Purpose

The purpose of this project is to replace the deteriorated, aging and undersized Millbrook 2 Pump Station. This project will also provide secondary power for the pump station.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	1,570,200	0	0	0	0	1,570,200
MSD Capital Improvements	0	0	1,570,200	0	0	0	0	1,570,200
Total								
Estimated Personnel Cost	0	0	80,410	0	0	0	0	80,410

Hoffner Street Sewer Replacement

Dept. Priority: 69

Description

This project will provide resources for a new 12-inch conduit in the same alignment as the existing sewer approximately 135 feet west of the corner of Hoffner Street and Cass Avenue in the South Cumminsville neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to replace the existing 12-inch combined sewer, installed in 1910, which has exceeded its anticipated life and is deteriorated resulting in multiple fractures throughout the pipe. The project proposes to replace 374 linear feet of failed existing 12-inch combined sewer with new 12-inch conduit in the same alignment as the existing sewer.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	0	0	140,900	0	0	140,900
MSD Capital Improvements	0	0	0	0	140,900	0	0	140,900
Total								
Estimated Personnel Cost	0	0	0	0	9,720	0	0	9,720

Capital Improvement Plan

Sewers



3934 Winding Way Sewer Replacement

Dept. Priority: 70

Description

This project will provide resources for the abandonment of 652 feet of deteriorated 12-inch and 18-inch combined sewer and relocate the lateral serving 3934 Winding Way to the Winding Way combined sewer.

Purpose

The purpose of this project is to abandon a severely deteriorated sewer and redirect one house connection. The abandoned sewer will be filled and sealed.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	139,000	0	0	0	139,000
MSD Capital Improvements	0	0	0	139,000	0	0	0	139,000
Total								
Estimated Personnel Cost	0	0	0	11,270	0	0	0	11,270

Legends of Carpenters Run Pump Station Elimination

Dept. Priority: 71

Description

This project will provide resources for the installation of approximately 800 feet of 8-inch gravity sewer to eliminate the pump station. The pump station is located in the City of Blue Ash, but the point of connection with the existing sewer is located in the Village of Evendale.

Purpose

The purpose of this project is to replace the pump station which will reach its projected life in 2020. This project proposes a gravity sewer to eliminate the need for the pump station, thus avoiding future ongoing Operations and Maintenance for the pump station. The projected savings in Net Present Value over a 25 year horizon is approximately \$634,000. This savings is comprised of Operations and Maintenance savings of approximately \$275,000 over the 25 year period and approximately \$359,000 of capital which is projected to be spent in 2020.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	847,000	0	0	0	0	847,000
MSD Capital Improvements	0	0	847,000	0	0	0	0	847,000
Total								
Estimated Personnel Cost	0	0	48,560	0	0	0	0	48,560



East Mitchell Avenue Sewer Replacement

Dept. Priority: 72

Description

This project will provide resources for the replacement of a deteriorated 33-inch segmented clay tile sewer and abandon approximately 670 feet of severely deteriorated 12-inch and 24-inch sewer running under 806 East Mitchell Avenue in the Avondale neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is, based on the original project scope, to replace 202 feet of deteriorated 33-inch segmented clay tile sewer in East Mitchell Avenue, but the scope of this project has expanded to include the abandonment of 12-inch and 24-inch sewers that connect to the downstream manhole of the original project. The scope was expanded because abandonment of the 12-inch and 24-inch sewers would change the sizing of proposed sewers and construction activities would take place in adjacent parcels.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	0	0	1,021,100	0	0	1,021,100
MSD Capital Improvements	0	0	0	0	1,021,100	0	0	1,021,100
Total								
Estimated Personnel Cost	0	0	0	0	71,220	0	0	71,220

Wastewater Collections Equipment Barn Replacement

Dept. Priority: 73

Description

The project will provide resources for the construction of a new hardened storage facility to house heavy equipment. The project is located at MSDGC's Wastewater Collections Division Galbraith Road Facility in the Hartwell neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to expand and replace the existing heavy equipment storage facility utilized by the MSDGC Wastewater Collections Division. The existing facility is beyond its useful life and in need of replacement. Construction of a new larger storage facility will provide hardened storage for expensive heavy equipment such as 18-wheel drags, backhoes, bulldozers, etc. The existing building is not adequately sized for the number of vehicles which need secure storage.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	1,103,000	0	0	0	0	0	1,103,000
Engineering	0	9,000	0	0	0	0	0	9,000
MSD Capital Improvements	0	1,112,000	0	0	0	0	0	1,112,000
Total								
Estimated Personnel Cost	0	64,540	0	0	0	0	0	64,540

Capital Improvement Plan

Sewers



MCWWTP Service Water (NPW) Reliability and Service Upgrade

Dept. Priority: 74

Description

The project will provide resources for upgrades to the Mill Creek Wastewater Treatment Plant (MCWWTP) non-potable water (NPW) system to meet projected flow and pressure demands and to ensure an adequate level of service and reliability for treatment processes at the plant to ensure their optimum operation. The project is located at the Mill Creek WWTP in the Lower Price Hill neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to provide upgrades to the non-potable water (NPW) system in use at the Mill Creek Wastewater Treatment Plant (MCWWTP) to meet projected flow and pressure demands. The current NPW system does not provide adequate service to the Fluidized Bed Incinerators to prevent sulfur dioxide emissions. In February 2011 MSD committed to evaluating the scrubber tray water feed system and to make adjustments as necessary to provide adequate NPW flow as part of an agreement with the Hamilton County Department of Environmental Services.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	4,968,000	0	0	0	0	0	4,968,000
Engineering	0	125,000	0	0	0	0	0	125,000
MSD Capital Improvements Total	0	5,093,000	0	0	0	0	0	5,093,000
Estimated Personnel Cost	0	238,750	0	0	0	0	0	238,750

Lower Mill Creek High Water/Dry Weather Protection

Dept. Priority: 75

Description

This project will provide resources for a planning effort that will result in the identification of maintenance tasks, operational strategies, and projects that will greatly reduce or eliminate Ohio River and Mill Creek water inflow into the Lower Mill Creek system. The study area includes multiple City of Cincinnati neighborhoods along the Ohio River and the Lower Mill Creek Valley.

Purpose

The purpose of this project is to be a planning effort that will result in the identification of maintenance tasks, operational strategies, and projects that will greatly reduce or eliminate Ohio River and Mill Creek water inflow into the Lower Mill Creek system. The study area includes multiple City of Cincinnati neighborhoods along the Ohio River and the Lower Mill Creek Valley.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	0	13,125,000	0	13,125,000
MSD Capital Improvements Total	0	0	0	0	0	13,125,000	0	13,125,000
Estimated Personnel Cost	0	0	0	0	0	194,870	0	194,870



Winton Woods Aerial Sewer Replacement

Dept. Priority: 76

Description

This project will provide resources for the replacement of sewer segments consisting of two 60-inch diameter aerial crossings that total approximately 1,000 linear feet, one 48-inch aerial sewer crossing approximately 300 linear feet, and one 30-inch aerial sewer crossing approximately 220 linear feet. The project will also provide reinforcement of the existing support structures as determined in the previously completed structural analysis task.

Purpose

The purpose of this project is to replace four aerial sewer segments of deteriorated corrugated steel sewer that cross Winton Woods Lake or its tributary. Failure of these sewer segments would result in the discharge of sewage to Winton Woods Lake.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	7,147,300	0	0	0	0	0	7,147,300
Engineering	0	124,000	0	0	0	0	0	124,000
MSD Capital Improvements	0	7,271,300	0	0	0	0	0	7,271,300
Total								
Estimated Personnel Cost	0	351,400	0	0	0	0	0	351,400

Mill Creek WWTP Anaerobic Digester Conversion

Dept. Priority: 77

Description

This project will provide resources for the conversion of the four digesters to holding/mixing tanks with solid fixed covers, the cleaning of the remaining digesters, the removal of the floating covers, and the demolition of the structure to ensure no sewage solids or gas can be trapped and create a hazardous condition at the Mill Creek Wastewater Treatment Plant (MCWWTP). The project is located in the Lower Price Hill neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to respond to changes, due to the installation of new fluid bed incinerators (FBI) at Mill Creek Wastewater Treatment Plant (MCWWTP), in the sludge feed process to the incinerators. The newly installed FBIs do not need digested sludge. The north ten (10) digesters will be cleaned, the floating covers removed, and the structure demolished (partial or full) to ensure no sewage solids or gas can be trapped that allow for hazardous conditions. Four of the digesters will be converted to sludge mixing/holding tanks with new covers for sludge feed to new FBIs. An automated instrumentation and controls system will be installed to feed and control sludge flow to the incinerators.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	14,013,400	0	0	0	0	0	14,013,400
MSD Capital Improvements	0	14,013,400	0	0	0	0	0	14,013,400
Total								
Estimated Personnel Cost	0	638,740	0	0	0	0	0	638,740

Capital Improvement Plan

Sewers



Mill Creek WWTP Solids Handling Improvements Phase 1

Dept. Priority: 78

Description

This project will provide resources for for a long-term approach to optimize and improve the reliability of the Mill Creek Wastewater Treatment Plant (MCWWTP) solids handling facilities. This project is located in the Lower Price Hill neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to provide improved solids handling facilities at the Mill Creek Wastewater Treatment Plant (MCWWTP). In particular it is important to ensure solids processing reliability over the useful life of the incinerators is maintained. MSD proposes a phased approach for the improvements so the most immediate upstream solids handling needs can be addressed first. The first phase of this project will include the following improvements: construction of larger sludge feed wells, upgrade of sludge feed piping, and upgrade of support structures and equipment. This project is being coordinated with Project ID #10240290 whereby digesters are to be converted to sludge holding tanks.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	20,405,000	0	0	0	0	0	20,405,000
Engineering	0	572,500	0	0	0	0	0	572,500
MSD Capital Improvements Total	0	20,977,500	0	0	0	0	0	20,977,500
Estimated Personnel Cost	0	725,040	0	0	0	0	0	725,040

Wilder Avenue Sewer Replacement

Dept. Priority: 79

Description

This project will provide resources for the rehabilitation of 549 feet of existing stone combined sewer. This project is located on private property in the Lower Price Hill neighborhood of the City of Cincinnati. The project crosses Wilder Avenue and ends in State Avenue.

Purpose

The purpose of this project is to extend the service life of an existing sewer and reduce maintenance costs.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	548,700	0	0	0	0	548,700
Engineering	0	0	23,200	0	0	0	0	23,200
MSD Capital Improvements Total	0	0	571,900	0	0	0	0	571,900
Estimated Personnel Cost	0	0	36,260	0	0	0	0	36,260



Glen Landing Pump Station Improvements

Dept. Priority: 80

Description

This project will provide resources for the replacement of components of the existing Glen Landing Pump Station and the construction of a new entrance. The project is located at 25 Merchant Street alongside Route 747 south of Kemper Road in the City of Springdale.

Purpose

The purpose of this project is to replace components of the pump station that are near the end of their useful life. Two gravity sewer alternatives were studied to determine if the pump station could be eliminated and neither alignment could be justified. The pump station currently serves the Glen Landing Development which consists of three multi-story office buildings along Route 747 in Springdale.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	313,700	0	0	0	0	313,700
Engineering	0	63,100	0	0	0	0	0	63,100
MSD Capital Improvements Total	0	63,100	313,700	0	0	0	0	376,800
Estimated Personnel Cost	0	2,240	15,750	0	0	0	0	17,990

Otte Avenue Sewer Replacement

Dept. Priority: 81

Description

This project will provide resources for the construction of 160 feet of new 15-inch combined sewer, 328 feet of new 48-inch combined sewer, and redirect 4 sanitary connections from the existing sewer to the new sewer. The alignment will follow the public right-of way along Robinson Circle, Hamilton Avenue, and Otte Avenue. The existing sewer that runs under or near four homes will be filled, sealed, and abandoned. This project is in the Northside neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to replace the Otte Avenue sewer and 300 feet of the Hamilton/Bruce Avenue sewer. The sewer is vitrified clay pipe installed in 1911 and is partially collapsed, deformed, and broken and is in need of repair.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	535,300	0	0	0	535,300
Engineering	0	0	0	13,200	0	0	0	13,200
MSD Capital Improvements Total	0	0	0	548,500	0	0	0	548,500
Estimated Personnel Cost	0	0	0	31,790	0	0	0	31,790



3568 Bogart Avenue Sewer Replacement

Dept. Priority: 82

Description

This project will provide resources for the construction of 100 linear feet of 12-inch diameter sanitary sewer and abandonment of 196 linear feet of existing 12-inch diameter sanitary sewer. The project is located in the Avondale neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to fill, seal and abandon 196 linear feet of 12-inch existing sanitary sewer and construct approximately 100 linear feet of new 12-inch conduit along Bogart Avenue. The existing sanitary sewer is located underneath 3568 Bogart Avenue and has extensive fracturing. The abandonment of the existing sewer will eliminate the risk of total failure of the sewer causing sewage backup in the home.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	157,700	0	0	0	0	157,700
Engineering	0	45,800	0	0	0	0	0	45,800
MSD Capital Improvements Total	0	45,800	157,700	0	0	0	0	203,500
Estimated Personnel Cost	0	330	7,910	0	0	0	0	8,240

Station Avenue Sewer Replacement

Dept. Priority: 83

Description

This project will provide resources for the replacement of approximately 650 feet of failing and under capacity combined sewer along Station and Mellwood Avenues. The project will also install approximately 1,000 feet of storm sewer along Winton Road to free up capacity in the Winton Road sewer to allow the sewers on Station and Mellwood Avenues to operate properly. This project is in the Winton Place neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to replace two failing combined sewer segments along Station Avenue between Keenan Avenue and Mellwood Avenue and one combined sewer segment along Mellwood Avenue. The project will also correct capacity issues along Winton Road by installing 1,000 feet of storm sewer to remove the storm flow from the combined sewer along Winton Road.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	1,194,600	0	0	0	0	0	1,194,600
MSD Capital Improvements Total	0	1,194,600	0	0	0	0	0	1,194,600
Estimated Personnel Cost	0	75,220	0	0	0	0	0	75,220



Myrtle Avenue Sewer Abandonment

Dept. Priority: 84

Description

This project will provide resources for the abandonment of 430 linear feet of existing 24 x 24 inch stone sanitary sewer and the construction of two 6-inch diameter sanitary sewer laterals and other sewer appurtenances connecting to the existing sewers on Myrtle Avenue. The project is located between Myrtle Avenue and Preston Place in the Walnut Hills neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to abandon 430 linear feet of existing 24 x 24 inch stone sanitary sewer that runs underneath two existing structures. The sewer is believed to be installed in 1891 and has collapsed. Due to poor structural conditions the existing sewer is not a lining candidate. Attempts to clean and CCTV inspect the sewer in its entirety have been unsuccessful due to the presence of deposits, debris, and an irregular bottom of the sewer. MSDGC has received WIB and odor complaints regarding this sewer.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	90,500	0	0	0	90,500
Engineering	0	46,800	0	0	0	0	0	46,800
Land	0	5,200	0	0	0	0	0	5,200
MSD Capital Improvements Total	0	52,000	0	90,500	0	0	0	142,500
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Estimated Personnel Cost	0	3,350	0	4,970	0	0	0	8,320

McKeone Avenue Sewer Replacement

Dept. Priority: 85

Description

This project will provide resources for the construction of 147 linear feet of 18-inch diameter sanitary sewer and abandonment of 122 linear feet of 15-inch existing sanitary sewer. The project is located in the West Price Hill neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to replace 122 linear feet of 15-inch existing sewer with 147 linear feet of 18-inch conduit in a new alignment. The existing 15-inch sewer, installed in 1929, has significant deformation and is not a candidate for pipe lining. The new alignment and larger size will eliminate both the water main interference which was constructed over top the sanitary sewer and upstream water-in-basement issues on McKeone Avenue.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	101,400	0	0	0	0	101,400
MSD Capital Improvements Total	0	0	101,400	0	0	0	0	101,400
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Estimated Personnel Cost	0	0	5,210	0	0	0	0	5,210



Timbers Pump Station Elimination

Dept. Priority: 86

Description

This project will provide resources for the construction of approximately 1,800 feet of 8-inch diameter gravity sewer via a jack-and-bore alignment through Winton Woods Park. The pump station is located in the City of Forest Park.

Purpose

The purpose of this project is to eliminate the Timbers Pump Station that was installed in 1980 to serve 37 homes. The functionality of the pump station is insufficient in terms of handling wet weather flow. Structurally, this station is not sound because of the metal wet well that has been in the ground for more than 30 years. The size of the well is small. This metal wet well has the risk of having continuous flow into it, which will cause continuous pumping, weakening the soil around it that will likely cause structural failure. After the gravity sewer is constructed, the pump station will be decommissioned and parts salvaged.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	1,598,400	0	0	0	0	1,598,400
Engineering	0	299,800	0	0	0	0	0	299,800
Land	0	21,900	0	0	0	0	0	21,900
MSD Capital Improvements Total	0	321,700	1,598,400	0	0	0	0	1,920,100
Estimated Personnel Cost	0	20,740	82,130	0	0	0	0	102,870

Quebec Road Sewer Replacement

Dept. Priority: 87

Description

This project will provide resources for approximately 275 feet of 12-inch diameter sanitary sewer and 470 feet of 15-inch storm sewer along Quebec Road in the West Price Hill neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to replace failing segments of a sewer along Quebec Road. The segments in question are cracking, being pulled apart by root intrusion, and in generally poor shape. Replacement is required to reduce the likelihood of collapse and failure of the pipe and to reduce the frequency of sewage backups and emergency repairs. This project will be coordinated with the downstream Quebec Road Sewer Separation Project #11240110. This will ensure that phasing and construction coordination of the work minimizes construction congestion on Quebec Road and reduces the need to construct temporary structures.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	467,000	0	0	0	0	467,000
Engineering	0	120,700	0	0	0	0	0	120,700
Land	0	9,800	0	0	0	0	0	9,800
MSD Capital Improvements Total	0	130,500	467,000	0	0	0	0	597,500
Estimated Personnel Cost	0	3,710	0	0	0	0	0	3,710



Carpenters Run Pump Station Upgrade

Dept. Priority: 88

Description

This project will provide resources for the construction of upgrades to the existing Carpenters Run Pump Station to extend the facility's useful life. The pump station is located along Trailbridge Court in the City of Blue Ash in Hamilton County, Ohio.

Purpose

The purpose of this project is to upgrade the Carpenters Run Pump Station. The station was constructed in 1980 and has reached the end of its useful life. With the exception of minor maintenance issues, a condition assessment revealed the pump station functions as designed. The pump station will be upgraded to meet current standards. This project includes replacing the generator with an above ground generator, replacing the wet well, valve chamber and force main.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	0	0	688,400	0	0	688,400
Engineering	0	152,900	0	0	0	0	0	152,900
Land	0	78,400	0	0	0	0	0	78,400
MSD Capital Improvements	0	231,300	0	0	688,400	0	0	919,700
Total								
Estimated Personnel Cost	0	14,920	0	0	47,450	0	0	62,370

Mayflower WWTP Reliability and Service Upgrades

Dept. Priority: 89

Description

This project will provide resources for replacing the major equipment at the Mayflower Wastewater Treatment Plant (MWWTP) and repairing metal tanks housing aeration, secondary settling, and sludge holding processes. The project is located at 3055 Overdale Drive in Colerain Township, Hamilton County, Ohio.

Purpose

The purpose of this project is to replace equipment at the Mayflower Wastewater Treatment Plant (MWWTP) which was built in the early 1970's, and its assets are becoming more and more unreliable due to age related wear. The MWWTP is a package type extended aeration treatment plant that treats an average daily flow of 28,000 gallons per day. This plant requires a significant amount of manual labor for daily operations and maintenance. The objective of this project is to improve plant reliability. The plant has operated well and has been maintained well. However much of the equipment has deteriorated beyond its original condition. A maintenance strategy alone is inadequate to restore the plant's function.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	964,100	0	0	0	0	0	964,100
MSD Capital Improvements	0	964,100	0	0	0	0	0	964,100
Total								
Estimated Personnel Cost	0	56,780	0	0	0	0	0	56,780

Capital Improvement Plan

Sewers



Hunsford Street Sewer Replacement

Dept. Priority: 90

Description

This project will provide resources for the replacement of approximately 200 feet of 8-inch sewer and four service laterals in the Hunsford Street right of way. This project is located on Hunsford Street in the Hartwell neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to replace an aging and deteriorated sewer segment that is beyond its useful life.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	185,000	0	0	0	0	185,000
Engineering	0	75,800	0	0	0	0	0	75,800
MSD Capital Improvements Total	0	75,800	185,000	0	0	0	0	260,800
Estimated Personnel Cost	0	4,890	9,510	0	0	0	0	14,400

Greenpine Acres Pump Station Elimination

Dept. Priority: 91

Description

This project will provide resources for the installation of approximately 2,180 feet of 12-inch diameter sanitary sewer to remove the Greenpine Acres Pump Station. The pump station was installed in 1967 and is in a deteriorated condition. The project begins at 10085 Hamilton Avenue and ends at the existing pump station near 1078 Persimmon Court. This project is located in Springfield Township.

Purpose

The purpose of this project is to eliminate an existing pump station in a deteriorated condition. The station has had 12 bypasses for the period 2007-2009; 5 from wet weather and 7 from mechanical failures. This station does not have a backup generator. The station is located in the floodplain of a creek which floods several times per year and cannot be rebuilt to existing standards without relocating it or replacing it with a differently designed pump station. Elimination of the pump station by a gravity sewer is a practicable option and recommended solution to the reliability problems associated with this pump station.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	1,107,100	0	0	0	0	1,107,100
MSD Capital Improvements Total	0	0	1,107,100	0	0	0	0	1,107,100
Estimated Personnel Cost	0	0	66,800	0	0	0	0	66,800



Montana Avenue Sewer - Ferncroft to Mustang Drive

Dept. Priority: 92

Description

This project will provide resources for the replacement of approximately 3,300 feet of deteriorated sewer along Montana Avenue with a new 24-inch sewer in the same alignment. This project is located in the Westwood neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to replace a failing sewer that is beyond its useful life. The combined sewer segments on Montana Avenue between Ferncroft Drive and Mustang Drive are in poor condition as they are partially collapsed or deformed and broken. Several segments were found to have a high degree of shape loss and cannot be lined.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	0	3,400,600	0	0	0	3,400,600
Engineering	0	468,600	0	85,600	0	0	0	554,200
MSD Capital Improvements Total	0	468,600	0	3,486,200	0	0	0	3,954,800
Estimated Personnel Cost	0	0	0	191,460	0	0	0	191,460

Sanitary Sewer Overflow 700 Facility Improvements

Dept. Priority: 93

Description

This project will provide resources for improvements for the Sanitary Sewer Overflow (SSO) 700 Storage and Treatment Facility located at 420 Cavett Drive Street in the City of Reading, Hamilton County, Ohio.

Purpose

The purpose of this project is to provide improvements for the Sanitary Sewer Overflow (SSO) 700 Storage and Treatment Facility. MSD commissioned the SSO 700 in 2006 to mitigate the impacts of sanitary sewer overflows in the upper reaches of the Mill Creek watershed. This project addresses Facility reliability and safety concerns. The project includes construction of an additional storage tank to attenuate peak flows, store solids when the downstream interceptor is full, and protect the existing interceptor from heavy surcharging upstream of the SSO 700 facility. Safety improvements are needed to address operational issues with the heating, ventilation, and air-conditioning (HVAC), valves, electrical, and instrumentation and controls systems.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	10,037,200	0	0	0	0	0	10,037,200
Engineering	0	321,000	0	0	0	0	0	321,000
Land	0	50,000	0	0	0	0	0	50,000
MSD Capital Improvements Total	0	10,408,200	0	0	0	0	0	10,408,200
Estimated Personnel Cost	0	671,150	0	0	0	0	0	671,150



Polk Run WWTP Reliability and Service Upgrades

Dept. Priority: 94

Description

This project will provide resources for upgrades and replacement of existing components at the Polk Run Wastewater Treatment Plant (PRWWTP) which are required to maintain and improve reliability and service. The project scope includes several unit process areas including secondary clarification, return activated sludge pumping, activated sludge basin, waste sludge processing, screening, and odor control. General concrete, non-potable water (NPW) system, and tank draining system are also included. Scope has expanded to address a new National Pollutant Discharge Elimination System (NPDES) permit with likely nutrient restrictions. A facility plan will provide a tighter scope for immediate needs as well as a schedule for necessary improvements and upgrades in the future.

Purpose

The purpose of this project is to provide facility upgrades that are needed to maintain the reliability of the asset. While various specific upgrades to the facility have occurred over the last few years the scope of this project seeks to assure the long term performance level. Components such as clarifier drives, return activated sludge pumps, tank drainage, concrete repair and protection are required periodically in the life of any facility.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	7,611,000	0	0	0	0	7,611,000
MSD Capital Improvements Total	0	0	7,611,000	0	0	0	0	7,611,000
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Estimated Personnel Cost	0	0	412,470	0	0	0	0	412,470

Huntington Pump Station Elimination

Dept. Priority: 95

Description

This project will provide resources for constructing 525 feet of 8-inch gravity sewer extending from the Huntington Drive cul-de-sac to the south end of Ramsey Court. The project will eliminate the Huntington Pump Station by constructing 525 feet of 8-inch gravity sewer. This project is located in the City of Loveland, Clermont County, Ohio.

Purpose

The purpose of this project is to eliminate the Huntington Pump Station by constructing 525 feet of 8-inch gravity sewer. The project provides cost savings. The 100 year NPV is \$539,000 for the replacement sewer versus \$4,854,500 for keeping the pump station and upgrading according to the maintenance schedule.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	367,600	0	0	0	367,600
MSD Capital Improvements Total	0	0	0	367,600	0	0	0	367,600
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Estimated Personnel Cost	0	0	0	23,920	0	0	0	23,920



Kugler Mill Pump Station Upgrade

Dept. Priority: 96

Description

This project will provide resources for the installation of a new 4-inch force main approximately 925 feet in length, along with telemetry equipment upgrades, rebuilding the existing standby generator and new air release valves. The force main was installed in 1965 and is beyond its useful life. The new force main will be in a parallel alignment with the existing force main. The Kugler Mill Pump Station is located at the intersection of Calderwood Lane and Kugler Mill Road in the Village of Indian Hill.

Purpose

The purpose of this project is to replace the Kugler Mill Pump Station force main due to the fact that it is 46 years old and has a risk of failure. While the pump station is only twenty years old and not in need of an upgrade until 2022, upgrading other components at this time such as telemetry equipment upgrades, rebuilding the existing standby generator, and new air release valves will insure reliable operation and reduce failure risks.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	1,100,100	0	0	1,100,100
Engineering	0	0	0	285,700	0	0	0	285,700
Land	0	0	0	15,000	0	0	0	15,000
MSD Capital Improvements Total	0	0	0	300,700	1,100,100	0	0	1,400,800
Estimated Personnel Cost	0	0	0	8,260	8,260	0	0	16,520

Dry Run Area Sewers Contract Roundbottom Road

Dept. Priority: 97

Description

This project will provide resources for the construction of approximately 5,968 linear feet of 42-inch sanitary sewer, along with manholes and other appurtenances. The project is entirely along Roundbottom Road, starting at a point approximately 1,150 feet northeast of the terminus of Contract A and ending at point approximately 970 feet northeast of the intersection with Broadwell Road. The project is located in Anderson Township.

Purpose

The purpose of this project is to provide trunk sewers to unsewered areas in the Village of Newtown, Anderson Township, and other nearby areas, as the Dry Run Area Sewers are part of MSD's long range master plan. Contract RB is one of a series of contracts required to complete the Dry Run Area Sewers. Contract A is being constructed first and provides connection to the existing interceptor sewer that conveys sewage

Capital Improvement Plan

Sewers



to the Little Miami Wastewater Treatment Plant. Contract RB provides the trunk sewer from the terminus of Contract A to areas north and east.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	7,896,700	0	0	0	0	0	7,896,700
Engineering	0	200,300	0	0	0	0	0	200,300
MSD Capital Improvements Total	0	8,097,000	0	0	0	0	0	8,097,000
Estimated Personnel Cost	0	386,930	0	0	0	0	0	386,930

Dry Run Sewers Contract Eight Mile Road

Dept. Priority: 98

Description

This project will provide resources for the construction of 4,400 feet of 15-inch to 30-inch diameter sanitary sewer. The project is located between 3100 Eight Mile Road and 2623 Eight Mile Road. This project is located in Anderson Township, Hamilton County, Ohio.

Purpose

The purpose of this project is to provide sewer service to the Anderson Township Dry Run Area via a trunk sewer. The project will eliminate the Ivy Trails Flush Station and the Dry Run Pump Station, and could eliminate two other pump stations by subsequent construction of local sewers.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	5,654,500	0	0	0	0	5,654,500
Engineering	0	0	139,000	0	0	0	0	139,000
MSD Capital Improvements Total	0	0	5,793,500	0	0	0	0	5,793,500
Estimated Personnel Cost	0	0	297,680	0	0	0	0	297,680



Dry Run Sewers Contract Broadwell Road

Dept. Priority: 99

Description

This project will provide resources for construction of 4,800 feet of 18-inch to 24-inch diameter sanitary sewer. The project is located between the intersection of Round Bottom and Broadwell Roads and 8450 Broadwell Road. This project is located in the Village of Newtown in Hamilton County, Ohio.

Purpose

The purpose of this project is to provide sewer service to the Anderson Township Dry Run Area via a trunk sewer. This sewer will provide service along Broadwell Road, and in particular to the ANCOR industrial area.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	2,422,200	0	0	0	0	2,422,200
Engineering	0	0	59,700	0	0	0	0	59,700
MSD Capital Improvements Total	0	0	2,481,900	0	0	0	0	2,481,900
Estimated Personnel Cost	0	0	127,520	0	0	0	0	127,520

Beverly Hill Drive Sewer Replacement

Dept. Priority: 100

Description

This project will provide resources for the replacement of 275 feet of 24-inch combined sewer with new 24-inch combined sewer in the current alignment as the existing sewer. The project is located to the east of the public sidewalk running between the end of Salisbury Drive and Beverly Hill Drive in the Mt. Lookout neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to replace a failing combined sewer parallel to Beverly Hill Drive. Condition assessment of the existing sewer indicates extreme shape loss. The sewer is not a candidate for relining and failure within five years is probable.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	242,200	0	0	0	0	0	242,200
Engineering	0	20,000	0	0	0	0	0	20,000
MSD Capital Improvements Total	0	262,200	0	0	0	0	0	262,200
Estimated Personnel Cost	0	11,490	0	0	0	0	0	11,490



Camargo Canyon Pump Station Elimination

Dept. Priority: 101

Description

This project will provide resources for a pump station to be eliminated with the construction of 892 feet of new 8-inch diameter gravity sewer to connect a dry line installed with the pump station to an existing sewer on Camargo Road. This project is located in the City of Madeira.

Purpose

The purpose of this project is to eliminate the Camargo Canyon Pump Station installed in 1990. Elimination of the pump station will reduce maintenance costs and has a lower Net Present Value than maintenance of the pump station. Elimination of the pump station also reduces the risk of failure, as pump stations have a higher risk of failure than gravity sewers.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	710,600	0	0	0	0	0	710,600
MSD Capital Improvements	0	710,600	0	0	0	0	0	710,600
Total								
Estimated Personnel Cost	0	39,720	0	0	0	0	0	39,720

Little Miami WWTP (NPW) Reliability and Service Upgrade

Dept. Priority: 102

Description

This project will provide resources for the repair of the existing service non-potable water (NPW) system and installation of a new system for the incinerator. This project is located at the Little Miami Wastewater Treatment Plant (LMWWTP) in the East End neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to repair the existing service water system and install a new system for the incinerator. The Little Miami Wastewater Treatment Plant (LMWWTP) uses treated wastewater as service water and is vital to the operation of several plant processes, particularly the plant's incinerator. The existing service water system is old and many of the valves in the system are essentially inoperable and there is concern about system capacity with some of the planned projects at LMWWTP. The new system will be dedicated to the incinerator and the existing one will be used for other service water needs. A sub-alternative provides a spray bar system to the primary and secondary settling tanks which will move scum, foam, and floating sludge to the skimmers which are located only on the second half of the tanks.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	2,405,600	0	0	0	0	2,405,600
MSD Capital Improvements	0	0	2,405,600	0	0	0	0	2,405,600
Total								
Estimated Personnel Cost	0	0	127,160	0	0	0	0	127,160



Beckman Pump Station Elimination

Dept. Priority: 103

Description

This project will provide resources for the elimination of the Beckman Pump Station by installing approximately 307 feet of 8-inch sewer. This pump station is located at the terminus of Wycliffe Road in Anderson Township.

Purpose

The purpose of this project is to eliminate the Beckman Avenue Pump Station. The Dry Run Sewer currently being constructed will make eliminating this pump station feasible. The cost of eliminating this pump station is less than the one hundred year net present value of a gravity elimination sewer.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	292,400	0	0	0	0	292,400
MSD Capital Improvements Total	0	0	292,400	0	0	0	0	292,400
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Estimated Personnel Cost	0	0	15,430	0	0	0	0	15,430

Little Miami WWTP Ash Slurry System Improvements

Dept. Priority: 104

Description

This project will provide resources for the evaluation of the existing Ash Slurry System at the Little Miami Wastewater Treatment Plant (LMWWTP) and the replacement of components of this system to extend the useful life of this process. Piping, valves, pumps, motors, and electric power will be included. This project is in the East End neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to improve the existing Little Miami Wastewater Treatment Plant (LMWWTP) Ash Slurry Pumping system which is unable to pump to the back of the ash lagoons. The force main piping between the pumps and the lagoons is beyond its service life and breaking at an increased frequency. Because of the need for replacement of some components, the entire system of force main piping, valves, pumps, and electric power needs evaluated to replace the system with the best economic solution.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	1,059,100	0	0	0	0	1,059,100
MSD Capital Improvements Total	0	0	1,059,100	0	0	0	0	1,059,100
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Estimated Personnel Cost	0	0	53,350	0	0	0	0	53,350

Capital Improvement Plan

Sewers



Little Miami WWTP Scum Removal and Handling

Dept. Priority: 105

Description

This project will provide resources for the existing grit facility space to install a rotary screen system for scum removal. This project is located at the Little Miami Wastewater Treatment Plant (LMWWTP) in the East End neighborhood of the City of Cincinnati

Purpose

The purpose of this project is to significantly reduce Operations and Maintenance costs devoted to scum removal and handling. It will eliminate hauling and mixing at the Mill Creek Wastewater Treatment Plant (MCWWTP) and reduce removal and handling costs at Little Miami Wastewater Treatment Plant (LMWWTP).

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	880,000	0	0	0	0	880,000
MSD Capital Improvements Total	0	0	880,000	0	0	0	0	880,000
Estimated Personnel Cost	0	0	46,410	0	0	0	0	46,410

Linwood Avenue Sewer Replacement

Dept. Priority: 106

Description

This project will provide resources for the replacement of 800 feet of existing deteriorated sewer, partly in the same alignment and partly in a new alignment. This project is located at 3530 through 3552 Linwood Avenue in the Mount Lookout neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to replace a deteriorated sewer in order to reduce potential WIB's and reduce maintenance costs.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	1,106,600	0	0	0	0	1,106,600
MSD Capital Improvements Total	0	0	1,106,600	0	0	0	0	1,106,600
Estimated Personnel Cost	0	0	47,960	0	0	0	0	47,960



Catholic Calvary Cemetery Sewer Replacement

Dept. Priority: 107

Description

This project will provide resources for the relining of 642 feet of 24-inch diameter combined sewer. The project starts at 1886 Huron Avenue and ends at 3443 Trimble Avenue, traversing the Catholic Calvary Cemetery. This project is located in the Evanston neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to rehabilitate a deteriorated sewer which traverses a cemetery. It cannot be replaced using open cut methods because it runs under graves nor relined using pipe bursting due to potential ground heaving. The method chosen will provide a structural rehabilitation with minimal surface disturbance.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	172,900	0	0	0	0	172,900
Engineering	0	0	6,400	0	0	0	0	6,400
MSD Capital Improvements Total	0	0	179,300	0	0	0	0	179,300
Estimated Personnel Cost	0	0	14,940	0	0	0	0	14,940

Portsmouth Avenue Sewer Replacement

Dept. Priority: 108

Description

This project will provide resources for fill sealing and abandoning 234 linear feet of 18-inch existing sanitary sewer. Approximately 480 linear feet of 24-inch diameter sanitary sewer will be constructed. The project is located in the Hyde Park neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to fill, seal, and abandon 234 linear feet of existing sanitary sewer which currently runs beneath a home on Portsmouth Avenue. The existing sewer, installed in 1913, is not a candidate for lining due to insufficient flow capacity and significant shape loss. A larger diameter sewer will be constructed along Portsmouth Avenue which will redirect flow to the existing sanitary sewer located on Paxton Avenue.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	0	423,700	0	0	0	423,700
Engineering	0	117,600	0	0	0	0	0	117,600
Land	0	22,000	0	0	0	0	0	22,000
MSD Capital Improvements Total	0	139,600	0	423,700	0	0	0	563,300
Estimated Personnel Cost	0	9,000	0	23,270	0	0	0	32,270

Capital Improvement Plan

Sewers



Wasson Ravine Sewer Replacement

Dept. Priority: 109

Description

This project will provide resources for the construction of a new 12-inch diameter sewer to serve approximately 7 homes between Drake Avenue and Drakewood Drive. The remaining structures connected to the existing sewer will be plumbed to connect to the sewers on Drake Avenue, Drakewood Drive, Wasson Road, Isabella Avenue, and Mt. Vernon Avenue. This project addresses a severely deteriorating sewer located under homes. This existing sewer will be abandoned as part of this project. This project is located in the Oakley neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to construct combined sewer segments between Wasson Road and Mt. Vernon Avenue, in the Oakley area. Approximately 1,450 feet are in poor condition and are partially collapsed or deformed and broken. Some segments have shape loss greater than 20% and cannot be lined. The segments pose a risk to MSDGC in their current condition. These segments run under 12 existing structures and are in danger of collapse. The collapse of the pipes could represent a liability to MSDGC.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	1,259,200	0	0	0	0	1,259,200
MSD Capital Improvements Total	0	0	1,259,200	0	0	0	0	1,259,200
Estimated Personnel Cost	0	0	64,700	0	0	0	0	64,700

Land Acquisition

Dept. Priority: 110

Description

This project will provide resources to strategically acquire property in MSD's service area that will allow MSD to locate sewer and source control infrastructure assets in the future. These properties will be acquired as opportunities arise due to property availability in sale or foreclosure situations.

Purpose

The purpose of this project is to strategically acquire property in MSD's service area for future use in locating infrastructure assets.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Land	0	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
MSD Capital Improvements Total	0	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
Estimated Personnel Cost	0	201,110	160,250	171,280	214,970	260,860	0	1,008,470



Emergency Sewer Repairs

Dept. Priority: 111

Description

This project will provide resources for emergency sewer system repairs that are completed throughout the entire District using competitively bid as-needed sewer repair contracts. This project allows MSD to quickly and efficiently restore and maintain interrupted service while mitigating the risk of additional damages or losses.

Purpose

The purpose of this project is to allow MSDGC to quickly respond to sudden, unexpected sewer system failures which may threaten the public health, welfare, or safety. Conditions that warrant emergency sewer repairs include cave-ins, structurally failed sewers, manholes or building sewers, sewer backups into private property, sewer overflows that may violate permits and regulations, and imminent danger to structures or real property.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	8,340,000	8,340,000	8,340,000	8,340,000	8,340,000	8,190,000	49,890,000
Engineering	0	150,000	150,000	150,000	150,000	150,000	0	750,000
MSD Capital Improvements Total	0	8,490,000	8,490,000	8,490,000	8,490,000	8,490,000	8,190,000	50,640,000
Estimated Personnel Cost	0	250,000	250,000	250,000	250,000	250,000	0	1,250,000

Capital Improvement Program Project Planning

Dept. Priority: 112

Description

This project will provide resources for the funding of the necessary planning resources for capital projects.

Purpose

The purpose of this project is to provide capital funding to support planning CIP projects. Capital funding for the planning of these types of projects will allow all costs to be tracked against the specific project effort and will serve to reduce MSD operating expenses accordingly.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
MSD Capital Improvements Total	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
Estimated Personnel Cost	0	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

Information Technology Support Systems Improvements

Dept. Priority: 113

Description

This project will provide resources for various information technology related needs to better service the MSD. The project includes \$50,000 to redesign the interface and integration system between Laboratory Information Management System (LIMS) and internet-based POTW (Publicly Owned Treatment Works)

Capital Improvement Plan



Sewers

Administration & Compliance System (iPACs), \$12,000 for staff to coordinate all needs, and \$273,000 for software enhancements.

Purpose

The purpose of this project is to upgrade equipment and increase the service reliability of MSD's Information Technology Division. Equipment upgrades needed include replacement of the central data center's heating, ventilation, and air-conditioning (HVAC) system. Service reliability improvements involve enhancements to asset management and Laboratory Information Management System (LIMS) software systems. Enhancements are needed to improve work order management, capacity planning, cost estimating, key metrics tracking, regulatory reporting, automation, and troubleshooting tools. A major objective of this project is to utilize information more effectively and streamline planning and operational activities.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Engineering	0	335,000	0	0	0	0	0	335,000
MSD Capital Improvements Total	0	335,000	0	0	0	0	0	335,000
<hr/>								
Estimated Personnel Cost	0	40,100	0	0	0	0	0	40,100

Wastewater Treatment Roofing and Paving Rehab/Replacement

Dept. Priority: 114

Description

This project will provide resources for the replacement or repair of roofs at various MSDGC Treatment Plants in 2013.

Purpose

The purpose of this project is to respond to the assessment by KZF in 2006 that provided a guideline which MSD can follow to maintain its infrastructure in an organized fashion. The WWT Division is responsible for structures throughout the MSD service area. The scope for this project is to request an adjusted annual cost for the next 20 years.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	220,000	220,000	220,000	220,000	220,000	220,000	1,320,000
MSD Capital Improvements Total	0	220,000	220,000	220,000	220,000	220,000	220,000	1,320,000
<hr/>								
Estimated Personnel Cost	0	16,160	12,660	13,530	16,980	20,600	20,600	100,530



CSO and SSO Overflow Compliance Monitoring

Dept. Priority: 115

Description

This project will provide resources for MSD to monitor Combined Sewer Overflows (CSO) and Sanitary Sewer Overflows (SSO) throughout its system. Monitors are installed for compliance and planning purposes.

Purpose

The purpose of this project is to comply with the Ohio EPA, under the new NPDES Permit, which requires MSD to remote monitor every CSO. SSOs will be also be monitored using level sensors. This work will result in: a) minimization of dry-weather bypasses, b) MSD being in compliance with its permit, and c) provide for long-term savings due to a reduction in costs associated with the maintenance and monitoring of the sites, and d) assist in the planning efforts for CSO and SSO eliminations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	537,000	537,000	0	0	0	0	1,074,000
MSD Capital Improvements	0	537,000	537,000	0	0	0	0	1,074,000
Total								
Estimated Personnel Cost	0	54,890	20,520	0	0	0	0	75,410

Wastewater Treatment System Asset Renewal

Dept. Priority: 116

Description

This project will provide resources for the evaluation of wastewater treatment facility assets throughout the District using standardized condition assessment and reliability tools and methodologies. Defective assets, or portions of assets, will be discovered throughout the year either through preventive maintenance and the above mentioned condition assessment activities or after a failure.

Purpose

The purpose of this project is to allow MSDGC to replace entire assets or portions of assets within the treatment facilities that are currently unable, or anticipated to be unable to meet their defined levels of service. This project is necessary to cost-effectively extend asset life while protecting and preserving public health and the environment.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	4,168,000	4,170,000	4,170,000	4,170,000	4,170,000	4,170,000	25,018,000
Engineering	0	300,000	300,000	230,000	230,000	230,000	230,000	1,520,000
MSD Capital Improvements	0	4,468,000	4,470,000	4,400,000	4,400,000	4,400,000	4,400,000	26,538,000
Total								
Estimated Personnel Cost	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000

Capital Improvement Plan

Sewers



Remaining Asset Allowance

Dept. Priority: 117

Description

This project will provide resources for a financial placeholder to ensure minimum Asset Management project funding for the 2016-17 Budget Years.

Purpose

The purpose of this project is to serve as a financial placeholder to ensure minimum Asset Management project funding for the 2016-17 Budget Years

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	27,990,000	27,486,800	29,500,100	57,135,600	142,112,500
MSD Capital Improvements Total	0	0	0	27,990,000	27,486,800	29,500,100	57,135,600	142,112,500
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Flow Monitoring and Rain Gauges

Dept. Priority: 118

Description

This project will provide resources for MSD's plans for wastewater collection and treatment projects throughout its district. Flow monitors are installed to support this planning process by measuring actual system performance while providing the necessary data to meet mandated reporting requirements. This includes the monitoring of sustainable infrastructure.

Purpose

The purpose of this project is to provide sewer flow monitoring and rain gauge services to be used to support MSD's long-range planning needs, meet MSD's SSO and CSO monitoring requirements, and perform CIP post-construction monitoring. Flow monitoring is used to assist in the modeling, planning and design process. Flow monitoring is required as part of the Global Consent Decree and MSD's CSO NPDES permit.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	6,760,800	6,500,000	5,500,000	5,500,000	5,000,000	4,000,000	33,260,800
MSD Capital Improvements Total	0	6,760,800	6,500,000	5,500,000	5,500,000	5,000,000	4,000,000	33,260,800
Estimated Personnel Cost	0	250,000	250,000	250,000	250,000	250,000	0	1,250,000



Flow and Water Quality Modeling

Dept. Priority: 119

Description

This project will provide resources for MSD plans and designs for wastewater collection and treatment projects throughout its district through the use of computer models. This includes the modeling of sustainable infrastructure.

Purpose

The purpose of this project is to provide sewer modeling services to be used to support MSD's long-range planning needs, and to meet MSD's SSO and CSO monitoring requirements. Sewer modeling is used to assist in the planning and design process and is required as part of the Global Consent Decree and MSD's CSO NPDES permit.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	3,315,200	2,600,000	2,600,000	2,600,000	2,600,000	1,000,000	14,715,200
MSD Capital Improvements	0	3,315,200	2,600,000	2,600,000	2,600,000	2,600,000	1,000,000	14,715,200
Total								
Estimated Personnel Cost	0	500,000	500,000	500,000	500,000	500,000	0	2,500,000

High Risk System Asset Renewal

Dept. Priority: 120

Description

This project will provide resources for MSDGC to evaluate assets throughout the entire District using standardized condition assessment tools and methodologies. Defective assets, or defective portions of assets that may impair the system's ability to meet defined levels of service are identified, prioritized based upon comprehensive risk, and renewed using the most cost effective methodology to extend the assets' useful life.

Purpose

The purpose of this project is to allow MSD to replace entire high risk assets or portions of system assets that are currently unable, or anticipated to be unable to meet their defined level of service. This project is necessary to cost effectively extend asset life while protecting and preserving public health and the environment.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	4,170,000	4,170,000	4,170,000	4,170,000	4,170,000	4,320,000	25,170,000
Engineering	0	150,000	150,000	150,000	150,000	150,000	0	750,000
MSD Capital Improvements	0	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	25,920,000
Total								
Estimated Personnel Cost	0	260,430	207,520	221,810	278,380	337,800	0	1,305,940

MSD-Duke Energy Sewer Televising Partnership

Dept. Priority: 121

Description

This project will provide resources for the estimated annual scope of work, which will include the inspection, Global Positioning System (GPS) location, and as-needed cleaning of approximately 160 miles of main

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Sewers

public sewer and 650 miles of building sewer within MSD's service area. Under a proposed partnership, MSD will administer the contracted sewer inspection and cleaning work in conjunction with Duke's gas main installation contractors and will share the cost of these inspection services with Duke. The proposed monetary value of the project represents a best current estimate of MSD's annual portion of the cost-sharing with Duke to support this program. This work will occur throughout the MSD service area.

Purpose

The purpose of this project is to be able to respond to Duke Energy work that is replacing the majority of its natural gas lines and services throughout Hamilton County. Their method of installation uses the trenchless technology of directional drilling. Use of this technology may unknowingly breach MSD sewers and privately owned sewer laterals. MSD is negotiating with Duke Energy, for a public/private cost-sharing partnership to perform pre and post gas main installation televising of the public sewers and private laterals to identify conflicts.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Engineering	0	5,000,000	5,000,000	0	0	0	0	10,000,000
MSD Capital Improvements	0	5,000,000	5,000,000	0	0	0	0	10,000,000
Total								
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Value Engineering

Dept. Priority: 122

Description

This project will provide resources for Value Engineering, which is a systematic approach to manage value through innovative change. It will confirm design direction and guide in making difficult choices.

Purpose

The purpose of this project is to use Value Engineering to identify and creatively solve problems. It is an organized process that achieves the best balance among function, cost and performance. This process offers alternatives while assuring that quality, reliability, life cycle costs, and other critical factors are met.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Engineering	0	375,000	375,000	375,000	375,000	375,000	375,000	2,250,000
MSD Capital Improvements	0	375,000	375,000	375,000	375,000	375,000	375,000	2,250,000
Total								
Estimated Personnel Cost	0	24,900	19,840	21,210	26,620	32,300	32,300	157,170

Rapid Run Early Success Project

Dept. Priority: 123

Description

This project will provide resources for approximately 4,000 feet of central channel that directs flow through a series of grade control structures and bioretention basins, which will be supported by zones of native plant species specifically adapted to the conditions found throughout the swale. Underdrains will prevent excessive ponding. The proposed improvements are located at Rapid Run Park and along Rapid Run Pike in the



Mill Creek sewershed in the East Price Hill neighborhood of the City of Cincinnati in Hamilton County, Ohio.

Purpose

The purpose of this project is to meet the needs of the Early Success Project at Rapid Run Park which consists of a conveyance swale that captures stormwater runoff from storm inlets along Rapid Run Pike, as well as sheet flow from the surrounding 44 drainage acres. This project will be connected to the separate storm sewer included in the Sunset Avenue, Sunset Lane, and Rapid Run Sewer Separation Project #11240010. Pre-Construction Activities were completed under Project #10180900 totaling \$229,900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	1,786,400	0	0	0	0	0	1,786,400
Engineering	0	50,000	0	0	0	0	0	50,000
MSD Capital Improvements Total	0	1,836,400	0	0	0	0	0	1,836,400
Estimated Personnel Cost	0	118,420	0	0	0	0	0	118,420

CSO 488 Storage Facility

Dept. Priority: 124

Description

This project will provide resources for a new 2 million gallon storage tank for combined sewage located at Combined Sewer Overflow (CSO) 488. This project is located in the Carthage neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to reduce combined sewer overflows at CSO 488. Construction of a storage facility will reduce overflows by 47 million gallons per year. CSO 488 will achieve 85 percent volumetric control with a two million gallon combined sewage storage tank.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	0	9,741,100	0	9,741,100
Engineering	0	0	1,033,400	1,271,900	0	810,800	0	3,116,100
Land	0	0	0	0	1,271,900	0	0	1,271,900
MSD Capital Improvements Total	0	0	1,033,400	1,271,900	1,271,900	10,551,900	0	14,129,100
Estimated Personnel Cost	0	0	53,100	34,930	34,930	0	0	122,960

CSO 10 Source Control Phase A

Dept. Priority: 125

Description

This project will provide resources for restoring natural drainage conditions and the use of source control best management practices that feature designs to retain storm water runoff by various means (settling, filtration, infiltration, etc.) prior to discharging to a local waterway or combined sewer. The project components will include two detention basins, sewer separation, spray garden, and ravine improvements. This

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project serves the North Fairmount and Westwood neighborhoods of the City of Cincinnati but is located in the North Fairmount neighborhood.

Purpose

The purpose of this project is to service the St. Leo area which has experienced significant flooding since the build out of the neighborhoods above the St. Leo ravine several years ago. This project will resolve those problems for the community while constructing the base storm sewer infrastructure necessary to detain, treat, and convey stormwater to Mill Creek, thereby mitigating CSO 10 overflows. This phase of the project will construct a storm sewer outfall to Mill Creek and extend the storm sewer up St. Leo to capture runoff from an area that is critical to both MSD and SMU. In the event construction coordination is not required with SMU, MSD will defer this project to Phase 2 of the WWIP. (\$497,532 was allocated under Project #10180900.)

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	32,099,000	0	0	0	32,099,000
Engineering	0	2,115,500	0	1,332,400	0	0	0	3,447,900
Land	0	3,727,600	0	0	0	0	0	3,727,600
MSD Capital Improvements Total	0	5,843,100	0	33,431,400	0	0	0	39,274,500
Estimated Personnel Cost	0	376,780	0	0	0	0	0	376,780

CSO 30 Stream Separation - Phase B

Dept. Priority: 126

Description

This project will provide resources for the extension of the storm sewer completed in 2012 under Phase A. The Phase B project provides an opportunity to potentially eliminate overflows at Combined Sewer Overflow (CSO) 30 while restoring a natural drainage corridor and enhancing a historic urban wetland. This project is located in the in Mill Creek sewershed in the City of Cincinnati's Spring Grove Village neighborhood, in Hamilton County, Ohio.

Purpose

The purpose of this project is to relocate CSO 30 and the existing interceptor beyond the proposed highway pavement areas due to ODOT's I-75 reconstruction activities. Phase A of the CSO 30 Stream Separation project involved relocation of the CSO and the interceptor as well as ODOT's construction of a storm culvert under I-75. Phase B of the project involves extending the storm sewer east of I-75 to separate storm water from entering the existing combined sewer system. MSD proposes to complete design related tasks for this project in 2013. Construction of the improvements will be deferred to Phase 2 of MSD's Wet Weather Improvement Program. Planning of \$176,401 was performed under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	196,000	0	0	0	0	0	196,000
MSD Capital Improvements Total	0	196,000	0	0	0	0	0	196,000
Estimated Personnel Cost	0	12,640	0	0	0	0	0	12,640



CSO 33 I-75 Crossing and Bioretention

Dept. Priority: 127

Description

This project will provide resources for approximately 260 feet of new storm sewers to be constructed via the jack-and-bore method to coordinate MSD's infrastructure needs with Ohio Department of Transportation (ODOT) drainage needs for the I-75 corridor. The improvements will be located along the I-75 corridor in the City of St. Bernard.

Purpose

The purpose of this project is a continuation of on-going collaborative planning of stormwater management infrastructure with ODOT and MSD. Under this project, ODOT will construct a new 84-inch diameter storm sewer crossing Interstate I-75 and two bioretention basins (12 acres) for treatment of the I-75 runoff. This project will benefit MSD by providing a higher level of strategic separation and off-loading of the existing combined sewer. The specific details of this project will be determined during the planning phase under Project #10180900 (\$501,652). Upon completion of design activities, MSD will present a preliminary agreement with ODOT to the BOCC for consideration.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	0	1,996,800	0	0	0	1,996,800
Engineering	0	148,000	0	55,000	0	0	0	203,000
MSD Capital Improvements Total	0	148,000	0	2,051,800	0	0	0	2,199,800
Estimated Personnel Cost	0	9,540	0	112,690	0	0	0	122,230

CSO 28 Source Control

Dept. Priority: 128

Description

This project will provide resources for the new storm sewer network constructed to support the Cincinnati DOTE outfall to provide a higher level of strategic separation and off-loading of the existing combined sewer.

Purpose

The purpose of this project is a continuation of on-going collaborative planning of stormwater management infrastructure with ODOT and MSD. The specific details of this project will be determined during the planning phase and construction will likely be requested during Phase 2 of MSD's Wet Weather Improvement Program.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Engineering	0	0	0	0	0	300,000	400,000	700,000
MSD Capital Improvements Total	0	0	0	0	0	300,000	400,000	700,000
Estimated Personnel Cost	0	0	0	0	0	12,550	0	12,550



CSO 21 I-75 Crossing and Bioretention

Dept. Priority: 129

Description

This project will provide resources for new storm sewers to be constructed to coordinate MSD infrastructure needs with Ohio Department of Transportation (ODOT) drainage needs for the I-75 corridor. The improvements will be located along the I-75 corridor in the vicinity of the I-74 interchange. This project is located in the Northside neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is a continuation of on-going collaborative planning of stormwater management infrastructure with ODOT and MSD. For this project, ODOT will construct a new outfall at Mill Creek and a new storm sewer crossing under Interstate 75 immediately north of the I-75/I-74 interchange. This project will benefit MSD by providing a higher level of strategic separation and off-loading of the existing combined sewer. The specific details of this project will be determined during the planning phase. Upon completion of planning activities, MSD will present a preliminary agreement with ODOT to the BOCC for consideration.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	0	0	3,037,000	0	0	3,037,000
Engineering	0	0	449,500	0	100,500	0	0	550,000
MSD Capital Improvements Total	0	0	449,500	0	3,137,500	0	0	3,587,000
Estimated Personnel Cost	0	0	23,100	0	0	0	0	23,100

CSO 523 Source Control

Dept. Priority: 130

Description

This projects will provide resources for the removal of stormwater from the combined sewer system by a proposed 3,000 foot open channel, approximately 16,000 feet of sewer separations, and construction of seven water quality detention basins. This project is located in the Muddy Creek sewershed in the City of Cincinnati, Green Township, and Delhi Township, in Hamilton County, Ohio.

Purpose

The purpose of this project is to aid in the removal of stormwater. CSO 523 accounts for approximately 270 million gallons of CSOs per year. MSD's source control strategy includes a proposed open channel system as the foundation of a targeted sewer separation program and as a central asset for the community. Conceptual level environmental restoration strategies have been developed in concert with the Communities of the Future Program and the Federal Emergency Management Agency (FEMA) Hazard Mitigation grant program. Planning and design activities are being completed to identify individual projects, right-of-way



needs, and to be ready for implementation during Phase 2 of MSD's WWIP. Planning costs of \$365,900 were performed under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	1,091,000	0	1,403,600	0	0	0	2,494,600
Land	0	0	0	6,400,000	0	0	0	6,400,000
MSD Capital Improvements Total	0	1,091,000	0	7,803,600	0	0	0	8,894,600
Estimated Personnel Cost	0	70,350	0	428,580	0	0	0	498,930

CSO 415 and CSO 416 Source Control

Dept. Priority: 131

Description

This project will provide resources for 60-inch stormwater separation, construction of new 12-inch sanitary sewers, and relocation of Combined Sewer Overflow (CSO) 415. The project is located in the vicinity of Hillside Avenue, Lilienthal Road, Leland Road, and River Road in the Riverside neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is source control which will reduce annual overflow volumes by an estimated 87 million gallons. Removing stream flow from entering the system at CSO 415 will result in substantial reduction in the remaining overflow at CSO 416. Planning in the amount of \$162,000 was performed under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	8,204,000	0	0	0	8,204,000
Engineering	0	843,000	0	147,000	0	0	0	990,000
Land	0	150,000	0	0	0	0	0	150,000
MSD Capital Improvements Total	0	993,000	0	8,351,000	0	0	0	9,344,000
Estimated Personnel Cost	0	0	0	555,260	0	0	0	555,260

Lick Run Valley Conveyance System

Dept. Priority: 132

Description

This project will provide resources for a valley conveyance system, which is an approximately 8,000-foot hybrid stormwater conveyance system of open channel and subsurface box conduit, to convey natural drainage and stormwater removed from the combined sewer system. The installation includes a low-flow, above-ground bioengineered conveyance system paired with a closed box conduit to convey the 100 year

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flood flows to the Mill Creek safely. The project is located between Queen City and Westwood and between White Street and Mill Creek, in the South Fairmount neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to create a Valley Conveyance System which will collect stormwater separated by various hillside systems and convey it to Mill Creek. It will be an innovative asset for community revitalization through the use of best management practices such as green streets, porous pavement treatments, and water quality enhancements. A daylighting feature will be located where the historic Lick Run stream once flowed and will include floodplain amenities for open space and access to an enhanced natural system, engineered to serve multiple community needs and benefits and potential for infill of neighboring sites. Planning for this project in the amount of \$3,600,000 has been allocated under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	112,938,800	0	0	112,938,800
Engineering	0	7,307,100	0	0	6,284,900	0	0	13,592,000
Land	0	5,000,000	8,000,000	7,000,000	0	0	0	20,000,000
MSD Capital Improvements Total	0	12,307,100	8,000,000	7,000,000	119,223,700	0	0	146,530,800
Estimated Personnel Cost	0	0	0	0	671,420	0	0	671,420

Lick Run Property Demolitions

Dept. Priority: 133

Description

This project will provide resources for deconstruction and demolition of 32 vacant structures located on properties to be acquired for the Lick Run source control program. The demolitions may be located on the following streets where new storm water infrastructure is slated for construction: Harrison Avenue, Queen City Avenue, Denham, Carll, Beekman, State, Westwood, Grand, Quebec, White, Cora, Wyoming, Minion, Sunset, and Selim Avenues, in the West Price Hill, North Fairmount, and South Fairmount neighborhoods of the City of Cincinnati.

Purpose

The purpose of this project is to advance 14 individual sewer separation projects as part of the Lick Run source control program. Several of these projects involve property acquisitions. This request allocates funding for demolition of structures located on acquired properties. Empty structures throughout the Lick Run Basin have presented a vandalism problem, and several complaints were received regarding vacant structures on previously acquired properties. External funding will be sought where appropriate. Prior funding under another project ID was added to the 2012 CIP to deconstruct and demolish 29 structures.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	1,777,400	0	0	0	0	0	1,777,400
Engineering	0	82,300	0	0	0	0	0	82,300
MSD Capital Improvements Total	0	1,859,700	0	0	0	0	0	1,859,700
Estimated Personnel Cost	0	5,310	0	0	0	0	0	5,310



Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation

Dept. Priority: 134

Description

This project will provide resources for approximately 12,700 feet of proposed storm sewer (12-in to 72-in) and 300 feet of water main relocation. The proposed improvements are located in the street right-of-way of Queen City Avenue, Sunset Avenue, Sunset Lane, Guerley Road, and Rapid Run Pike, as well as private properties that will need utility easements in the Westwood and West Price Hill neighborhoods of the City of Cincinnati.

Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Sunset Avenue project is one of the 14 individual projects that will capture stormwater from approximately 480 drainage acres. Pre-construction activities totaling \$1,603,000 have been allocated under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	10,772,300	0	0	0	0	10,772,300
Engineering	0	0	619,600	0	0	0	0	619,600
Land	0	545,000	0	0	0	0	0	545,000
MSD Capital Improvements Total	0	545,000	11,391,900	0	0	0	0	11,936,900
Estimated Personnel Cost	0	0	456,720	0	0	0	0	456,720

CSO 181 Source Control Phase 1

Dept. Priority: 135

Description

This project will provide resources for a new real-time control facility coupled with regulator improvements at Combined Sewer Overflow (CSO) 181 to use in-system storage within the existing 10 ft by 15 ft combined trunk sewer. This project is located in the Village of Elmwood Place.

Purpose

The purpose of this project is, as part of the Bloody Run source control solution, to remove stormwater from the combined system to reduce the volume and frequency of CSOs and to re-establish flows to the Bloody Run open channel and Mill Creek. Ultimately this project will capture and separate stormwater from approximately 1,200 acres, utilize existing system for storage, and utilize existing opportunities for deten-

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tion and water quality enhancements. During this first phase of the source control solution, an estimated 75 million gallons of overflows will be eliminated via construction of a real time control facility.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	4,079,000	0	0	0	0	4,079,000
Engineering	0	642,700	84,600	0	0	0	0	727,300
MSD Capital Improvements Total	0	642,700	4,163,600	0	0	0	0	4,806,300
Estimated Personnel Cost	0	0	213,930	0	0	0	0	213,930

Wyoming and Minion Avenues Sewer Separation

Dept. Priority: 136

Description

This project will provide resources for approximately 3,900 feet of proposed storm sewer (12-in to 42-in), and 300 feet of sanitary sewer. The proposed improvements are located in the street right-of-way of Queen City Avenue, Wyoming Avenue, Westmont Avenue, Latham Avenue and Minion Avenue, as well as private properties that will need utility easements. This project is in the South Fairmount and West Price Hill neighborhoods of the City of Cincinnati.

Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Wyoming Avenue and Minion Avenues project is one of the 14 individual projects that will capture stormwater from approximately 62 drainage acres. Pre-construction activities totalling \$635,100 were allocated under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	2,401,800	0	0	0	0	2,401,800
Engineering	0	0	135,200	0	0	0	0	135,200
Land	0	226,000	0	0	0	0	0	226,000
MSD Capital Improvements Total	0	226,000	2,537,000	0	0	0	0	2,763,000
Estimated Personnel Cost	0	0	107,570	0	0	0	0	107,570

Harrison Avenue Sewer Separation Phase B

Dept. Priority: 137

Description

This project will provide resources for approximately 2,100 feet of storm sewer (12-in to 48-in). The construction will separate and convey stormwater runoff from Harrison Avenue and hillside areas within the sub-



watershed. The project is located along Harrison Avenue, Westwood Avenue, and Moellering Avenue in the South Fairmount neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Harrison Avenue Phase B project is one of the 14 individual projects that will capture storm water from approximately 26 drainage acres. Pre-Construction activities totaling \$445,000 were allocated under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	1,539,300	0	0	0	0	0	1,539,300
Engineering	0	85,000	0	0	0	0	0	85,000
Land	0	170,000	0	0	0	0	0	170,000
MSD Capital Improvements Total	0	1,794,300	0	0	0	0	0	1,794,300
Estimated Personnel Cost	0	60,120	0	0	0	0	0	60,120

State Avenue Sewer Separation

Dept. Priority: 138

Description

This project will provide resources for approximately 3,100 feet of storm sewer (12-in to 36-in), 300 feet of sanitary sewer, and 700 feet of water main relocation. The proposed improvements are located in the street right-of-way of State Avenue, Queen City Avenue, Beekman Street, Lawnway Street, and Pinetree Street in the South Fairmount neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The State Avenue project is one of the 14 individual projects that will capture storm water from approximately 12 drainage acres. Planning in the amount of \$53,000 was allocated under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	0	3,001,900	0	0	0	3,001,900
Engineering	0	133,000	0	169,700	0	0	0	302,700
Land	0	157,000	0	0	0	0	0	157,000
MSD Capital Improvements Total	0	290,000	0	3,171,600	0	0	0	3,461,600
Estimated Personnel Cost	0	0	0	70,230	0	0	0	70,230

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West Fork Hazard Mitigation Project Phase 2

Dept. Priority: 139

Description

This project will provide resources for the demolition of vacant structures located on 8 properties to be acquired for the West Fork Channel Improvements project. The demolitions may be located on the following streets where new storm water infrastructure is slated for construction: West Fork Road, Hays, and Ammon Road. This project is located in the Mt. Airy neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to demolish vacant structures located on several properties along the south side of West Fork Road that are within the 100-year floodplain and floodway to West Fork Creek. MSDGC has received sewage in basement complaints for almost all of these properties. In September 2011, the BOCC approved legislation to demolish structures on several acquired properties in conjunction with a Hazard Mitigation Assistance grant from the Ohio Emergency Management Agency. This project will continue demolishing structures on newly acquired properties. MSD intends to apply for an OEMA Hazard Mitigation Grant for this work.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	231,700	0	0	0	0	0	231,700
Engineering	0	13,000	0	0	0	0	0	13,000
MSD Capital Improvements Total	0	244,700	0	0	0	0	0	244,700
Estimated Personnel Cost	0	15,780	0	0	0	0	0	15,780

West Fork Channel Improvements

Dept. Priority: 140

Description

This project will provide resources for 5,255 feet of channel re-naturalization from Combined Sewer Overflow (CSO) 130 to Beekman Street including removal of the concrete channel, additional sinuosity, and additional park amenities. The improvements will be located in Cincinnati, Cheviot, Green Township, and Mt. Airy Forest. MSD proposes to obtain the necessary right-of-way during 2013 with the understanding that construction will occur after 2018 as this scope of work is not required to achieve the annual CSO volumetric reduction for the Phase 1 Wet Weather Improvement Program.

Purpose

The purpose of this project is to reduce annual CSOs by 270 million gallons. Fifteen CSOs in the West Fork Basin are consolidated in an existing interceptor originally constructed beneath the West Fork channel in 1929. The existing interceptor is hydraulically connected to the channel through 18 grated openings. These grates allow stream flow to enter directly into the interceptor. The solution includes an 84-inch diameter interceptor, two CSO storage tanks, partial sewer separations at eight CSO locations, and two stormwater



detention basins providing approximately 23 acre-feet of storage for water quality and quantity improvement. Planning was performed under ID #10180900 for \$1,729,000.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Land	0	996,700	0	0	0	0	0	996,700
MSD Capital Improvements	0	996,700	0	0	0	0	0	996,700
Total								
Estimated Personnel Cost	0	64,270	0	0	0	0	0	64,270

White Street Sewer Separation

Dept. Priority: 141

Description

This project will provide resources for approximately 6,600 feet of proposed storm sewer (12-in to 54-in), 100 feet of sanitary sewer, and 600 feet of water main relocation. The proposed improvements are located in the street right-of-way of Queen City Avenue, White Street, Sperber Avenue, Richter Street, Hillenbrand Avenue, Horton Avenue, Ley Avenue, Bickel Avenue, Fairmount Avenue, Harrison Avenue, and Ekardt Street, as well as private properties that will need utility easements. This project is in the South Fairmount neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The White Street project is one of the 14 individual projects that will capture stormwater from approximately 64 drainage acres. Pre-Construction activities totalling \$801,000 were allocated under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	5,021,200	0	0	0	0	5,021,200
Engineering	0	156,300	0	0	0	0	0	156,300
Land	0	670,000	0	0	0	0	0	670,000
MSD Capital Improvements	0	826,300	5,021,200	0	0	0	0	5,847,500
Total								
Estimated Personnel Cost	0	0	204,100	0	0	0	0	204,100

Quebec Road Sewer Separation

Dept. Priority: 142

Description

This project will provide resources for approximately 8,500 feet of storm sewer (12-inch to 60-inch), a structural separator (Vortech unit), and 400 feet of water main relocation. The proposed improvements are located in the street right-of-way of Quebec Road, Thinnes Street, Forbus Street, Lierman Street, Jonte Ave-

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nue, Graebe Street, Lorna Lane, Margaret Street, and Schoedinger Avenue, as well as private properties that will need utility easements in the South Fairmount neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Quebec Road Sewer Separation project is one of the 14 individual projects that will capture storm water from approximately 197 drainage acres. Pre-Construction activities totalling \$809,900 were allocated under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	5,956,600	0	0	0	5,956,600
Engineering	0	0	0	378,000	0	0	0	378,000
Land	0	645,000	645,500	0	0	0	0	1,290,500
MSD Capital Improvements Total	0	645,000	645,500	6,334,600	0	0	0	7,625,100
Estimated Personnel Cost	0	0	0	295,750	0	0	0	295,750

Queen City Avenue Sewer Separation Phase 2

Dept. Priority: 143

Description

This project will provide resources for approximately 8,300 feet of storm sewer (12-in to 96-in, and 4-ft x14-ft RCBC), with no sanitary sewer, and 50 feet of water main relocation. The proposed improvements are located in the street right-of-way of Queen City Avenue, Queen City Bypass, Tillie Avenue, and Champlain Street, as well as private properties that will need utility easements. This project is located in the Westwood neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Queen City Avenue Phase 2 project is one of the 14 individual projects that will capture storm water from approximately 228 drainage acres. Planning in the amount of \$165,000 was allocated under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	8,714,200	0	0	0	0	8,714,200
Engineering	0	241,000	523,700	0	0	0	0	764,700
Land	0	747,500	0	0	0	0	0	747,500
MSD Capital Improvements Total	0	988,500	9,237,900	0	0	0	0	10,226,400
Estimated Personnel Cost	0	0	315,550	0	0	0	0	315,550



Queen City and Cora Avenues Right-of-Way Sewer Separation

Dept. Priority: 144

Description

This project will provide resources for approximately 2,600 feet of storm sewer (12-in to 42-in), 2,800 feet of natural conveyance system, and three detention basins, with no sanitary sewer or water main relocations. The proposed improvements are located in the street right-of way of Cora Avenue and Fenton Avenue, as well as private properties that will need utility easements, in the Westwood neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage storm water entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Queen City and Cora Avenue Sewer Separation project is one of the 14 individual projects that will capture storm water from approximately 146 drainage acres. Pre-Construction activities totalling \$862,000 were allocated under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	3,096,700	0	0	0	0	3,096,700
Engineering	0	234,100	235,000	0	0	0	0	469,100
Land	0	396,000	440,200	0	0	0	0	836,200
MSD Capital Improvements	0	630,100	3,771,900	0	0	0	0	4,402,000
Total								
Estimated Personnel Cost	0	0	95,590	0	0	0	0	95,590

Quebec Heights Sewer Separation

Dept. Priority: 145

Description

This project will provide resources for the installation of approximately 2,750 feet of separate storm sewers, 5,600 feet of natural conveyance (daylighted) through Glenway Woods Park and an extended wetland detention feature. This project is located in the East Price Hill and South Fairmount neighborhoods of the City of Cincinnati.

Purpose

The purpose of this project is, as part of the Quebec Heights Sewer Separation project, one of 13 Lick Run source control projects that together manage stormwater entering the combined sewer and reduce overflow volume by 730 million gallons. This project will capture stormwater from approximately 72 drainage acres. The project will separate stormwater from a combined sewer that runs through a channel in the Glenway Woods Park as well as provide new storm sewers on Ridlen Avenue, Wessels Avenue, Wessels Lane, Carson

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Avenue, Drott Avenue, Wells Street, and Glenway Avenue to remove storm flow from the existing combined sewers on those streets.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	3,467,100	0	0	0	0	3,467,100
Engineering	0	0	205,200	0	0	0	0	205,200
MSD Capital Improvements Total	0	0	3,672,300	0	0	0	0	3,672,300
Estimated Personnel Cost	0	0	64,900	0	0	0	0	64,900

Grand and Selim Avenues Sewer Separation

Dept. Priority: 146

Description

This project will provide resources for approximately 14,400 feet of storm sewer (12-in to 60-in), structural separator (Vortech unit), with 2,800 feet of sanitary sewer and 200 feet of water main relocation. The proposed improvements are located in the street right-of-way of Grand Avenue, Esmonde Avenue, Mickey Avenue, Theresa Street, Lehman Street, Selim Avenue, Northside Avenue, Clara Street, Lionel Avenue, and Lane Avenue in the South Fairmount neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Grand and Selim Avenues Sewer Separation project is one of the 14 individual projects that will capture storm water from approximately 272 drainage acres. Planning for \$202,000 was allocated under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	13,556,000	0	0	13,556,000
Engineering	0	1,029,000	0	0	521,400	0	0	1,550,400
Land	0	944,600	1,000,000	0	0	0	0	1,944,600
MSD Capital Improvements Total	0	1,973,600	1,000,000	0	14,077,400	0	0	17,051,000
Estimated Personnel Cost	0	127,260	51,380	0	646,870	0	0	825,510

Queen City Avenue Sewer Separation Phase 3

Dept. Priority: 147

Description

This project will provide resources for approximately 4,500 feet of storm sewer (12-in to 60-in), with no sanitary sewer and 5,100 feet of watermain relocation. The proposed improvements are located in the street right-of-way of Queen City Avenue, LaFeuille Avenue, East Tower Drive, Gehrum Lane, as well as private



properties that will need utility easements. This project is located in the South Fairmount neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Queen City Avenue Phase 3 project is one of the 14 individual projects that will capture stormwater from approximately 34 drainage acres. Planning of \$60,000 was allocated under Project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	5,198,400	0	0	5,198,400
Engineering	0	155,100	0	0	294,200	0	0	449,300
Land	0	289,900	0	0	0	0	0	289,900
MSD Capital Improvements Total	0	445,000	0	0	5,492,600	0	0	5,937,600
Estimated Personnel Cost	0	0	0	0	84,740	0	0	84,740

Westwood Avenue Sewer Separation

Dept. Priority: 148

Description

This project will provide resources for approximately 4,160 lf of proposed storm sewer (12-in to 60-in), with 1,200 lf of sanitary sewer and 1,200 lf of water main relocation. The proposed improvements are located in the street right-of-way of Westwood Avenue, Grand Avenue, Selim Avenue, Amor Place, Quebec Road, Van Hart Street, and Kebler Street, as well as private properties that will need utility easements in the South Fairmount neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage storm water entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Westwood Avenue project is one of the 14 individual projects that will capture storm water from approximately 11 drainage acres.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	5,994,900	0	0	0	5,994,900
Engineering	0	0	0	339,800	0	0	0	339,800
MSD Capital Improvements Total	0	0	0	6,334,700	0	0	0	6,334,700
Estimated Personnel Cost	0	0	0	132,330	0	0	0	132,330



Queen City Avenue Sewer Separation Phase 1

Dept. Priority: 149

Description

This project will provide resources for approximately 2,800 feet of storm sewer (12-in to 96-in, and 4ft x 14ft Reinforced Concrete Box Culvert) and 350 feet of water main relocation. The proposed improvements are located in the street right-of-way of Queen City Avenue, Queen City Bypass, Tillie Avenue, and Champlain Street, as well as private properties that will need utility easements. This project is located in the South Fairmount neighborhood of the City of Cincinnati

Purpose

The purpose of this project is, as part of the Lick Run source control project, to create sewer separations and conveyance systems. The strategic sewer separation element is comprised of 14 individual separation projects totaling approximately 90,000 feet of new conveyance in both closed and open channel designs. Together these 14 projects will manage stormwater entering the combined sewer system tributary to CSO 5 and reduce CSO volume by 730 million gallons. The Queen City Avenue Sewer Separation Phase 1 project is one of the 14 individual projects that will capture stormwater from approximately 107 drainage acres. Pre-Construction of \$1,722,409 was allocated under #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	6,037,700	0	0	0	0	0	6,037,700
Engineering	0	100,000	0	0	0	0	0	100,000
MSD Capital Improvements Total	0	6,137,700	0	0	0	0	0	6,137,700
Estimated Personnel Cost	0	278,520	0	0	0	0	0	278,520

CSO 12 Sewer Separation Phase A.3 West MLK Drive

Dept. Priority: 150

Description

This project will provide resources for the extension of the new storm sewer network along the Martin Luther King (MLK) Drive corridor. The project includes approximately 2,100 feet of new storm sewers, ranging in diameter from 36-inch to 54-inch, and 32 planter boxes to serve as stormwater biofiltration features. This project is located in the Clifton and University Heights/Fairview neighborhoods of the City of Cincinnati.

Purpose

The purpose of this project is a representation of the first segment of storm sewers to separate and detain stormwater runoff from I-75 at the Hopple Street interchange and Martin Luther King Jr. Drive corridor. This project will facilitate future strategic separation of the CSO 12 drainage area. For the past three years, MSD has collaborated with ODOT, CDOT, Public Services, and other partners for the Revive Cincinnati reconstruction project. This project will eliminate the I-75 barrier to potential future separations by linking



the Martin Luther King Jr. Drive corridor and adjacent community with Lower Camp Washington. MSD continues to pursue alternative funding sources for the CSO 12 drainage area projects.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	690,900	0	0	0	0	0	690,900
Engineering	0	32,900	0	0	0	0	0	32,900
MSD Capital Improvements Total	0	723,800	0	0	0	0	0	723,800
Estimated Personnel Cost	0	46,670	0	0	0	0	0	46,670

CSO 12 Sewer Separation Phase A.4

Dept. Priority: 151

Description

This project will provide resources for the extension of the overall strategic separation effort into Camp Washington towards the Mill Creek. The project constructs separate storm sewer as well as detention and sustainable elements for detention, treatment, and conveyance at the corner of Spring Grove Avenue and Ethan Avenue. This project is located in the Camp Washington neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to serve as a critical component of the overall CSO 12 Sewer Separation project from the University of Cincinnati campus to the Camp Washington area. The project will provide detention for ODOT runoff from I-75 in exchange for their construction of a large storm sewer crossing under I-75. The project provides critical infrastructure to convey runoff toward Mill Creek and create system capacity for potential future full separation projects anticipated under MSD's Phase 2 Wet Weather Improvement Program.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	13,477,000	0	0	0	0	13,477,000
Engineering	0	424,000	470,000	0	0	0	0	894,000
Land	0	745,000	0	0	0	0	0	745,000
MSD Capital Improvements Total	0	1,169,000	13,947,000	0	0	0	0	15,116,000
Estimated Personnel Cost	0	75,380	716,610	0	0	0	0	791,990

CSO 12 Sewer Separation Phase B - Outfall Tunnel

Dept. Priority: 152

Description

This project will provide resources for Combined Sewer Overflow (CSO) 12 Sewer Separation Phase B improvements to extend the new storm sewer from the stormwater detention basin constructed under CSO

Capital Improvement Plan



Sewers

12 Phase A.4 (11242843) to the Mill Creek. The storm sewer must cross underneath existing railroad tracks to reach the outfall. This project is located in the Camp Washington neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to serve as a critical component of the overall CSO 12 Sewer Separation project from UC campus to Camp Washington. The project will reduce overflows at CSO 12 by at least 10 million gallons in the typical year through detention alone. It will also improve the existing combined sewer to eliminate surcharging in the Burnet Woods Park. These improvements will construct park amenities that will also serve as functional components of the sewer system. This project will be constructed during Phase 2 of MSD's Wet Weather Improvement Program.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	0	0	256,000	876,000	0	1,132,000
Land	0	0	0	0	0	300,000	0	300,000
MSD Capital Improvements Total	0	0	0	0	256,000	1,176,000	0	1,432,000

Estimated Personnel Cost	0	0	0	0	17,650	49,180	0	66,830
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CSO 12 Sewer Separation Phase C - Burnet Woods

Dept. Priority: 153

Description

This project will provide resources for Combined Sewer Overflow (CSO) 12 Sewer Separation Phase C improvements to Burnet Woods which will increase capacity of the park's lake, replace the main combined sewer running through the park, construct a stream from the lake to the northwest corner of the park, and construct wetland areas for capture of stormwater. This project is located in the Clifton Heights neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to serve as a critical component of the overall CSO 12 Sewer Separation project from the UC campus to Camp Washington. The project will reduce overflows at CSO 12 by approximately 10 million gallons in the typical year through detention alone. It will also improve the existing combined sewer to eliminate surcharging in the Burnet Woods Park. These improvements will construct park amenities that will also serve as functional components of the sewer system. MSD is pursuing funding partnerships with the City of Cincinnati Parks Department and the United States Environmental Protection Agency.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	100,000	771,000	0	0	0	0	871,000
MSD Capital Improvements Total	0	100,000	771,000	0	0	0	0	871,000

Estimated Personnel Cost	0	6,450	39,610	0	0	0	0	46,060
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CSO 217/483 Sewer Separation Phase A

Dept. Priority: 154

Description

This project will provide resources for the construction of two new stormwater detention basins, enlargement of two existing basins, new storm sewers, relocated combined sewers, and redirection of sanitary laterals. This project is located in the Winton Hills neighborhood of the City of Cincinnati, in the Kings Run Basin of the Mill Creek sewershed. This project also affects portions of the College Hill and Winton Place neighborhoods of the City of Cincinnati.

Purpose

The purpose of this project is to serve as a source control solution for CSOs 217 and 483 and includes five detention basins to reduce the peak volume entering the combined system, conversion of portions of the combined system to a storm sewer, strategic separation via installation of 7,200 lf of combined sewers and 5,700 lf of storm sewers. Additional control for CSO 217 will be provided via a storage facility. This Phase A project includes the separation and detention basins. Phase B will include the storage facility. The source control strategy will eliminate approximately 150 MG of CSOs. Planning costs of this project of \$513,653 were performed under project #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	0	14,925,600	0	0	0	14,925,600
Engineering	0	1,684,900	0	1,063,800	0	0	0	2,748,700
Land	0	2,568,600	0	0	0	0	0	2,568,600
MSD Capital Improvements	0	4,253,500	0	15,989,400	0	0	0	20,242,900
Total								
Estimated Personnel Cost	0	0	0	878,140	0	0	0	878,140

CSO 217/483 Source Control Phase B

Dept. Priority: 155

Description

This project will provide resources for the construction of a Combined Sewer Overflow (CSO) storage facility at CSO 217. This project is located in the Winton Hills neighborhood of the City of Cincinnati but affects portions of the College Hill and Winton Place neighborhoods as well.

Purpose

The purpose of this project is to construct a CSO storage facility at CSO 217. The Kings Run Watershed includes two large CSOs, 217 and 483 that cover a drainage area of 1,076 acres. The source control solution for CSOs 217 and 483 includes five detention basins to reduce the peak volume entering the combined system, conversion of portions of the combined system to a storm sewer, strategic separation via installation of 7,200 lf of combined sewers and 5,700 lf of storm sewers. Additional control for CSO 217 will be provided

Capital Improvement Plan

Sewers



via a storage facility. Phase A includes the separation and detention basins. This project will provide the storage facility. The source control strategy will eliminate approximately 150 MG of CSOs.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	20,593,400	0	0	20,593,400
Engineering	0	4,503,200	0	0	305,100	0	0	4,808,300
Land	0	429,800	0	0	0	0	0	429,800
MSD Capital Improvements Total	0	4,933,000	0	0	20,898,500	0	0	25,831,500
Estimated Personnel Cost	0	0	0	0	1,000,000	0	0	1,000,000

CSO 126, 127, 128 Partial Separations

Dept. Priority: 156

Description

This project will provide resources for approximately 1,000 feet of pipe to separate streams and 3,700 feet pipe to separate sanitary and storm sewer systems. Stormwater will be conveyed to the West Fork Channel and the combined sewer will be connected to the new interceptor (Project #11243860). Stormwater from Combined Sewer Overflow (CSO) 126 will be conveyed through the existing combined sewer, and combined flow will be conveyed through a new combined sewer. This project is located in the Northside neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to provide partial separation of sanitary and stormwater at CSO 126, 127, and 128. This project is part of the overall West Fork source control efforts to provide a reduction in annual CSO overflows by 270 million gallons. Pre-Construction costs of \$790,100 were funded for this project under ID #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	3,634,100	0	0	0	0	3,634,100
Engineering	0	0	205,600	0	0	0	0	205,600
Land	0	627,600	0	0	0	0	0	627,600
MSD Capital Improvements Total	0	627,600	3,839,700	0	0	0	0	4,467,300
Estimated Personnel Cost	0	40,470	210,880	0	0	0	0	251,350



CSO 130 Stream Separation

Dept. Priority: 157

Description

This project will provide resources for approximately 2,000 feet of pipe to separate streams in order to convey storm water to the West Fork channel and connect the combined sewer to the new interceptor. This project is located in the Northside neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is part of the overall West Fork Basin source control solution to reduce annual CSO overflows by 270 million gallons. This project will provide separation of existing streams from the combined sewer and convey those flows to the West Fork Channel. Future construction of a new interceptor sewer that is not hydraulically connected to the West Fork Channel is also part of the West Fork source control solution. Pre-Construction activities for this project in the amount of \$1,203,600 was funded under project ID #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	9,277,200	0	0	0	9,277,200
Engineering	0	0	0	530,000	0	0	0	530,000
Land	0	1,566,800	0	0	0	0	0	1,566,800
MSD Capital Improvements Total	0	1,566,800	0	9,807,200	0	0	0	11,374,000
Estimated Personnel Cost	0	0	0	538,610	538,610	0	0	1,077,220

West Fork Interceptor and Storage Tanks

Dept. Priority: 158

Description

This project will provide resources for 4,700 linear feet of combined sewer interceptor (84-inch diameter) from the Combined Sewer Overflow (CSO) 130 to the proposed 1.5 million gallon interceptor storage tank near Beekman Street and sealing of all existing grates in the portions of the existing interceptor that will remain in use. The project also includes two storage tanks. The improvements will be located in the neighborhoods of Mt. Airy, Northside, and South Cumminsville of the City of Cincinnati.

Purpose

The purpose of this project is to serve as a source control effort for part of the overall West Form Basin. The existing West Fork interceptor is hydraulically connected to the channel through 18 grated openings. These grates allow stream flow to enter directly into the interceptor. The West Fork source control project will reduce annual CSOs by 270 million gallons. This project includes an 84-inch diameter interceptor and two

Capital Improvement Plan



Sewers

CSO storage tanks. Pre-Construction activities for this project at a cost of \$3,457,200 were funded under project ID #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	35,662,900	0	0	0	35,662,900
Engineering	0	428,700	0	0	0	0	0	428,700
Land	0	309,800	0	0	0	0	0	309,800
MSD Capital Improvements Total	0	738,500	0	35,662,900	0	0	0	36,401,400
Estimated Personnel Cost	0	0	0	1,000,000	0	0	0	1,000,000

CSO 117, 528, 529, and 530 Partial Separations

Dept. Priority: 159

Description

This project will provide resources for approximately 9,200 feet of storm water separation along several streets including: Tappan Avenue, Case Avenue, Elmore Street, Hoffner Street, Beekman Street, Llewellyn Avenue, Dreman Avenue, Webman Court, Emma Place, and Lillie Place. This project is located in the South Cumminsville neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is to serve as a source control solution for part of the West Fork Basin. This project provides partial separation of stormwater from the existing combined sewers to reduce annual overflow volume by 270 million gallons basinwide. Pre-Construction activities for this project in the amount of \$939,600 were funded under project ID #10180900.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	0	5,711,400	0	0	5,711,400
Engineering	0	0	0	0	330,300	0	0	330,300
Land	0	113,000	0	0	0	0	0	113,000
MSD Capital Improvements Total	0	113,000	0	0	6,041,700	0	0	6,154,700
Estimated Personnel Cost	0	0	0	0	416,430	0	0	416,430

Upper Muddy Creek Interceptor Replacement

Dept. Priority: 160

Description

This project will provide resources for installing approximately 3,300 linear feet of 30 inch sewer from Combined Sewer Overflow (CSO) 522 (Werk Road and Westbourne Drive) to the intersection of Muddy Creek Road and Westbourne Drive and approximately 9,000 linear feet of 36 inch sewer from intersection of Westbourne Drive and Muddy Creek Road to the oxbow in Muddy Creek. This project includes dynamic under-



flow control at CSO 522, CSO 198, and CSO 518 and the elimination of Sanitary Sewer Overflow (SSO) 1061. This project is located in Green Township.

Purpose

The purpose of this project is to replace the upper portion of the Muddy Creek Interceptor that was originally installed around 1929 and 1935. The existing sewer is aging and deteriorating and needs to be relocated. The project will also increase the capacity of the sewer to transport underflow from CSO 522, CSO 198, and CSO 518 to the future Muddy Creek Basin Storage and Conveyance Sewer.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	30,053,900	0	0	0	0	30,053,900
MSD Capital Improvements Total	0	0	30,053,900	0	0	0	0	30,053,900
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Estimated Personnel Cost	0	0	1,167,540	0	0	0	0	1,167,540

Benson Street Sewer Replacement

Dept. Priority: 161

Description

This project will provide resources for the replacement and upsize of approximately 4,100 feet of sewer varying in size from 12-inches to 30-inches from the Mill Creek Interceptor sewer to Sanitary Sewer Overflow (SSO) 1001. This project is located in the City of Reading.

Purpose

The purpose of this project is to address the sewer main overloading in this area, eliminate SSO 1001, and provide capacity to enable development within the sewershed. The gravity sewer main along Benson Street from the Mill Creek interceptor sewer to the intersection with Hill Street currently experiences sewer main overloading at the intersection with Reading Road, encompasses SSO 1001, and provides service to several parcels of developable land in the vicinity. Planning and design of this project was accomplished using the WWIP Urgent Capacity allowance (Project ID # 10190209).

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	2,407,400	0	0	0	0	2,407,400
MSD Capital Improvements Total	0	0	2,407,400	0	0	0	0	2,407,400
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Estimated Personnel Cost	0	0	115,580	0	0	0	0	115,580

CSO 123 Elimination

Dept. Priority: 162

Description

This project will provide resources for for the partial separation of CSO 123 under Phase II of the WWIP. The project starts at the end of Llewellyn Avenue (just north of the I-74 exit ramp) and runs north to the intersec-

Capital Improvement Plan

Sewers



tion with Hoffner Street; then extends east to the intersection of Hoffner Street and Borden Place. The project is located in the Northside neighborhood of the City of Cincinnati.

Purpose

The purpose of this project is the partial separation of CSO 123 under Phase II of the WWIP. The overflow typically requires weekly service to keep the CSO clean and working properly. The access point for maintenance is located within a few feet of an off-ramp from I-74. The frequency of the maintenance combined with the proximity to high-speed traffic make for a significant risk to WWC maintenance and monitoring staff.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	0	0	422,300	0	0	0	422,300
MSD Capital Improvements	0	0	0	422,300	0	0	0	422,300
Total								
Estimated Personnel Cost	0	0	0	28,400	0	0	0	28,400



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Capital Improvement Plan Transportation & Engineering

Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
General Aviation Fund								
39	Airport Infrastructure Improvements	140,000	140,000	140,000	140,000	140,000	140,000	840,000
40	FAA/ODOT Local Match	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
41	Facility Improvements	262,600	289,100	302,300	316,400	338,000	359,600	1,868,000
General Aviation Total		602,600	629,100	642,300	656,400	678,000	699,600	3,908,000
Income Tax Transit Fund								
42	Transit/Rail Corridor Preservation Acq.	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Income Tax Transit Total		100,000	100,000	100,000	100,000	100,000	100,000	600,000
General Capital Fund								
1	Information Systems Acquisition	123,000	129,000	139,500	150,000	150,000	150,000	841,500
2	SCIP Loan Repayment	215,000	215,000	215,000	215,000	215,000	215,000	1,290,000
3	Innovative Transportation Strategies	470,000	500,000	500,000	500,000	400,000	405,000	2,775,000
4	Street Rehabilitation	16,385,700	9,601,700	10,089,300	10,339,400	9,328,300	9,370,100	65,114,500
5	Street Improvements	945,900	860,000	1,023,000	1,100,000	898,900	901,000	5,728,800
6	Traffic Signal Installation & Renovation	662,600	702,900	771,900	830,000	716,900	729,100	4,413,400
7	OKI Corridor Studies	250,000	250,000	250,000	250,000	225,000	227,500	1,452,500
8	Bridge Rehabilitation Program	820,000	946,000	1,023,000	1,100,000	986,000	901,000	5,776,000
9	Computerized Traffic Signal System	164,000	172,000	600,000	455,000	680,000	682,000	2,753,000
10	Wall Stab. & Landslide Correction	616,000	688,000	930,000	1,000,000	750,000	850,000	4,834,000
11	LED Traffic and Pedestrian Signals	246,700	323,800	391,500	250,000	205,000	209,500	1,626,500
12	Gateways/Greenways Improvement	400,000	470,000	465,000	500,000	450,000	455,000	2,740,000
13	Sidewalk Repair Program	450,000	602,000	651,000	700,000	600,000	600,000	3,603,000
14	Curb Ramps - Street Rehab	0	377,900	397,100	406,900	367,100	368,700	1,917,700
15	Safety Improvements	100,000	100,000	100,000	100,000	90,000	91,000	581,000
16	Traffic Signal Controllers & Detectors	100,000	120,000	120,000	300,000	290,000	291,000	1,221,000
17	Downtown Public Paver Replacement	0	43,000	46,500	50,000	10,000	10,000	159,500
18	Bicycle Transportation Program	442,000	516,000	558,000	600,000	500,000	500,000	3,116,000
19	Spot Infrastructure Replacement	520,400	602,000	697,500	750,000	600,000	682,500	3,852,400
20	Street Light Replacement Project	82,000	86,000	93,000	100,000	87,000	91,000	539,000
21	Street Calming Program	0	0	100,000	200,000	180,000	182,000	662,000
22	Pavement Management	239,400	146,200	158,100	170,200	153,000	154,700	1,021,600
23	Ohio River Trail	308,000	344,000	372,000	400,000	0	0	1,424,000
24	Riverfront Infra. Coord. & Implmnt	0	0	0	25,000	22,500	22,700	70,200
25	Over-the-Rhine Streetscape Imprvmts	1,050,000	516,000	400,000	400,000	360,000	364,000	3,090,000
26	Columbia Parkway Enhancements	100,000	215,000	302,500	0	0	0	617,500
27	Downtown Infrast. Coord. & Implemtn	350,000	421,500	254,300	300,000	270,000	273,000	1,868,800
28	Uptown Access Imprmts West MLK Dr.	164,000	172,000	480,000	0	0	0	816,000
29	Colerain Corr. Imp. I-74 to Spring Grv	82,000	86,000	93,000	140,000	0	0	401,000
30	Raised Pavement Markers	0	43,000	46,500	50,000	45,000	45,500	230,000
31	Duke Street Light Replacement Project	123,000	129,000	139,500	150,000	135,000	136,500	813,000



Capital Improvement Plan Transportation & Engineering

Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
33	ML King/I-71 Interchange	300,000	0	0	0	1,000,000	1,000,000	2,300,000
34	ROW Ordinance Implementation	30,000	86,000	93,000	100,000	35,000	35,500	379,500
35	Convention Center Expansion	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
43	Downtown Streetlight Maintenance/ Repair	41,000	44,000	0	0	0	0	85,000
44	Oregon Street Improvements	635,000	0	0	0	0	0	635,000
45	Madison/Kenwood RR Bridge	498,900	596,400	0	0	200,000	0	1,295,300
46	ORT Kellogg Ave - Salem to Sutton	498,900	596,400	0	522,000	75,500	174,600	1,867,400
47	Hillside Stairway Rehabilitation Program	64,000	172,000	183,500	250,000	125,000	227,500	1,022,000
48	Westwood and Queen City Avenue Improvements	0	0	300,000	150,000	100,000	0	550,000
49	Pole Painting Downtown	188,000	0	0	0	0	0	188,000
General Capital Total		29,665,500	21,872,800	22,983,700	23,553,500	21,250,200	21,345,400	140,671,100
Department of Transportation & Engineering Total		30,368,100	22,601,900	23,726,000	24,309,900	22,028,200	22,145,000	145,179,100



General Aviation Fund

Airport Infrastructure Improvements

Dept. Priority: 39

Description

This project will provide resources for improvements to Lunken Airport that are not typically funded by the Federal Aviation Administration (FAA) or Ohio Department of Transportation (ODOT). Improvements will include, but are not limited to, rubber removal, striping, airfield and way-finding signage, security improvements, vehicular parking lot improvements/expansion, Airport Road improvements, flood control improvements/repairs, and various airfield pavement/drainage repairs.

Purpose

The purpose of this project is to make improvements (airfield and non-airfield) to the airports infrastructure to ensure an operationally efficient and esthetically pleasing public airport. This project would also allow the City to meet its commitment to the FAA to maintain a safe and secure facility.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	140,000	140,000	140,000	140,000	140,000	140,000	140,000	840,000
General Aviation Total	140,000	140,000	140,000	140,000	140,000	140,000	140,000	840,000
Estimated Personnel Cost	25,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000

FAA/ODOT Local Match

Dept. Priority: 40

Description

This project will provide resources for an annual capital reserve in the General Aviation Fund to provide the matching funds for capital projects which involve Federal Aviation Administration (FAA) and Ohio Department of Transportation (ODOT) grant funding. This capital project would cover expenditures such as equipment, engineering, and construction items.

Purpose

The purpose of this project is to meet the local match funding requirements for FAA/ODOT approved projects and to fund expenditures associated with preparation of ODOT/FAA grant applications and funding request documents (Annual FAA Airport Capital Improvement Program).

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
General Aviation Total	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Facility Improvements

Dept. Priority: 41

Description

This project will provide resources for improvements to airport-owned facilities at Lunken Airport that will include, but are not limited to, the following: roofing, plumbing, electrical, ADA wheelchair access, building code upgrades, heating, ventilation and air conditioning (HVAC) improvements, as well as window replacements. The facilities include the Airport Administration Building, City-owned hangars, and the Air Traffic Control Tower and Maintenance Shop. This capital project would cover expenditures such as equipment, engineering and construction items.

Purpose

The purpose of this project is to make improvements to the airports facilities, not funded by the Federal Aviation Administration (FAA). These improvements would serve to preserve the facilities and reduce the operation expenses associated with deteriorated/inefficient facilities. The project would also ensure that the facilities are brought up to current code standards.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	236,100	262,600	289,100	302,300	316,400	338,000	359,600	1,868,000
General Aviation Total	236,100	262,600	289,100	302,300	316,400	338,000	359,600	1,868,000
Estimated Personnel Cost	15,000	15,000	20,000	20,000	20,000	20,000	20,000	115,000

Income Tax Transit Fund

Transit/Rail Corridor Preservation Acq.

Dept. Priority: 42

Description

This project will provide resources for the acquisition of real property and/or property rights and related planning, environmental, consultant services, construction, and administrative costs in connection with the preservation and reuse of existing railroad corridors. The project includes support of mass transit study related expenses, excluding expenses related to the streetcar project.

Purpose

The purpose of this project is to assist the City and the region in meeting regulatory compliance related to federal air quality standards, enhance the City's transportation system, and assist with the acquisition and study of rail corridors for transportation purposes, excluding streetcar project purposes.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Income Tax Transit Total	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



General Capital Fund

Information Systems Acquisition

Dept. Priority: 1

Description

This project will provide resources for the design and acquisition of hardware and software needed to capture, store, integrate, analyze, manage, and report information needed for project management in the Department of Transportation and Engineering. This includes, but is not limited to, construction management, design, permitting, mapping, project management, transportation planning, airport management, traffic control and regulation, and asset management.

Purpose

The purpose of this project is to improve both intra- and inter-departmental communications, to provide valuable and timely information needed to effectively operate the department, and to manage transportation assets valued in excess of \$3 billion. These systems complement and extend the capabilities of enterprise systems to serve the specific needs of this department.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	150,000	123,000	129,000	139,500	150,000	150,000	150,000	841,500
General Capital Total	150,000	123,000	129,000	139,500	150,000	150,000	150,000	841,500
Estimated Personnel Cost	0	0	0	0	0	0	0	0

SCIP Loan Repayment

Dept. Priority: 2

Description

This project will provide resources for the repayment of zero-interest loans from the Ohio Public Works Commission used to rehabilitate streets in various City neighborhoods.

Purpose

The purpose of this project is to improve quality of life and reduce street pavement repair costs by: 1) repairing more streets than capital funding allows; 2) repairing these streets sooner, before repairs become more extensive and costly; 3) advancing these repairs so they are performed at lower construction prices; and 4) taking advantage of the time value of money using zero interest loans.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	215,000	215,000	215,000	215,000	215,000	215,000	215,000	1,290,000
General Capital Total	215,000	215,000	215,000	215,000	215,000	215,000	215,000	1,290,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Innovative Transportation Strategies

Dept. Priority: 3

Description

This project will provide resources for the investigation, development, implementation, and evaluation of innovative and sustainable transportation and infrastructure improvements, including green streets, com-



plete streets, and contextually sensitive design solutions for all transportation modes in connection with changes in land use, new development and local or regional transportation initiatives. Funds may be used to leverage additional public and/or private funding for infrastructure projects and construction to take full advantage of partnering opportunities.

Purpose

The purpose of this project is to fund planning, design, technology, engineering, construction, inspection, and monitoring of new and innovative projects, or project components, to implement and evaluate sustainable solutions related to green streets, complete streets, and contextually sensitive design. Project funding may also support pilot projects established to evaluate the effectiveness and applicability of non-traditional design solutions for contemporary transportation and infrastructure issues. This project provides funding to review private and public development plans and to participate in a variety of projects, committees, and studies that affect the City's and region's transportation network including OKI, ODOT, and Federal funding strategies for infrastructure improvements.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	500,000	470,000	500,000	500,000	500,000	400,000	405,000	2,775,000
General Capital Total	500,000	470,000	500,000	500,000	500,000	400,000	405,000	2,775,000
Estimated Personnel Cost	100,000	100,000	100,000	100,000	100,000	85,000	90,000	575,000

Street Rehabilitation

Dept. Priority: 4

Description

This project will provide resources for the systematic repair and resurfacing of streets throughout the City under the Street Rehabilitation Program. This project supports repairs to curbs, pavements, and resurfacing the roadway. Project funds are also used to match funding from other sources including the Ohio Public Works Commission and the Ohio Department of Transportation. These leveraged funds are used to rehabilitate additional streets. This project supports the labor, materials, and technologies needed to plan, design, build, and inspect this construction.

Purpose

The purpose of this project is to improve safety for motorists and quality of life in neighborhoods by preserving and upgrading street pavement and curbs on over 940 miles of streets. These streets have an area of approximately 2,840 lane-miles (a lane mile is an area equivalent to a one-mile long by ten-foot wide lane) with a replacement value of \$2.6 billion. Based on the funding level for 2013 and 2014, 100 and 62 lane miles will be completed, respectively. Additional outside funding is sought to help meet and exceed this standard (100lm).

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	300,000	853,400	480,000	500,000	520,000	490,000	500,000	3,343,400
Construction	9,813,300	15,532,300	9,121,700	9,589,300	9,819,400	8,838,300	8,870,100	61,771,100
General Capital Total	10,113,300	16,385,700	9,601,700	10,089,300	10,339,400	9,328,300	9,370,100	65,114,500
Estimated Personnel Cost	1,000,000	2,418,000	1,400,000	1,500,000	1,550,000	1,470,000	1,490,000	9,828,000



Street Improvements

Dept. Priority: 5

Description

This project will provide resources for the improvements to the through street system to improve safety and/or capacity and to support new housing and/or economic development. Program funds help leverage outside funding for specific projects from sources such as the Ohio Public Works Commission's State Capital Improvement Program (SCIP)/Local Transportation Improvement Program (LTIP), as well as Ohio Department of Transportation (ODOT) and Federal Highway Administration (FHWA) funds. Program funds support labor, materials, tools, and technologies needed to plan, design, build, and inspect these improvements. In the 2013/2014 biennium, street improvements will include, but are not limited to, Harrison Avenue, W. MLK Drive, and Kellogg Avenue.

Purpose

The purpose of this project is to improve safety and capacity on roadways with documented safety or congestion on existing through streets. Upgrades or improvements are also performed in conjunction with new housing and economic development. These funds are successfully used to advance design as needed to leverage outside funds.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Land	75,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Engineering	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Construction	825,000	770,900	685,000	848,000	925,000	723,900	726,000	4,678,800
General Capital Total	1,000,000	945,900	860,000	1,023,000	1,100,000	898,900	901,000	5,728,800
Estimated Personnel Cost	400,000	150,000	150,000	225,000	225,000	225,000	225,000	1,200,000

Traffic Signal Installation & Renovation

Dept. Priority: 6

Description

This project will provide resources to install traffic signals, audible pedestrian signals, crosswalk signs, and other traffic control devices and remove equipment no longer needed. The project will carry out needed rehabilitation of existing traffic signals, illuminated signs, school flashers, audible pedestrian signals, and other electric and/or electronic traffic controls including roadway lighting and incidental curb or island modifications. This project funds labor, materials, and technologies needed to plan, design, build, and inspect this construction.

Purpose

The purpose of this project is to replace obsolete or worn out traffic signal and/or roadway lighting equipment before it deteriorates to the point that it can no longer be maintained. The average traffic signal has a



life of 25 years, and the City currently has 745 traffic signals valued at \$45 million. It is therefore necessary to reconstruct about 30 traffic signals each year to keep them replaced within their useful life cycle.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	130,000	105,000	110,000	120,000	100,000	120,000	120,000	675,000
Construction	700,000	557,600	592,900	651,900	730,000	596,900	609,100	3,738,400
General Capital Total	830,000	662,600	702,900	771,900	830,000	716,900	729,100	4,413,400
Estimated Personnel Cost	130,000	105,000	110,000	120,000	130,000	120,000	120,000	705,000

OKI Corridor Studies

Dept. Priority: 7

Description

This project will provide resources for the City's portion of local matching funds to the Ohio-Kentucky-Indiana Regional Council of Governments (OKI), Transportation Improvement District (TID) or the Ohio Department of Transportation (ODOT). It will also provide City staff support or construction activities for a variety of Corridor studies underway or planned in the region. This includes the Preliminary Engineering/ Environmental Impact Statement (PE/DEIS) for the Eastern Corridor project, any proposed study or design as a follow-up to the Central Area Loop Study (connecting the downtowns of Cincinnati, Covington and Newport), and the Uptown Transportation Study. Funds may be used to leverage additional public and/or private funding for infrastructure projects and construction.

Purpose

The purpose of this project is to provide matching funds to support various transportation studies and construction projects designed to improve transportation in the City and the region, typically as part of ongoing OKI type corridor studies.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	200,000	250,000	250,000	250,000	250,000	225,000	227,500	1,452,500
General Capital Total	200,000	250,000	250,000	250,000	250,000	225,000	227,500	1,452,500
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Bridge Rehabilitation Program

Dept. Priority: 8

Description

This project will provide resources for labor, materials, tools, technologies, and training needed to inspect, prioritize, plan, design, repair, rehabilitate, remove, and/or replace bridges within the City of Cincinnati.

Purpose

The purpose of this project is to meet federal and state laws and to keep bridges safe for and open to vehicular, pedestrian, and bicycle traffic, allowing safe passage across rivers, creeks, railroads, roadways, and other

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barriers. The City, DOTE maintains a combined deck area of over 1.4 million square feet having an estimated replacement value of \$300 million.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Land	25,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Engineering	150,000	250,000	250,000	200,000	250,000	250,000	250,000	1,450,000
Construction	1,200,000	520,000	646,000	773,000	800,000	686,000	601,000	4,026,000
General Capital Total	1,375,000	820,000	946,000	1,023,000	1,100,000	986,000	901,000	5,776,000
Estimated Personnel Cost	250,000	200,000	200,000	250,000	250,000	250,000	250,000	1,400,000

Computerized Traffic Signal System

Dept. Priority: 9

Description

This project will provide resources to complete the remaining portions and upgrade existing portions of the computerized traffic signal system as recommended by the Infrastructure Commission. The project will provide responsive control of traffic signals throughout the City. This project will also provide and upgrade computer equipment and software for those tasks directly related to the project including the replacement of the system specific hardware and software.

Purpose

The purpose of this project is to enable the City's traffic signal system to be more functionally responsive to changeable traffic demands by funding the purchase of electronic solid state equipment. This project would also fund the purchase of traffic signal pre-emption equipment for controllers and fire vehicles. Approximately 50 controllers would be placed in service each year.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	200,000	164,000	172,000	600,000	455,000	680,000	682,000	2,753,000
General Capital Total	200,000	164,000	172,000	600,000	455,000	680,000	682,000	2,753,000
Estimated Personnel Cost	25,000	15,000	15,000	30,000	30,000	30,000	30,000	150,000

Wall Stab. & Landslide Correction

Dept. Priority: 10

Description

This project will provide resources for the 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 and reading 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 and or removal of landslides is essential to protect the transportation and utility infrastructure and prevent hazardous conditions within the right-of-way. The City, DOTE maintains 50.6 miles of retaining walls having an estimated replacement value of \$400 million.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Land	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Engineering	180,000	180,000	180,000	180,000	180,000	180,000	110,000	1,010,000
Construction	815,000	416,000	488,000	730,000	800,000	550,000	720,000	3,704,000
General Capital Total	1,015,000	616,000	688,000	930,000	1,000,000	750,000	850,000	4,834,000
Estimated Personnel Cost	180,000	180,000	180,000	180,000	180,000	180,000	180,000	1,080,000

LED Traffic and Pedestrian Signals

Dept. Priority: 11

Description

This project provides resources to replace incandescent type traffic signals and pedestrian signals with energy efficient and longer life Light-Emitting Diode (LED) types. The project includes replacing entire pedestrian and traffic signal heads where older units exist and retrofitting the optical unit only in newer units.

Purpose

The purpose of the project is to generate operating fund savings through decreased energy costs, wash/relamp costs, and should also result in a reduction in traffic signal outages. Typical incandescent lamps must be replaced once each year. LED's have a useful life of seven to 10 years depending on the type and also use 80% to 90% less energy than incandescent lamps. The price of the LED units has decreased significantly over the last three or four years and is now comparable to the price of regular traffic and pedestrian signal heads. This project would also accelerate the replacement of the word messages in pedestrian signals with the Hand and Man symbols that are now required.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	20,000	10,000	12,900	15,600	10,000	8,000	8,000	64,500
Construction	100,000	111,700	145,900	176,200	112,500	92,000	96,500	734,800
Equipment	217,500	125,000	165,000	199,700	127,500	105,000	105,000	827,200
General Capital Total	337,500	246,700	323,800	391,500	250,000	205,000	209,500	1,626,500
Estimated Personnel Cost	30,000	15,000	25,000	30,000	15,000	10,000	10,000	105,000

Gateways/Greenways Improvement

Dept. Priority: 12

Description

This project will provide resources for the gateway and greenway improvements in the Central Business District (CBD) to enhance the entry points and overall image of the CBD. The project will contribute to the positive image of the City by providing valuable greenspace improvements along pedestrian, bicycle and vehicular corridors and entry points to the City, neighborhoods and the Central Business District. Project funding will be used to leverage outside grant funding by providing local-match funds, and will leverage

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private participation with maintenance and operating agreements with community organizations and adjacent businesses and property owners.

Purpose

The purpose of this project is to provide funding for the planning, design, engineering, construction, and inspection of new gateways and existing corridors that include safety improvements (bumpouts and median islands) as well as street trees and landscaping. Projects may include enhancements to Gilbert Avenue and Reading Road around the Casino site; Liberty Street; Ezzard Charles Drive; Clifton Avenue, MLK Drive and Jefferson Avenue around the University of Cincinnati; and gateway enhancements to the CBD and the City's many neighborhoods.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Engineering	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Construction	300,000	300,000	370,000	365,000	400,000	350,000	355,000	2,140,000
General Capital Total	400,000	400,000	470,000	465,000	500,000	450,000	455,000	2,740,000
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Estimated Personnel Cost	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000

Sidewalk Repair Program

Dept. Priority: 13

Description

This project will provide resources for the repair, reconstruction, construction, and removal of walks, drive-ways, curb ramps, bus service walks, street and sidewalk pavers, structural slabs, and curbs that are the responsibility of the City of Cincinnati. This project supports the labor, materials, training, and technologies needed to plan, design, build, and inspect the proposed improvements.

Purpose

The purpose of this project is to improve the quality of pedestrian and vehicular access within the City of Cincinnati. The project will provide resources to improve Americans with Disabilities Act (ADA) access through construction of curb ramps and reconstruction of defective sidewalks that are the City's responsibility.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Engineering	175,000	150,000	175,000	175,000	175,000	175,000	175,000	1,025,000
Construction	500,000	300,000	427,000	476,000	525,000	425,000	425,000	2,578,000
General Capital Total	675,000	450,000	602,000	651,000	700,000	600,000	600,000	3,603,000
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Estimated Personnel Cost	175,000	125,000	150,000	175,000	175,000	175,000	175,000	975,000

Curb Ramps - Street Rehab

Dept. Priority: 14

Description

This project will provide resources for the construction, repair, and replacement of curb ramps throughout the City in concert with streets that are being repaired under the Street Rehabilitation Program. These curb ramps, constructed at intersections, improve pedestrian access along City streets for citizens with disabili-



ties. This project supports labor, materials, and technologies needed to plan, design, build, and inspect this construction.

Purpose

The purpose of this project is to meet federal and state laws by improving accessibility for people with disabilities. The Americans with Disabilities Act requires the City to upgrade existing ramps and to install ramps at additional locations. This project allows the City to comply with the requirements of Section 4.29 of 28 Code of Federal Regulations Part 36A- Americans with Disabilities Act Accessibility Guidelines (ADAAG), which became effective July 26, 2001.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	60,000	0	50,000	50,000	55,000	50,000	50,000	255,000
Construction	364,100	0	327,900	347,100	351,900	317,100	318,700	1,662,700
General Capital Total	424,100	0	377,900	397,100	406,900	367,100	368,700	1,917,700

Estimated Personnel Cost	60,000	0	50,000	50,000	55,000	50,000	50,000	255,000
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Safety Improvements

Dept. Priority: 15

Description

This project will provide resources for the upgrade of existing streets that require minor improvements based upon safety and operational recommendations. Included in this project is all work necessary to plan, design, construct, and inspect the proposed improvements, such as islands, bump outs, and other channelization methods. This project also includes aesthetic and other required elements to improve the neighborhood transportation network. Funds may also be used to leverage additional public and/or private funding for infrastructure projects and construction.

Purpose

The purpose of this project is to make minor safety improvements to streets that do not generally qualify for outside funding. This project coordinates efforts with other projects (like the Street Rehabilitation Program) or stands alone to construct safety improvements to maximize funding allocations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	100,000	100,000	100,000	100,000	100,000	90,000	91,000	581,000
General Capital Total	100,000	100,000	100,000	100,000	100,000	90,000	91,000	581,000

Estimated Personnel Cost	5,000	5,000	5,000	5,000	5,000	5,000	5,000	30,000
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Traffic Signal Controllers & Detectors

Dept. Priority: 16

Description

This project will provide resources for the replacement of obsolete and outdated traffic signal controllers and detectors that have exceeded their physical and technological lives. Most traffic signal controllers become technologically obsolete within ten years, and conditionally obsolete within 15 years. Replacing the signal controllers and detectors would reduce maintenance costs and improve reliability. The traffic signal controller is the primary element of a traffic signal, and modern technology has brought about massive

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improvements in controller flexibility. The traffic signal controllers are replaced on a City-wide basis, and the current controller modules in use are compatible with the Computerized Traffic Signal System. This project funds labor, materials, and technologies needed to plan, design, build, and inspect these replacements.

Purpose

The purpose of this project is to provide for the timely replacement and installation of traffic controllers and vehicle detectors that would allow for the proper and optimum operation of traffic control devices.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	0	0	20,000	20,000	30,000	30,000	30,000	130,000
Engineering	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Equipment	55,000	80,000	80,000	80,000	250,000	240,000	241,000	971,000
General Capital Total	75,000	100,000	120,000	120,000	300,000	290,000	291,000	1,221,000
Estimated Personnel Cost	25,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000

Downtown Public Paver Replacement

Dept. Priority: 17

Description

This project will provide resources for the repair, reconstruction, construction, and removal of paver walks, driveways, crosswalks, and curb ramps in the downtown area that are the responsibility of the City of Cincinnati. This project funds labor, materials, expert services, and technologies needed to plan, design, build, and inspect the proposed improvements.

Purpose

The purpose of this project is to preserve and improve the quality of pedestrian access within the City of Cincinnati. It improves Americans with Disabilities Act (ADA) access through reconstruction of paver curb ramps and defective paver walks that are the City's responsibility.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	50,000	0	43,000	46,500	50,000	10,000	10,000	159,500
General Capital Total	50,000	0	43,000	46,500	50,000	10,000	10,000	159,500
Estimated Personnel Cost	5,000	0	5,000	5,000	5,000	5,000	5,000	25,000

Bicycle Transportation Program

Dept. Priority: 18

Description

This project will provide resources for activities that enhance and improve bicycle/pedestrian transportation, safety, and access citywide as part of the larger regional effort. Specific improvement projects may include bicycle safe inlets, restriping existing streets with bikeways, parking, signing, railroad crossings,



traffic improvements, safety projects and multi-use trails. This project helps support labor, materials, and technologies needed to plan, design, acquire right-of-way, build, and inspect the proposed improvements.

Purpose

The purpose of this program is to develop and advance bicycle/pedestrian projects, from small projects in response to community requests, to large trail projects, and other projects which improve bicycle safety or advocate increased bike/pedestrian usage. This program would also allow coordination with surrounding political jurisdictions to enhance bicycle/pedestrian usage in the region. Program funds may also be used to leverage outside funding from state, federal, and other sources. These funds are used to implement the Cincinnati Bicycle Transportation Plan, adopted on June 23, 2010.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	150,000	123,000	126,000	138,000	150,000	150,000	150,000	837,000
Construction	426,100	319,000	390,000	420,000	450,000	350,000	350,000	2,279,000
General Capital Total	576,100	442,000	516,000	558,000	600,000	500,000	500,000	3,116,000
Estimated Personnel Cost	150,000	123,000	126,000	138,000	150,000	150,000	150,000	837,000

Spot Infrastructure Replacement

Dept. Priority: 19

Description

This project will provide resources for the replacement of deteriorated infrastructure not covered under other capital projects, including curb replacements and major pavement repairs on streets not requiring rehabilitation, and median reconstruction. This project also provides resources for pavement treatments, including pavement rejuvenation, crack sealing, and microsurfacing, needed to supplement and extend the Street Rehabilitation Program. This project supports the labor, materials, and technologies needed to plan, design, acquire right-of-way, build, and inspect the proposed improvements.

Purpose

The purpose of this project is to address citizen concerns about isolated infrastructure deficiencies (namely curb, median, and pavement) that do not fit into other capital programs and to extend the useful life of pavements through use of rejuvenators, slurry seals, and other pavement treatments. This project improves responsiveness to citizen requests for repair and preserves pavement assets.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Construction	730,000	510,400	592,000	687,500	740,000	590,000	672,500	3,792,400
General Capital Total	740,000	520,400	602,000	697,500	750,000	600,000	682,500	3,852,400
Estimated Personnel Cost	40,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000



Street Light Replacement Project

Dept. Priority: 20

Description

This project will provide resources for the planning, design, and construction of major repairs or replacements to existing City-owned and operated street lighting circuits that are nearing the end of their life cycle. These street lighting circuits are not part of the street lighting assessment network.

Purpose

The purpose of the Street Light Replacement Project is to upgrade existing City owned and operated street lighting circuits that are nearing the end of their life cycle.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	75,000	82,000	86,000	93,000	100,000	87,000	91,000	539,000
General Capital Total	75,000	82,000	86,000	93,000	100,000	87,000	91,000	539,000
Estimated Personnel Cost	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000

Street Calming Program

Dept. Priority: 21

Description

This project would provide funding for upgrades to existing streets to reduce vehicular speed and can include minor improvements based upon safety and operational recommendations. Included is all work necessary to plan, design, construct and inspect the proposed improvements on neighborhood streets, such as speed humps, islands, bump outs, and other calming methods. This project also includes aesthetic and other required elements involved with the calming of traffic on the neighborhood transportation network.

Purpose

The purpose of this project is to provide funding for the neighborhood street calming program. These funds would be used to improve neighborhoods' livability by mitigating the impact of vehicular traffic on residential neighborhoods. The project supports safe and pleasant conditions for residents, bicyclists, and motorists on neighborhood streets.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	200,000	0	0	100,000	200,000	180,000	182,000	662,000
General Capital Total	200,000	0	0	100,000	200,000	180,000	182,000	662,000
Estimated Personnel Cost	25,000	0	0	12,500	25,000	20,000	20,000	77,500

Pavement Management

Dept. Priority: 22

Description

This project will provide resources for a pavement management system and includes a thorough inspection and evaluation of all through streets each year. Residential streets will be inspected every three years. These inspections are used to measure the condition of City streets, to better measure the effectiveness of rehabili-



tation and maintenance programs, and to guide selection of streets for the Street Rehabilitation Program. This project supports the labor, materials, and technology needed for this project.

Purpose

The purpose of this project is to identify the condition of Cincinnati's streets and guide decisions on the appropriate time for and type of treatment, including reconstruction, rehabilitation, resurfacing, slurry seal, crack seal, and rejuvenation. Additionally, there is a federal standard (GASB 34) that requires that the entire street system be inspected on a three-year cycle to evaluate the conditions of public transportation assets.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	170,000	239,400	146,200	158,100	170,200	153,000	154,700	1,021,600
General Capital Total	170,000	239,400	146,200	158,100	170,200	153,000	154,700	1,021,600
Estimated Personnel Cost	10,000	20,000	10,000	10,000	10,000	10,000	10,000	70,000

Ohio River Trail

Dept. Priority: 23

Description

This project will provide resources for the development of the Ohio River Trail. This project helps fund labor, material, and technologies needed to plan, design, acquire right-of-way, build and inspect the proposed improvements.

Purpose

The purpose of this project is to systematically construct the Ohio River Trail.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	400,000	308,000	344,000	372,000	400,000	0	0	1,424,000
General Capital Total	400,000	308,000	344,000	372,000	400,000	0	0	1,424,000
Estimated Personnel Cost	40,000	20,000	20,000	22,000	25,000	0	0	87,000

Riverfront Infra. Coord. & Implmnt

Dept. Priority: 24

Description

This project will provide resources for the staff expenditures necessary to coordinate and implement the Central Riverfront Master Plan and to improve mobility between the Riverfront parks, Northern Kentucky, the Banks, the CBD and the region. Funding permits staff involvement in the proposed Banks and Parks projects as well as County revisions to the Master Plan and coordination of planning, design, construction, and project phasing activities with other City and County activities. Funds may be used to leverage additional public and/or private funding for infrastructure projects and construction.

Purpose

The purpose of this project is to provide funding for staff expenditures necessary to coordinate and implement the Central Riverfront Master Plan and additional development and infrastructure improvement proj-

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ects along the Riverfront. Project funding is utilized to coordinate, plan, design, construct and inspect various components of Riverfront infrastructure, transportation, and development projects.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	25,000	0	0	0	25,000	22,500	22,700	70,200
General Capital Total	25,000	0	0	0	25,000	22,500	22,700	70,200
Estimated Personnel Cost	20,000	0	0	0	20,000	17,500	17,700	55,200

Over-the-Rhine Streetscape Imprvmnts

Dept. Priority: 25

Description

This project will provide resources to improve curbs, alleys and sidewalks, remediate existing sidewalk encroachments, and upgrade lighting and street furniture in strategic locations in Over-the-Rhine to improve pedestrian accessibility, safety, and the physical appearance of the neighborhood. By partnering with developers and property owners to relocate utilities and remove basement encroachments under sidewalks, the project supports current and future redevelopment efforts. The project promotes green streets, complete streets and sustainability by re-using and recycling historic materials. Funds may be used to leverage additional public and/or private funding for infrastructure projects and construction.

Purpose

The purpose of this project is to address roadway safety and mobility improvements, improve curbs, alleys and sidewalks, remediate existing sidewalk encroachments, and upgrade street lighting and street furniture to promote livable, walkable communities and to support ongoing redevelopment. The project will improve pedestrian accessibility and safety, and the physical appearance of the neighborhood. Project funds will support planned public and private improvements to the areas surrounding Washington Park, Music Hall, the Art Academy, the Casino, Rothenberg School, Findlay Market, the Brewery District and other development and housing initiatives, including the Mercer Commons development in 2013.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	700,000	1,050,000	516,000	400,000	400,000	360,000	364,000	3,090,000
General Capital Total	700,000	1,050,000	516,000	400,000	400,000	360,000	364,000	3,090,000
Estimated Personnel Cost	125,000	100,000	100,000	75,000	75,000	70,000	70,000	490,000

Columbia Parkway Enhancements

Dept. Priority: 26

Description

This project will provide resources for the construction of lighting, bridge rail improvements, landscaping, and slope stabilization along the 6.1 mile stretch of Columbia Parkway from the Central Business District (CBD) to the eastern Corporation Limit. (Roadway pavement conditions would be evaluated as part of existing infrastructure programs, with necessary improvements undertaken by those programs.) Future



funding will be utilized to continue lighting improvements for the areas between Torrence Parkway and Delta Avenue and ultimately to the eastern corporation limit.

Purpose

The purpose of this project is to make sure improvements are part of the Columbia Parkway Master Plan which identified needs and necessary improvements to the Historic Parkway to restore its prominence in Cincinnati's Parkway/Greenway system. The project has implemented safe, attractive, and historically appropriate bridge rails and vandal screens, orientation/directional signage, landscaping, and lighting to create a safe, attractive environment for daily commuters and the surrounding neighborhoods. Funds may be used to leverage additional public and/or private funding for infrastructure projects and construction.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	50,000	165,000	202,500	0	0	0	417,500
Engineering	50,000	50,000	50,000	100,000	0	0	0	200,000
General Capital Total	50,000	100,000	215,000	302,500	0	0	0	617,500
Estimated Personnel Cost	50,000	50,000	50,000	100,000	0	0	0	200,000

Downtown Infrast. Coord. & Implemntn

Dept. Priority: 27

Description

This project will provide resources to support downtown and riverfront development by planning and implementing CBD streetscape and infrastructure improvements in coordination with new CBD, OTR, and Riverfront redevelopment activities to improve mobility, safety, and convenience for downtown workers, visitors, and residents. Funds may be used to leverage additional public and/or private funding for infrastructure projects and construction.

Purpose

The purpose of this project is to support the planning, design, engineering, and inspection work related to various downtown development projects that require Department of Transportation and Engineering support, including the development of downtown infrastructure standards to guide future development and improvement. Projects include additional work around the Fountain Square area, the Riverfront and the Banks, the Casino area and other important locations throughout the Central Business District (CBD), Over-the-Rhine (OTR), Pendleton and the Riverfront. Implementation can include pedestrian, bicycle and other transportation improvements including skywalks, wayfinding signs and coordination with local and regional rail initiatives.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	150,000	150,000	150,000	100,000	100,000	100,000	100,000	700,000
Construction	250,000	200,000	271,500	154,300	200,000	170,000	173,000	1,168,800
General Capital Total	400,000	350,000	421,500	254,300	300,000	270,000	273,000	1,868,800
Estimated Personnel Cost	150,000	150,000	150,000	100,000	100,000	100,000	100,000	700,000



Uptown Access Imprmts West MLK Dr.

Dept. Priority: 28

Description

This project will provide resources for improvements to W. Martin Luther King Jr. Drive between McMicken Avenue and Clifton Avenue by improving the S-curve from McMicken Avenue to Dixmyth Avenue, which has a high accident rate. This project will incorporate safe access for pedestrians and bicyclists. The project also includes improvements to the Clifton Avenue and W. Martin Luther King Jr. Drive intersection to improve pedestrian and vehicular safety and congestion and a bike path along W. Martin Luther King Jr. Drive.

Purpose

The purpose of this project is to improve the safety and capacity of W. Martin Luther King Jr. Dr. The project will reduce the high accident rate and reduce congestion at the Clifton Avenue intersection.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	400,000	164,000	172,000	480,000	0	0	0	816,000
General Capital Total	400,000	164,000	172,000	480,000	0	0	0	816,000
Estimated Personnel Cost	50,000	30,000	30,000	75,000	0	0	0	135,000

Colerain Corr. Imp. I-74 to Spring Grv

Dept. Priority: 29

Description

This project will provide resources to improve intersections on Colerain Avenue from the I-74 Ramp to Spring Grove Avenue, and on Blue Rock Street from Colerain to Spring Grove.

Purpose

The purpose of this project is to improve safety of this portion of the Colerain Corridor.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Construction	100,000	82,000	86,000	93,000	140,000	0	0	401,000
General Capital Total	100,000	82,000	86,000	93,000	140,000	0	0	401,000
Estimated Personnel Cost	10,000	8,000	9,000	9,000	10,000	0	0	36,000

Raised Pavement Markers

Dept. Priority: 30

Description

This project would provide resources for reflective raised pavement markers and reflective raised separators or hazard markers that would be installed in curves and other roadway areas where the visibility of normal painted markings is not sufficient. The reflective markers increase the target value of pavement markings. The markers are used as part of an overall accident prevention program, and these markers are most helpful



in curved roadway locations. The markers are installed on curves with high accident rates, and on streets that are not on the street rehabilitation six-year plan.

Purpose

The purpose of this project is to provide raised pavement markers and raised separators or hazard markers greatly enhance positive guidance through curves, and have been instrumental in reducing accidents in roadway curves. The markers are also helpful in guiding motorists through lane transitions and have much greater intensity during rain than normal painted pavement markings.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	50,000	0	43,000	46,500	50,000	45,000	45,500	230,000
General Capital Total	50,000	0	43,000	46,500	50,000	45,000	45,500	230,000
Estimated Personnel Cost	5,000	0	5,000	5,000	5,000	5,000	5,000	25,000

Duke Street Light Replacement Project

Dept. Priority: 31

Description

This project will provide resources for annual replacement of approximately 20,000 street light fixtures at the end of their useful life on Duke Energy wood poles.

Purpose

The purpose of this project is to ensure that Duke Energy maintained street lights, installed at the request of the City, are replaced within their 30 year useful life. The project will reduce street light malfunctions and preserve the City standard street lighting investment, as well as provide the most up-to-date technology for energy efficient street lighting.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	123,000	129,000	139,500	150,000	135,000	136,500	813,000
General Capital Total	0	123,000	129,000	139,500	150,000	135,000	136,500	813,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

ML King/I-71 Interchange

Dept. Priority: 33

Description

This project will provide resources for planning, preliminary engineering, and other related costs associated with the development of an interchange at Interstate 71 and Martin Luther King, Jr. Drive.

Purpose

The purpose of this project is to provide funding for a study project to determine the cost and feasibility of providing an important link between the Uptown area, the second highest employment area in Greater Cin-

Capital Improvement Plan

Transportation & Engineering



cincinnati, and Interstate 71. Currently, residential streets are used to access interchanges north and south of M.L. King, Jr. Drive. Federal funds will be needed for construction.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	300,000	0	0	0	1,000,000	1,000,000	2,300,000
General Capital Total	0	300,000	0	0	0	1,000,000	1,000,000	2,300,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

ROW Ordinance Implementation

Dept. Priority: 34

Description

This project will provide resources for the removal and replacement of benches, newsracks, bus stop shelters, and other items as per revised CMC 723. This project funds labor, materials, training, and technologies needed to enforce, plan, design, build, implement, and inspect the appropriate items of CMC 723.

Purpose

The purpose of this project is to improve the quality of life by creating an active, accessible, and aesthetically pleasing urban environment that will benefit the Citizens of Cincinnati by regulating the uses of and placement of structures within and upon the public rights-of-way as per revised CMC 723. This will be used towards resolution of Community Priority Request 2013-14 #8A.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	30,000	86,000	93,000	100,000	35,000	35,500	379,500
General Capital Total	0	30,000	86,000	93,000	100,000	35,000	35,500	379,500
Estimated Personnel Cost	0	10,000	25,000	25,000	25,000	10,000	10,000	105,000

Convention Center Expansion

Dept. Priority: 35

Description

This project will provide resources for the City's General Capital Budget contribution to the Convention Center Expansion project.

Purpose

The purpose of this project is to maintain a separate distinct project for the payments made for the City's contribution from the General Capital Budget for the expansion of the Convention Center. The City's contribution from the General Capital Budget began with the 2003 allocation.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	1,000,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
General Capital Total	1,000,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



Downtown Streetlight Maintenance/Repair

Dept. Priority: 43

Description

This project will provide resources for replacement of antiquated streetlight circuits and service points in Downtown Cincinnati. A number of aging street lighting circuits exist in Downtown Cincinnati, many of which were installed 60-70 years ago. In many cases, these circuits are installed immediately beneath the sidewalk and are destroyed every time a sidewalk section is removed for utilities or improvements. These circuits are also tied into Duke service points, which causes repair to be difficult, complex, and costly.

Purpose

This project provides funding for replacement of antiquated Downtown street lighting circuits and service points. The project will modernize aging conduit, cabling, and electrical supply points such that future maintenance and repairs are reduced, and when ultimately necessary, they will be simplified and affordable. These modifications will also reduce, and in some cases eliminate, City repair crew reliance on Duke technicians for future assistance.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Equipment	0	41,000	44,000	0	0	0	0	85,000
General Capital Total	0	41,000	44,000	0	0	0	0	85,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0

Oregon Street Improvements

Dept. Priority: 44

Description

This project will provide resources to remove brick pavement, install a new concrete base, and install new brick pavement on Oregon Street. This project includes engineering design, inspection, construction, administration, testing, and curb ramp installation.

Purpose

The purpose of this project is pavement preservation as requested by the Mt. Adams Community Council.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	535,000	0	0	0	0	0	535,000
Engineering	0	100,000	0	0	0	0	0	100,000
General Capital Total	0	635,000	0	0	0	0	0	635,000
Estimated Personnel Cost	0	100,000	0	0	0	0	0	100,000



Madison/Kenwood RR Bridge

Dept. Priority: 45

Description

This project will provide resources to raise and/or replace the railroad bridge and make roadway improvements on Madison Road near the Kenwood Road intersection, and/or lower the roadway and make other roadway improvements in order to improve the substand vertical clearance under the bridge.

Purpose

The purpose of this project is to address the safety issues in relation to the substandard vertical clearance between the pavement (Madison Road) and the railroad structure.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	298,900	446,400	0	0	100,000	0	845,300
Engineering	0	200,000	150,000	0	0	100,000	0	450,000
General Capital Total	0	498,900	596,400	0	0	200,000	0	1,295,300
Estimated Personnel Cost	0	150,000	150,000	0	0	50,000	0	350,000

ORT Kellogg Ave - Salem to Sutton

Dept. Priority: 46

Description

This project will provide resources to build the Ohio River Trail (ORT) from Salem to the Anderson Township trail at Sutton. This project also includes retaining walls and new sidewalks.

Purpose

The purpose of this project is to connect the ORT to the Anderson Township trail.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	398,900	496,400	0	422,000	70,000	100,000	1,487,300
Engineering	0	100,000	100,000	0	100,000	5,500	74,600	380,100
General Capital Total	0	498,900	596,400	0	522,000	75,500	174,600	1,867,400
Estimated Personnel Cost	0	75,000	75,000	0	75,000	5,000	70,000	300,000



Hillside Stairway Rehabilitation Program

Dept. Priority: 47

Description

This project will provide resources for inspection, repair, rehabilitation, replacement, and removal of the City's hillside stairways. This project supports the labor, materials, and technology and training needed to plan, design, acquire right-of-way, build, and inspect these assets.

Purpose

The purpose of this project is to preserve and enhance pedestrian access to homes, businesses, churches, schools, playgrounds, bus stops, and other facilities. The City maintains 398 sets of hillside stairways having an estimated replacement value of \$12 million.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Construction	0	54,000	150,000	173,500	200,000	100,000	200,000	877,500
Engineering	0	10,000	22,000	10,000	50,000	25,000	27,500	144,500
General Capital Total	0	64,000	172,000	183,500	250,000	125,000	227,500	1,022,000
Estimated Personnel Cost	0	10,000	22,000	10,000	50,000	25,000	27,500	144,500

Westwood and Queen City Avenue Improvements

Dept. Priority: 48

Description

This project will provide resources for the conversion of Westwood Avenue and Queen City Avenue from a one way pair into two way streets from the Western Hills Viaduct to the Queen City Avenue and Westwood Avenue merge west of White Street. This project includes widening and adding pedestrian and bicycle facilities.

Purpose

The purpose of this project is to improve the roadway network in South Fairmount in conjunction with the MSD Lick Run Storm Sewer Separation project.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Engineering	0	0	0	300,000	150,000	100,000	0	550,000
General Capital Total	0	0	0	300,000	150,000	100,000	0	550,000
Estimated Personnel Cost	0	0	0	100,000	50,000	100,000	0	250,000



Pole Painting Downtown

Dept. Priority: 49

Description

This project will provide resources to continue the program of repainting poles black in the downtown area. This program was started for the World Choir Games and includes, but is not limited to parking meter poles, traffic signal poles, sign poles, and light poles.

Purpose

The purpose of this project is to continue the program of repainting poles black in the downtown area.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	188,000	0	0	0	0	0	188,000
General Capital Total	0	188,000	0	0	0	0	0	188,000
Estimated Personnel Cost	0	0	0	0	0	0	0	0



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Capital Improvement Plan

Water Works

Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
Water Works PIF Fund								
1	Ultraviolet Disinfection - Miller Plant	3,000,000	0	0	0	0	0	3,000,000
2	Private Development Allocation Program	610,000	588,500	400,000	420,000	420,000	420,000	2,858,500
3	Castings/Street Improvements	505,000	668,500	410,000	420,000	430,000	440,000	2,873,500
4	Kemper Road Tank	300,000	0	0	0	0	0	300,000
5	Replacement Water Mains Allocation Program	38,505,500	28,268,100	23,087,000	23,153,000	24,005,000	24,600,000	161,618,600
6	Street Improvements Allocation Program	10,798,500	10,773,800	7,500,000	8,074,000	8,145,000	8,500,000	53,791,300
7	Madison - Observatory to Isabella	4,900,000	0	0	0	0	0	4,900,000
8	Bolton Plant Redundant Transmission Main	2,750,000	0	0	0	0	0	2,750,000
9	Enterprise Asset Management System	2,239,000	1,015,000	2,470,000	0	0	0	5,724,000
10	Eden Park Feeder 2 - Parsons Martin	1,000,000	0	0	0	0	0	1,000,000
11	Backup Power Generator - Constance	800,000	0	0	0	0	0	800,000
12	Bolton Plant Well #4 Replacement	750,000	0	0	0	0	0	750,000
13	Delhi Water Tank Painting	700,000	0	0	0	0	0	700,000
14	Computers, Servers, and Software	348,500	228,500	472,000	492,000	500,000	515,000	2,556,000
15	Richard Miller Treatment Plant Sewers	500,000	0	0	0	0	0	500,000
16	Bolton Plant Lab Upgrade/Expansion	1,190,000	0	707,000	0	0	0	1,897,000
17	Sand Filter Valves - Miller Plant	600,000	200,000	400,000	400,000	400,000	400,000	2,400,000
18	SCADA Citect Upgrade	300,000	0	0	0	0	0	300,000
19	Clifton - Woolper to Dixmyth	300,000	1,900,000	800,000	0	0	0	3,000,000
20	Mt. Airy Exterior Renovation	500,000	300,000	4,304,000	0	0	0	5,104,000
21	Valve Replacement Program	412,500	137,500	275,000	275,000	275,000	275,000	1,650,000
22	Contamination Warning System	296,000	71,000	75,000	0	0	0	442,000
23	Remote Terminal Units (RTUs) Equipment	225,000	75,000	150,000	0	0	0	450,000
24	Miller Turbidimeter Project	255,000	0	0	0	0	0	255,000
25	Large Motor Rewind Program (Annual)	125,000	125,000	125,000	125,000	125,000	125,000	750,000
26	SCADA Remote Terminal Units	186,000	62,000	124,000	124,000	124,000	124,000	744,000
27	Ion Chromatograph Replacement	100,000	0	0	0	0	0	100,000
28	Station Valve Equipment	160,000	40,000	100,000	100,000	100,000	100,000	600,000
29	Regeneration Furnace Equipment	125,000	40,000	75,000	75,000	75,000	75,000	465,000
30	Bolton Turbidimeters	79,000	0	0	0	0	0	79,000
31	Fluoride Feeder Upgrade (Bolton and Miller Plants)	125,000	0	0	0	0	0	125,000
32	Simplex Upgrade	60,000	0	0	0	0	0	60,000
33	Continuous Water Quality Monitors	145,000	35,000	70,000	100,000	0	0	350,000
34	Autoclave	50,000	0	0	0	0	0	50,000
35	Bolton Plant Chlorinators Upgrade	60,000	0	0	0	0	0	60,000
36	Irwin-Simpson & Cornell Generators	1,400,000	0	0	0	0	0	1,400,000



Capital Improvement Plan

Water Works

Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
37	Brecon Tank Coating	1,450,000	0	0	0	0	0	1,450,000
38	SCADA Remote Site Communications	533,000	110,000	0	0	0	0	643,000
39	All Pipes Distribution System Model Validation	400,000	0	0	0	0	0	400,000
40	Backup Software\Hardware	350,000	0	0	0	0	0	350,000
41	PeopleSoft Upgrade	275,000	75,000	0	0	0	0	350,000
42	System Area Network (SAN) Replacement	350,000	0	0	0	0	0	350,000
43	SCADA Communications Front End (CFE)	122,000	0	0	0	0	0	122,000
44	Miller Plant Water Quality Building Cooling Water Upgrade	120,000	0	0	0	0	0	120,000
45	Main Station Trans Switch Controls	100,000	0	0	0	0	0	100,000
46	Server Room Air Conditioner Replacement	60,000	0	0	0	0	0	60,000
47	Constance Pump Station Redundant Air Compressor	31,000	0	0	0	0	0	31,000
48	Critical Backup Power Projects	1,000,000	0	0	0	0	0	1,000,000
49	Chester Park Complex HVAC Control Completion	150,000	0	0	0	0	0	150,000
50	Tennyson Pump Discharge Valve Upgrade	150,000	150,000	150,000	150,000	150,000	150,000	900,000
51	Field Application Replacement on Large Pumps	120,000	0	60,000	60,000	60,000	60,000	360,000
52	Battery, Charger, and DC Panel	50,000	50,000	50,000	50,000	50,000	50,000	300,000
53	Wash Water Recovery Pumps	48,000	0	48,000	0	48,000	0	144,000
54	Intake Pier Access Bridge Painting	200,000	0	0	0	0	0	200,000
55	Miscellaneous Masonry Replacement	150,000	299,400	150,000	150,000	150,000	150,000	1,049,400
56	Billing System Hardware Replacement	100,000	0	0	0	0	0	100,000
57	Electrical Transformers	170,000	0	85,000	85,000	85,000	85,000	510,000
59	Budd-Eighth - Dalton to Evans	1,800,000	0	4,700,000	0	0	0	6,500,000
60	Richard Miller Treatment Plant Chemical Containment	750,000	0	0	0	0	0	750,000
63	Motor Control Center Equipment	160,000	120,000	180,000	180,000	100,000	100,000	840,000
64	Miscellaneous Concrete/Pavement Replacement	375,000	751,600	377,000	377,000	299,000	300,000	2,479,600
65	Crane Equipment Improvements	50,000	50,000	50,000	50,000	50,000	50,000	300,000
66	Roof Replacement 2013	1,000,000	0	0	0	0	0	1,000,000
67	Kennedy Heights Pump Station Upgrade	750,000	0	750,000	0	0	0	1,500,000
68	Richard Miller Plant Filter Gallery Light Replacement	108,000	0	0	0	0	0	108,000
69	Richard Miller Treatment Plant Lime Feeder Upgrade	100,000	0	0	0	0	0	100,000
70	Medium Voltage Station Backup Breakers	126,000	42,000	84,000	84,000	0	0	336,000
71	Station Protective Relays	100,000	0	50,000	50,000	50,000	50,000	300,000

Capital Improvement Plan

Water Works



Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
72	SharePoint Expansion	175,000	25,000	0	0	0	0	200,000
73	Video Conference Equipment	50,000	0	0	0	0	0	50,000
74	New Water Mains Allocation Program	1,254,000	425,000	450,000	1,050,000	1,000,000	1,500,000	5,679,000
75	Gas Chromatograph for Volatile Organic Compounds Analysis	0	0	0	0	0	165,000	165,000
77	Mack Tank Interior Coating	351,000	0	0	0	0	0	351,000
78	Cherry Grove Elevated Interior Coating	200,000	0	800,000	0	0	0	1,000,000
79	Billing System Upgrade 2014	1,500,000	0	3,400,000	0	0	0	4,900,000
81	Rehabilitate Water Mains Allocation Program	125,000	2,969,100	0	1,604,000	0	1,599,000	6,297,100
83	Richard Miller Plant Air Handler Unit Upgrades	100,000	100,000	200,000	200,000	200,000	200,000	1,000,000
84	Roof Replacement 2014	1,200,000	0	0	0	0	0	1,200,000
85	Kennedy and Highland Avenues	89,000	180,000	431,000	2,200,000	2,000,000	0	4,900,000
86	Convergence Infrastructure (Voice over Internet Protocol)	150,000	150,000	916,000	0	0	0	1,216,000
87	Solar Recording Charts	0	126,000	0	0	0	0	126,000
88	Constance Dosing & Monitoring	0	26,000	0	0	0	0	26,000
89	Richard Miller Plant Virtual Environment Replacement	0	0	150,000	0	0	0	150,000
90	Chester Park Complex Network Upgrade	0	0	250,000	0	0	0	250,000
91	Backup Power Generator - Western Hills	0	0	885,000	2,210,000	0	0	3,095,000
92	Document Management Upgrade	0	0	50,000	0	0	0	50,000
93	Control Valve at Riverside Drive	0	0	250,000	0	0	0	250,000
94	Carbon Transfer Pump Upgrade 2015-2017	0	0	50,000	0	50,000	0	100,000
95	Meter Interface Units (MIU) 2015	0	0	1,043,000	0	0	0	1,043,000
96	2015 Tank Coating	0	0	1,350,000	0	0	0	1,350,000
97	Eden Park Drive - Fulton to Reading	0	0	400,000	1,300,000	1,000,000	0	2,700,000
98	Eden Park Feeder 4	0	0	200,000	1,300,000	1,300,000	1,300,000	4,100,000
99	Queen City Ave - Western Hills Viaduct to WH Pump Station	0	0	500,000	500,000	1,300,000	2,200,000	4,500,000
100	Roof Replacement 2015	0	0	1,000,000	0	0	0	1,000,000
101	Glenway - Warsaw to Overlook	0	0	300,000	1,500,000	1,200,000	0	3,000,000
102	Fields Ertel Road Check Valve	0	0	100,000	0	0	0	100,000
103	Bolton Plant Influent Flume Bypass	0	0	419,000	600,000	0	0	1,019,000
104	Dehumidification System - Miller Plant	0	0	0	300,000	0	0	300,000
105	Richard Miller Treatment Plant Network Upgrade	0	0	0	250,000	0	0	250,000
106	Main Station Backup Generator	0	0	0	450,000	1,500,000	2,250,000	4,200,000
107	Upgrade Powdered Activated Carbon Storage and Feed System	0	0	0	414,000	1,017,000	0	1,431,000
108	Chem East Concrete Repair	0	0	0	481,000	259,000	0	740,000
109	Tapered Screw Conveyor - Miller Plant	0	0	0	75,000	0	0	75,000



Capital Improvement Plan

Water Works

Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
110	Lamella Sludge Collector Drives	0	0	0	75,000	75,000	0	150,000
111	Gas Chromatograph for Synthetic Organic Compound Analysis	0	0	0	150,000	0	0	150,000
112	2016 Tank Coating	0	0	0	250,000	0	0	250,000
113	Meter Interface Units (MIU)	0	0	0	842,000	0	0	842,000
114	SCADA Human Machine Interface Upgrade	0	0	0	200,000	1,000,000	300,000	1,500,000
115	Millcreek Crossing at Western Hills Viaduct	0	0	0	500,000	500,000	1,500,000	2,500,000
116	Bolton Plant Air Handler Unit Upgrades	0	0	0	80,000	0	0	80,000
117	Richard Miller Plant Wash Water Pump Upgrades	0	0	0	50,000	60,000	60,000	170,000
118	Lamella Sludge Pumps #2 to #9	0	0	0	150,000	150,000	0	300,000
119	Bolton Plant Lime Feeder No. 1 & 4	0	0	0	308,000	0	0	308,000
120	Bolton Plant Comprehensive Reliability Program	0	0	0	597,000	0	0	597,000
121	Roof Replacement 2016	0	0	0	600,000	0	0	600,000
122	Bolton Plant Lime Residual Site Work	0	0	0	230,000	1,110,000	1,200,000	2,540,000
123	Well Pumps - Bolton Plant	0	0	0	40,000	40,000	40,000	120,000
124	Miller Plant Filter Building Boiler Replacement	0	0	0	120,000	0	0	120,000
125	Furnace Air Compressor - Miller Plant	0	0	0	50,000	0	0	50,000
126	Miller Plant Caustic Soda Storage Tank Replacement	0	0	0	120,000	0	0	120,000
127	Miller Plant Iron Feeder Upgrade	0	0	0	300,000	0	0	300,000
128	Booster Chlorination in Distribution System	0	0	0	750,000	0	0	750,000
129	Spring Grove - Western to Draper	0	0	0	200,000	200,000	1,600,000	2,000,000
130	Kennedy Avenue - Robison Rd to Kennedy Heights Pump Station	0	0	0	200,000	200,000	2,300,000	2,700,000
131	Call Center Equipment 2016	0	0	0	876,000	2,044,000	0	2,920,000
132	Richard Miller Plant Air Conditioner Upgrades	0	0	0	45,000	45,000	45,000	135,000
133	Electric Panel and Lighting Upgrades	0	0	0	50,000	50,000	50,000	150,000
134	Richard Miller Plant Electric Heater Upgrade Program	0	0	0	50,000	50,000	50,000	150,000
135	Roof Replacement 2017	0	0	0	0	400,000	0	400,000
136	Eggleston - 9th to Central	0	0	0	0	500,000	1,000,000	1,500,000
137	Contamination Warning System Replacement	0	0	0	0	20,000	674,000	694,000
138	Bolton Well Field Expansion II	0	0	0	0	1,380,000	0	1,380,000
139	Replace Total Organic Halide (TOX) Analyzer	0	0	0	0	60,000	0	60,000
140	Variable Frequency Drive Replacements	0	0	0	0	500,000	500,000	1,000,000
141	Liberty - Winchell to Reading 42" Water Main	0	0	0	0	200,000	1,000,000	1,200,000
142	Backup Control Center - Miller Plant	0	0	0	0	200,000	140,000	340,000

Capital Improvement Plan

Water Works



Priority	Project Title	2013	2014	2015	2016	2017	2018	2013-2018 Total
143	Meter Interface Units Replacement 2017	0	0	0	0	1,800,000	0	1,800,000
144	Wellhead Protection Monitor Wells 3	0	0	0	0	75,000	0	75,000
145	Cornell - Cornell Pump Station to Reed Hartman	0	0	0	0	250,000	250,000	500,000
146	Cornell - Sharon to Cornell Pump Station	0	0	0	0	400,000	600,000	1,000,000
147	Pete Rose Way - Eggleston to Broadway	0	0	0	0	200,000	1,000,000	1,200,000
148	Roof Replacement 2018	0	0	0	0	0	400,000	400,000
149	Queen City Railyard	0	0	0	0	0	500,000	500,000
150	Gas Chromatograph Flame Ionization Detector	0	0	0	0	0	120,000	120,000
151	Gas Chromatograph with Mass Spectrometer for Tastes and Odor	0	115,000	0	0	0	0	115,000
152	Ion Coupled Plasma Mass Spectrophotometer	0	0	0	0	0	190,000	190,000
153	Reading Road & Eden Park Drive Water Main	0	0	0	0	0	200,000	200,000
154	McMillan Avenue - Essex to Clifton	0	0	0	0	0	500,000	500,000
155	McMillan and May Streets	0	0	0	0	0	500,000	500,000
156	Miller Plant Lime Feeder No. 1 & 4 Upgrade	0	0	0	0	0	200,000	200,000
157	Richard Miller Treatment Plant Reservoir #1 Cascade Repair	0	0	0	0	0	100,000	100,000
158	Bolton Plant Filter Automation	0	0	0	0	0	240,000	240,000
159	Plainfield/Montgomery	0	0	0	0	0	500,000	500,000
160	Montgomery - Mason-Montgomery to Columbia	0	0	0	0	0	200,000	200,000
161	Columbia Road - Montgomery to Socialville-Foster Rd	0	0	0	0	0	200,000	200,000
162	Columbia - Socialville Foster to Western Row	0	0	0	0	0	250,000	250,000
163	Meter Interface Unit Replacement 2018	0	0	0	0	0	1,800,000	1,800,000
Water Works PIF Total		90,842,000	50,292,000	61,422,000	56,261,000	57,976,000	63,992,000	380,785,000
Department of Water Works Total		90,842,000	50,292,000	61,422,000	56,261,000	57,976,000	63,992,000	380,785,000



Water Works PIF Fund

Ultraviolet Disinfection - Miller Plant

Dept. Priority: 1

Description

This project will provide resources for the implementation of ultraviolet disinfection at the Richard Miller Treatment Plant.

Purpose

The purpose of this project is to provide ultraviolet treatment capability. Several emerging pathogens that are resistant to chlorine require inactivation processes such as ultraviolet treatment and will allow us to comply with the Long Term 2 Enhanced Surface Water Treatment Rules.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	3,000,000	0	0	0	0	0	3,000,000
Water Works PIF Total	0	3,000,000	0	0	0	0	0	3,000,000
Estimated Personnel Cost	0	141,210	0	0	0	0	0	141,210

Private Development Allocation Program

Dept. Priority: 2

Description

This project will provide resources to allow GCWW participation in water main extensions or upgrades with private developments as permitted under GCWW Rules and Regulations and as defined under the development project application. These participations include pipe, material and GCWW labor costs.

Purpose

The purpose of this project is to fund Private Development project participation in supplying pipe, material, plan review and/or inspection fees to development projects as permissible under GCWW Rules and Regulations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	610,000	588,500	400,000	420,000	420,000	420,000	2,858,500
Water Works PIF Total	0	610,000	588,500	400,000	420,000	420,000	420,000	2,858,500
Estimated Personnel Cost	0	25,420	25,420	25,420	26,690	26,690	26,690	156,330

Capital Improvement Plan

Water Works



Castings/Street Improvements

Dept. Priority: 3

Description

This project will provide resources for curb and casting materials and adjustments for repairs to GCWW appurtenances that are needed as a result of City of Cincinnati street paving and rehabilitation projects.

Purpose

The purpose of this project is to meet the necessary requirements of curb and casting materials and adjustments repairs to GCWW appurtenances under City of Cincinnati street paving and rehabilitation projects.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	505,000	668,500	410,000	420,000	430,000	440,000	2,873,500
Water Works PIF Total	0	505,000	668,500	410,000	420,000	430,000	440,000	2,873,500
Estimated Personnel Cost	0	10,800	0	5,790	5,930	6,070	6,210	34,800

Kemper Road Tank

Dept. Priority: 4

Description

This project will provide resources for the construction of a 3 million gallon elevated storage tank in the Brecon service area.

Purpose

The purpose of this project is to double the elevated storage volume in the Brecon service area from 3-6 million gallons. The current elevated storage volume in Brecon is insufficient and this increase will improve the ability to provide reliable service and operational flexibility.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	300,000	0	0	0	0	0	300,000
Water Works PIF Total	0	300,000	0	0	0	0	0	300,000
Estimated Personnel Cost	0	18,640	0	0	0	0	0	18,640



Replacement Water Mains Allocation Program

Dept. Priority: 5

Description

This project will provide resources for proposed water main replacement for 8, 12 and 16 inch water mains at 1% of the total system each year.

Purpose

The purpose of this project is to achieve the department goal of 1% replacement of water mains. It is adjusted to fit current annual cost analyses for all water mains.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	38,505,500	28,268,100	23,087,000	23,153,000	24,005,000	24,600,000	161,618,600
Water Works PIF Total	0	38,505,500	28,268,100	23,087,000	23,153,000	24,005,000	24,600,000	161,618,600
Estimated Personnel Cost	0	1,351,440	1,334,050	1,406,740	1,438,300	1,491,490	1,528,460	8,550,480

Street Improvements Allocation Program

Dept. Priority: 6

Description

This project will provide resources for various projected street improvements throughout the year.

Purpose

The purpose of this project is to provide resources for proposed water main participation with other agency street projects in coordinated fashion to save water main replacement dollars and better customer service to the public.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	10,798,500	10,773,800	7,500,000	8,074,000	8,145,000	8,500,000	53,791,300
Water Works PIF Total	0	10,798,500	10,773,800	7,500,000	8,074,000	8,145,000	8,500,000	53,791,300
Estimated Personnel Cost	0	434,930	441,140	465,990	501,660	506,070	528,130	2,877,920

Capital Improvement Plan

Water Works



Madison - Observatory to Isabella

Dept. Priority: 7

Description

This project will provide resources for the replacement of an existing 16 inch water main with a new 16 inch water main. It will also replace an existing 36-inch main with a new 48-inch water main. This project is the final piece of the Madison Road corridor.

Purpose

The purpose of this project is to provide improved water service to the Madison Road corridor.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	4,900,000	0	0	0	0	0	4,900,000
Water Works PIF Total	0	4,900,000	0	0	0	0	0	4,900,000
Estimated Personnel Cost	0	220,630	0	0	0	0	0	220,630

Bolton Plant Redundant Transmission Main

Dept. Priority: 8

Description

This project will provide resources for the redundant transmission Main to the Charles M. Bolton Plant.

Purpose

The purpose of this project is to install a new transmission main from the well field to the Bolton Plant. The existing main is original to the Plant and is nearly 50 years of age. This main will provide redundancy and additional capacity to the Plant.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	2,750,000	0	0	0	0	0	2,750,000
Water Works PIF Total	0	2,750,000	0	0	0	0	0	2,750,000
Estimated Personnel Cost	0	197,690	0	0	0	0	0	197,690

Enterprise Asset Management System

Dept. Priority: 9

Description

This project will provide resources for the replacement of the obsolete Enterprise Asset Management system known as EMPAC .

Purpose

The purpose of this project is to mitigate the risk of using a dated enterprise asset management system (EMPAC). EMPAC has served the enterprise asset management needs of the GCWW very well since imple-



mentation in late 2001. It is now showing its age and needs to be replaced. The vendor, Ventyx, has discontinued the EMPAC product line so there is not upgrade path available.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	2,239,000	1,015,000	2,470,000	0	0	0	5,724,000
Water Works PIF Total	0	2,239,000	1,015,000	2,470,000	0	0	0	5,724,000
Estimated Personnel Cost	0	172,840	28,670	34,880	0	0	0	236,390

Eden Park Feeder 2 - Parsons Martin

Dept. Priority: 10

Description

This project will provide resources for a 54 inch transmission water main to be installed within a new transmission line to the Eden Park reservoir and pump station.

Purpose

The purpose of this project is to provide redundant supply and discharge from the Eden Park reservoir, while also supporting better turnover and a more stable supply of water during peak pumping operations. This critical supply will better support current and future customers.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	1,000,000	0	0	0	0	0	1,000,000
Water Works PIF Total	0	1,000,000	0	0	0	0	0	1,000,000
Estimated Personnel Cost	0	67,750	0	0	0	0	0	67,750

Backup Power Generator - Constance

Dept. Priority: 11

Description

This project will provide resources for the installation of an onsite standby generator system at the pump station serving Northern Kentucky.

Purpose

The purpose of this project is to ensure Water Works system reliability and service to customers in case of a power outage in the Northern Kentucky area.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	800,000	0	0	0	0	0	800,000
Water Works PIF Total	0	800,000	0	0	0	0	0	800,000
Estimated Personnel Cost	0	90,370	0	0	0	0	0	90,370

Capital Improvement Plan

Water Works



Bolton Plant Well #4 Replacement

Dept. Priority: 12

Description

This project will provide resources for the replacement of the existing Well #4 at the Charles M. Bolton Plant.

Purpose

The purpose of this project is to replace the aging well and support improved capacity to the Bolton Treatment Plant.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	750,000	0	0	0	0	0	750,000
Water Works PIF Total	0	750,000	0	0	0	0	0	750,000
Estimated Personnel Cost	0	42,360	0	0	0	0	0	42,360

Delhi Water Tank Painting

Dept. Priority: 13

Description

This project will provide resources for exterior painting of the Delhi water tank, which likely includes lead paint removal.

Purpose

The purpose of this project is to extend the useful life of the Delhi water tank. The exterior of the Delhi Tank was last painted in 1989. This project may also include the removal of lead paint.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	700,000	0	0	0	0	0	700,000
Water Works PIF Total	0	700,000	0	0	0	0	0	700,000
Estimated Personnel Cost	0	158,160	0	0	0	0	0	158,160



Computers, Servers, and Software

Dept. Priority: 14

Description

This project will provide resources for the annual replacement of computers, servers and software throughout the Water Works.

Purpose

The purpose of this project is to provide systematic replacement of computers five years or older, servers seven years or older, and software upgrades . It will also provide employees with the proper equipment to complete their day to day tasks.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	348,500	228,500	472,000	492,000	500,000	515,000	2,556,000
Water Works PIF Total	0	348,500	228,500	472,000	492,000	500,000	515,000	2,556,000
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Estimated Personnel Cost	0	7,850	6,450	6,670	6,950	7,060	7,270	42,250

Richard Miller Treatment Plant Sewers

Dept. Priority: 15

Description

This project will provide resources for the sanitary and storm separation project at Richard Miller Treatment Plant, including the design of mitigation, and the installation of required sewers to separate storm and sanitary discharges in compliance with NPDES permit.

Purpose

The purpose of this project is to bring the Richard Miller Treatment Plant sanitary and storm discharges into compliance with National Pollutant Discharge Elimination System (NPDES) permit and current standards.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	500,000	0	0	0	0	0	500,000
Water Works PIF Total	0	500,000	0	0	0	0	0	500,000
<hr/>								
Estimated Personnel Cost	0	42,360	0	0	0	0	0	42,360

Capital Improvement Plan

Water Works



Bolton Plant Lab Upgrade/Expansion

Dept. Priority: 16

Description

This project will provide resources for remodeling and expansion of the Bolton laboratory. The project also creates a small conference multi-purpose room.

Purpose

The purpose of this project is to bring the Bolton laboratory up to current operational and safety standards. The project also provides a small conference multi-purpose room to allow for meetings and office work currently conducted in the laboratory.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	1,190,000	0	707,000	0	0	0	1,897,000
Water Works PIF Total	0	1,190,000	0	707,000	0	0	0	1,897,000
Estimated Personnel Cost	0	134,430	0	79,870	0	0	0	214,300

Sand Filter Valves - Miller Plant

Dept. Priority: 17

Description

This project will provide resources for the upgrade of the existing filter valves at the Richard Miller Treatment Plant Filter Building with new valves.

Purpose

The purpose of this project is to provide more reliable filter valves at the Richard Miller Treatment Plant. The existing filter valves have been in service for over forty years and are showing signs of failure.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	600,000	200,000	400,000	400,000	400,000	400,000	2,400,000
Water Works PIF Total	0	600,000	200,000	400,000	400,000	400,000	400,000	2,400,000
Estimated Personnel Cost	0	50,830	16,950	33,890	33,890	33,890	33,890	203,340



SCADA Citect Upgrade

Dept. Priority: 18

Description

This project will provide resources for an upgrade to latest SCADA software release and to replace the obsolete server hardware.

Purpose

The purpose of this project is to upgrade the SCADA software (Citect) and related hardware originally installed in 2006. This software manages plant processes and distribution system pumping. This software is quickly becoming obsolete and receives very limited support.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	300,000	0	0	0	0	0	300,000
Water Works PIF Total	0	300,000	0	0	0	0	0	300,000
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Estimated Personnel Cost	0	25,420	0	0	0	0	0	25,420

Clifton - Woolper to Dixmyth

Dept. Priority: 19

Description

This project will provide resources for a 30 inch transmission replacement project that serves the Clifton and Eastern Hills area, including critical hospital and Uptown areas serving the Clifton Valve station and Winton Reservoir.

Purpose

The purpose of this project is to improve water service to the Clifton and Eastern Hills area. This main has had recent catastrophic maintenance events near critical customers, like Good Samaritan Hospital. This main is vital to the system's transmission capabilities in the Clifton area and service to Winton Reservoir.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	300,000	1,900,000	800,000	0	0	0	3,000,000
Water Works PIF Total	0	300,000	1,900,000	800,000	0	0	0	3,000,000
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Estimated Personnel Cost	0	57,870	130,220	50,840	0	0	0	238,930

Capital Improvement Plan

Water Works



Mt. Airy Exterior Renovation

Dept. Priority: 20

Description

This project will provide resources for the renovation of the Mount Airy water tank.

Purpose

The purpose of this project is to prevent further deterioration of the tower superstructure. The tanks were originally built in 1926 to serve a portion of the Western Hills service area and every freeze and thaw cycle causes a bit more deterioration within the concrete.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	500,000	300,000	4,304,000	0	0	0	5,104,000
Water Works PIF Total	0	500,000	300,000	4,304,000	0	0	0	5,104,000
Estimated Personnel Cost	0	56,480	33,890	211,820	0	0	0	302,190

Valve Replacement Program

Dept. Priority: 21

Description

This project will provide resources for the replacement of critical valves in the distribution system. This is part of the continuous replacement of valves reaching the end of their useful life.

Purpose

The purpose of this project is to ensure proper transmission of water valves in the distribution system. Some of the valves are 40 to 50 years old. This program addresses critical valves that have been prioritized for their likelihood of failure and gravity of consequence.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	412,500	137,500	275,000	275,000	275,000	275,000	1,650,000
Water Works PIF Total	0	412,500	137,500	275,000	275,000	275,000	275,000	1,650,000
Estimated Personnel Cost	0	77,670	77,670	77,670	77,670	77,670	77,670	466,020

Contamination Warning System

Dept. Priority: 22

Description

This project will provide resources for analyzation of the effectiveness of the current 17 water quality monitors. It will also upgrade them and install 20 additional monitors at strategic locations selected by EPA's Water Security Initiative project.

Purpose

The purpose of this project is to increase water quality and security. The U.S. EPA's Water Security Initiative project designed and is implementing a contamination warning system for GCWW to protect its distribution system. It identified about 100 strategic points as on-line monitoring locations for the contamination



warning system in the distribution system and installed monitors at only 17 of 100 identified locations due to shortage in the federal fund.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	296,000	71,000	75,000	0	0	0	442,000
Water Works PIF Total	0	296,000	71,000	75,000	0	0	0	442,000
Estimated Personnel Cost	0	2,540	2,640	1,060	0	0	0	6,240

Remote Terminal Units (RTUs) Equipment

Dept. Priority: 23

Description

This project will provide resources for the replacement of In-plant Remote Terminal Units, Bristol Network 3000 RTUs, on the Richard Miller Treatment Plant.

Purpose

The purpose of this project is to ensure reliability of the Remote Terminal Units. Many of the existing outlying stations' units are approaching 10-15 years in age. In addition, the vendor will not be supporting the existing units after June 2011. The upgrade is part of the overall 10 year replacement plan.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	225,000	75,000	150,000	0	0	0	450,000
Water Works PIF Total	0	225,000	75,000	150,000	0	0	0	450,000
Estimated Personnel Cost	0	12,710	12,710	12,710	0	0	0	38,130

Miller Turbidimeter Project

Dept. Priority: 24

Description

This project will provide resources for Turbidimeters at the Richard Miller Treatment Plant.

Purpose

The purpose of this project is to ensure proper water quality and process control throughout the treatment process. The turbidimeters currently installed at the plant are aging and will soon reach the end of their useful life. We have also agreed to utilize on-line turbidity monitoring as part of our reduced staffing requirements under the OEPA Operator Certification Rules.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	255,000	0	0	0	0	0	255,000
Water Works PIF Total	0	255,000	0	0	0	0	0	255,000
Estimated Personnel Cost	0	3,600	0	0	0	0	0	3,600

Capital Improvement Plan

Water Works



Large Motor Rewind Program (Annual)

Dept. Priority: 25

Description

This project will provide resources for the annual rehabilitation of large motors at GCWW's major treatment plants and pump station facilities.

Purpose

The purpose of this project is to maintain large motors at GCWW's major treatment plants and pump station facilities.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Water Works PIF Total	0	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Estimated Personnel Cost	0	10,590	10,590	10,590	10,590	10,590	10,590	63,540

SCADA Remote Terminal Units

Dept. Priority: 26

Description

This project will provide resources for the replacement of controllers for SCADA Remote Terminal Units throughout the Richard Miller Treatment Plant, Charles M. Bolton Plant and most pump stations. The Remote Terminal Upgrade project is a controlled programmatic upgrading of older in-plant RTU's.

Purpose

The purpose of this project is to maintain the reliability of the Remote Terminal Units. The existing outlying stations Remote Terminal Units (RTU's) are approaching 10-15 years in age. The RTU upgrade project is part of the overall 10 year replacement plan for the existing RTU's. The implementation of the new RTU's will provide a more powerful RTU with the ability to better support enhanced automatic control efforts.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	186,000	62,000	124,000	124,000	124,000	124,000	744,000
Water Works PIF Total	0	186,000	62,000	124,000	124,000	124,000	124,000	744,000
Estimated Personnel Cost	0	15,760	5,250	10,510	10,060	10,510	10,510	62,600

Ion Chromatograph Replacement

Dept. Priority: 27

Description

This project will provide resources for the Ion Chromatograph (IC) Replacement.

Purpose

The purpose of this project is to improve the reliability and labor intensiveness of the Ion Chromatograph (IC). The certified method, EPA-300.0, contains six anions in the analysis: nitrate, nitrite, chloride, bromide, sulfate and orthophosphate. Of these six anions, three are reported to the Ohio Environmental Protection Agency, OEPA, on a monthly basis and two have primary Maximum Contaminant Levels, MCLs : nitrate 10



ppb and nitrite 1 ppb. Besides being old and outdated, WQT has recently had to make modifications to the IC to make it operable.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	100,000	0	0	0	0	0	100,000
Water Works PIF Total	0	100,000	0	0	0	0	0	100,000
Estimated Personnel Cost	0	1,410	0	0	0	0	0	1,410

Station Valve Equipment

Dept. Priority: 28

Description

This project will provide resources for smaller capital projects which become necessary each year for new or upgraded valves, actuators, regulators and backflow preventers.

Purpose

The purpose of this project is to be equipped to replace valves in various pump stations on an emergency basis. Generally these projects are smaller in nature, 5K- 25K, and could not be anticipated in previous budget cycle but need to be completed in a timely fashion.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	160,000	40,000	100,000	100,000	100,000	100,000	600,000
Water Works PIF Total	0	160,000	40,000	100,000	100,000	100,000	100,000	600,000
Estimated Personnel Cost	0	8,470	8,470	8,470	8,470	8,470	8,470	50,820

Regeneration Furnace Equipment

Dept. Priority: 29

Description

This project will provide resources for improvements to systems or infrastructure associated with the Granular Activated Carbon Facility's multiple hearth furnaces at the Richard Miller Treatment Plant.

Purpose

The purpose of this project is to replace equipment as needed on the Granular Activated Carbon Facility furnace. Due to the extreme heat, equipment on the furnace needs to be routinely replaced.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	125,000	40,000	75,000	75,000	75,000	75,000	465,000
Water Works PIF Total	0	125,000	40,000	75,000	75,000	75,000	75,000	465,000
Estimated Personnel Cost	0	8,050	5,930	6,350	6,350	6,350	6,350	39,380

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Bolton Turbidimeters

Dept. Priority: 30

Description

This project will provide resources for turbidimeters at the Bolton Plant.

Purpose

The purpose of this project is to ensure the reliability of the turbidimeters at the Bolton Plant.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	79,000	0	0	0	0	0	79,000
Water Works PIF Total	0	79,000	0	0	0	0	0	79,000
Estimated Personnel Cost	0	1,120	0	0	0	0	0	1,120

Fluoride Feeder Upgrade (Bolton and Miller Plants)

Dept. Priority: 31

Description

This project will provide resources for the upgrade of the fluoride feeder system at the surface water plant and at the groundwater plant.

Purpose

The purpose of this project is to ensure the reliability of the fluoride feeder system at the surface water plant and at the groundwater plant. The useful life of the equipment will be reached in 2015. The feed pumps were last upgraded in 2004-2005.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	125,000	0	0	0	0	0	125,000
Water Works PIF Total	0	125,000	0	0	0	0	0	125,000
Estimated Personnel Cost	0	10,590	0	0	0	0	0	10,590

Simplex Upgrade

Dept. Priority: 32

Description

This project will provide resources for the partial replacement of outdated video cameras that are used to monitor critical GCWW Facilities.

Purpose

The purpose of this project is to update outdated video cameras. GCWW has utilized analog video cameras attached to DVR devices to monitor and record video of critical infrastructure and facilities. Video quality from an analog camera is not always good enough to identify suspects conclusively. DVRs do not always provide a sufficient quantity of storage to preserve important video footage. Beginning an effort to replace



GCWW's obsolete analog cameras with modern digital megapixel low-light cameras will greatly improve security's ability to monitor GCWW assets. Newer equipment should lead to lower operating support costs.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	60,000	0	0	0	0	0	60,000
Water Works PIF Total	0	60,000	0	0	0	0	0	60,000
Estimated Personnel Cost	0	850	0	0	0	0	0	850

Continuous Water Quality Monitors

Dept. Priority: 33

Description

This project will provide resources for the replacement of existing Water Quality monitors at storage facilities in the distribution system.

Purpose

The purpose of this project is to assist with the compliance of regulations and detection of contaminated drinking water.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	145,000	35,000	70,000	100,000	0	0	350,000
Water Works PIF Total	0	145,000	35,000	70,000	100,000	0	0	350,000
Estimated Personnel Cost	0	1,270	1,270	990	1,410	0	0	4,940

Autoclave

Dept. Priority: 34

Description

This project will provide resources for the replacement of the 10 year old autoclave unit which is used to sterilize waste generated when performing compliance samples in the microbiological lab.

Purpose

The purpose of this project is to ensure the reliability of the autoclave that is used to sterilize waste from microbiological compliance samples.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	50,000	0	0	0	0	0	50,000
Water Works PIF Total	0	50,000	0	0	0	0	0	50,000
Estimated Personnel Cost	0	710	0	0	0	0	0	710

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Bolton Plant Chlorinators Upgrade

Dept. Priority: 35

Description

This project will provide resources for an upgrade to the existing chlorinators at the Bolton Plant.

Purpose

The purpose of this project is to ensure the reliability of the chlorinators at the Bolton Plant. The controls are obsolete.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	60,000	0	0	0	0	0	60,000
Water Works PIF Total	0	60,000	0	0	0	0	0	60,000
Estimated Personnel Cost	0	5,080	0	0	0	0	0	5,080

Irwin-Simpson & Cornell Generators

Dept. Priority: 36

Description

This project will provide resources for the installation of a permanent diesel generator, transfer switch and other electrical equipment required to provide critical backup power to the Irwin-Simpson and Cornell Pump Station.

Purpose

The purpose of this project is to provide emergency back up support for the Irwin-Simpson and Cornell Pump Station.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	1,400,000	0	0	0	0	0	1,400,000
Water Works PIF Total	0	1,400,000	0	0	0	0	0	1,400,000
Estimated Personnel Cost	0	70,610	0	0	0	0	0	70,610



Brecon Tank Coating

Dept. Priority: 37

Description

This project will provide resources for the existing coating of the steel water storage tank serving the Brecon area.

Purpose

The purpose of this project is to maintain the useful life of the tank. The tank is nearing the end of its useful life. An inspection was performed to determine the condition of all steel water storage tanks. This project is a result of the inspection.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	1,450,000	0	0	0	0	0	1,450,000
Water Works PIF Total	0	1,450,000	0	0	0	0	0	1,450,000
Estimated Personnel Cost	0	163,800	0	0	0	0	0	163,800

SCADA Remote Site Communications

Dept. Priority: 38

Description

This project will provide resources for the design and deployment of a new communications system for SCADA.

Purpose

The purpose of this project is for the upgrade of the SCADA communications system for remote sites. Enhancing remote communications is the foundation upon which all future SCADA improvements will be built. In order to meet the needs of our expanded service area, improved communication between facilities need to be made.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	533,000	110,000	0	0	0	0	643,000
Water Works PIF Total	0	533,000	110,000	0	0	0	0	643,000
Estimated Personnel Cost	0	35,080	19,400	0	0	0	0	54,480

All Pipes Distribution System Model Validation

Dept. Priority: 39

Description

This project will provide resources for field testing to collect water quality data and validate the model using the collected data. The model will be adjusted to address any discrepancy in performance through minor calibration.

Purpose

The purpose of this project is for water quality to maintain its accuracy and effectiveness over changes in system condition, operation and service area. As the system condition, operation and service areas change

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over years, the distribution system model needs recalibration for water quality to address these changes so they can maintain its prediction accuracy and stay as an effective tool.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	400,000	0	0	0	0	0	400,000
Water Works PIF Total	0	400,000	0	0	0	0	0	400,000
Estimated Personnel Cost	0	28,240	0	0	0	0	0	28,240

Backup Software\Hardware

Dept. Priority: 40

Description

This project will provide resources for an enterprise backup disk. The hardware and software will be replaced. A new backup server, backup software, backup storage and a medium deduplication disk storage device will also be purchased.

Purpose

The purpose of this project is to ensure a consistent support environment. Purchasing a backup solution that makes sense for the business is of utmost importance.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	350,000	0	0	0	0	0	350,000
Water Works PIF Total	0	350,000	0	0	0	0	0	350,000
Estimated Personnel Cost	0	4,940	0	0	0	0	0	4,940

PeopleSoft Upgrade

Dept. Priority: 41

Description

This project will provide resources for the upgrade of the PeopleSoft application and maintain vendor support.

Purpose

The purpose of this project is to meet the needs of the Water Works accounting section and ensure reliable vendor support for PeopleSoft, which ended in May 2007 for the current version. PeopleSoft is an integral part of the work processes for the Water Works Department and upgrades traditionally are very complex and require significant professional services.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	275,000	75,000	0	0	0	0	350,000
Water Works PIF Total	0	275,000	75,000	0	0	0	0	350,000
Estimated Personnel Cost	0	2,820	2,120	0	0	0	0	4,940



System Area Network (SAN) Replacement

Dept. Priority: 42

Description

This project will provide resources for the System Area Network, SAN, disk storage system of the Enterprise Virtual Array.

Purpose

The purpose of this project is to continue to provide a reliable disk storage system. The current Hewlett-Packard disk storage array is critical in supporting Enterprise software applications within several divisions of the Water Works and will require replacement when it reaches the end of its useful life in 2016.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	350,000	0	0	0	0	0	350,000
Water Works PIF Total	0	350,000	0	0	0	0	0	350,000
Estimated Personnel Cost	0	4,940	0	0	0	0	0	4,940

SCADA Communications Front End (CFE)

Dept. Priority: 43

Description

This project will provide resources for the replacement of existing SCADA front end communication hardware.

Purpose

The purpose of this project is to ensure the reliability of the SCADA Front End Communication hardware. The existing hardware has reached the end of its useful life. SCADA is critical to the Water Works and is used as a strategic tool.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	122,000	0	0	0	0	0	122,000
Water Works PIF Total	0	122,000	0	0	0	0	0	122,000
Estimated Personnel Cost	0	10,340	0	0	0	0	0	10,340

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Miller Plant Water Quality Building Cooling Water Upgrade

Dept. Priority: 44

Description

This project will provide resources for the replacement of the cooling tower at the Water Quality building.

Purpose

The purpose of this project is to ensure continued adequate workplace conditions and water quality sample temperatures during summer.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	120,000	0	0	0	0	0	120,000
Water Works PIF Total	0	120,000	0	0	0	0	0	120,000
Estimated Personnel Cost	0	10,170	0	0	0	0	0	10,170

Main Station Trans Switch Controls

Dept. Priority: 45

Description

This project will provide resources for the replacement of the solid state control system and to replace existing systems that monitor incoming feeders and reacts when disturbances occur.

Purpose

The purpose of this project is to improve reliability of existing controls at the Main Station that have failed. It will also help prevent failures of similar system controls at Tennyson, Western Hills and the Bolton Plant.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	100,000	0	0	0	0	0	100,000
Water Works PIF Total	0	100,000	0	0	0	0	0	100,000
Estimated Personnel Cost	0	8,470	0	0	0	0	0	8,470

Server Room Air Conditioner Replacement

Dept. Priority: 46

Description

This project will provide resources for the installation of additional cooling units in the server room.

Purpose

The purpose of this project is to provide enough cooling to maintain the room at the optimum temperature. This currently does not happen, requiring the extensive use of fans. Even this doesn't stop the equipment from overheating. Also the computer room door has to be opened, negating the physical security of the room in order to circulate more building air into the room. The room is cooled by a 7-ton mini-mate and some building air, resulting in a full load of approx 8 tons, depending on the building air supply. DeBra-



Keumpel performed a load analysis of the room and it showed that the room required a 13-ton load and that the equipment along the wall is building up heat and there is no proper exhaust for this heat.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	60,000	0	0	0	0	0	60,000
Water Works PIF Total	0	60,000	0	0	0	0	0	60,000
Estimated Personnel Cost	0	850	0	0	0	0	0	850

Constance Pump Station Redundant Air Compressor

Dept. Priority: 47

Description

This project will provide resources for the addition of a redundant air compressor for the surge tank at Constance Pump Station.

Purpose

The purpose of this project is to protect the Constance Pump Station from damaging backflows.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	31,000	0	0	0	0	0	31,000
Water Works PIF Total	0	31,000	0	0	0	0	0	31,000
Estimated Personnel Cost	0	2,630	0	0	0	0	0	2,630

Critical Backup Power Projects

Dept. Priority: 48

Description

This project will provide resources for 5 smaller projects that will provide some pumping or electric to critical locations around the GCWW System. It includes - Portable pump installations at Irwin Simpson PS, Cornell PS and Winton Road PS. - Backup power for 17 Storage tank or reservoir locations throughout GCWW System - Connection of SCADA Control Room HVAC System located in GAC to Emergency Generator - Critical system backup power for CMBP sumps sewer pumps emergency lighting etc - Backup power for RMTP critical needs Filter Building WQ Lab Chem east chemical feed etc.

Purpose

The purpose of this project is to install backup power or portable pumps at numerous critical locations around the GCWW Distribution System to use in the event of an emergency.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	1,000,000	0	0	0	0	0	1,000,000
Water Works PIF Total	0	1,000,000	0	0	0	0	0	1,000,000
Estimated Personnel Cost	0	84,730	0	0	0	0	0	84,730

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Chester Park Complex HVAC Control Completion

Dept. Priority: 49

Description

This project will provide resources for the Chester Park Complex HVAC Control Completion.

Purpose

The purpose of this project is to complete the automatic HVAC control upgrades. The HVAC system is already in place in Building E and needs to be connected to Building A of GCWW's administrative offices (CPC).

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	150,000	0	0	0	0	0	150,000
Water Works PIF Total	0	150,000	0	0	0	0	0	150,000
Estimated Personnel Cost	0	12,710	0	0	0	0	0	12,710

Tennyson Pump Discharge Valve Upgrade

Dept. Priority: 50

Description

This project will provide resources for an upgrade of 6 hydraulic controlled pump discharge valves to electric valves for 3 Central service and 3 Eastern Hills Pumps. One valve will be upgraded every year.

Purpose

The purpose of this project is to ensure the reliability of 6 hydraulic controlled pump discharge valves to electric valves for 3 Central service and 3 Eastern Hills Pumps.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Water Works PIF Total	0	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Estimated Personnel Cost	0	12,710	12,710	12,710	12,710	12,710	12,710	76,260



Field Application Replacement on Large Pumps

Dept. Priority: 51

Description

This project will provide resources for the replacement of field application circuitry with solid state power factor controls at the Ohio River Plant, Tennyson, Main Station, Western Hills and Bolton.

Purpose

The purpose of this project is to increase large motor reliability, gain greater motor power factor control and improve diagnostics using predictive maintenance techniques.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	120,000	0	60,000	60,000	60,000	60,000	360,000
Water Works PIF Total	0	120,000	0	60,000	60,000	60,000	60,000	360,000
Estimated Personnel Cost	0	10,170	0	5,080	5,080	5,080	5,080	30,490

Battery, Charger, and DC Panel

Dept. Priority: 52

Description

This project will provide resources for replacement batteries, chargers and DC Control Panels that are more than 20 years old. This project will allocate 50,000 each year.

Purpose

The purpose of this project is to ensure continuous operation of the DC control system, which is vital to the operations of facilities, by replacing parts that are nearing the end of their useful lives.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Water Works PIF Total	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Estimated Personnel Cost	0	4,240	4,240	4,240	4,240	4,240	4,240	25,440

Wash Water Recovery Pumps

Dept. Priority: 53

Description

This project will provide resources for the continuation of the upgrade program for wash water recovery pumps which were already replaced at least once. One was replaced in 2005, another in 2008 and the last one in 2011.

Purpose

The purpose of this project is to upgrade wash water recovery pumps. The pumps operate in a very abrasive environment, pumping water with grit, sand and carbon fines. Continuous pumping of gritty material,

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sand filter dirt and carbon fines require major work including new impellers, seals, bearings, shafting material etc.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	48,000	0	48,000	0	48,000	0	144,000
Water Works PIF Total	0	48,000	0	48,000	0	48,000	0	144,000
Estimated Personnel Cost	0	4,070	0	4,070	0	4,070	0	12,210

Intake Pier Access Bridge Painting

Dept. Priority: 54

Description

This project will provide resources for painting the intake pier access bridge as well as upgrading the lighting, metal work and other smaller miscellaneous items.

Purpose

The purpose of this project is to maintain the condition of the intake pier access bridge and to complete other upgrades. The intake pier access bridge was last painted in 1985 and will be due for repainting by 2010.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	200,000	0	0	0	0	0	200,000
Water Works PIF Total	0	200,000	0	0	0	0	0	200,000
Estimated Personnel Cost	0	33,890	0	0	0	0	0	33,890

Miscellaneous Masonry Replacement

Dept. Priority: 55

Description

This project will provide resources for the annual rehabilitation of existing masonry structures.

Purpose

The purpose of this project is to extend the useful life of various Water Works facilities by making appropriate masonry repairs.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	150,000	299,400	150,000	150,000	150,000	150,000	1,049,400
Water Works PIF Total	0	150,000	299,400	150,000	150,000	150,000	150,000	1,049,400
Estimated Personnel Cost	0	16,950	16,950	16,950	16,950	16,950	16,950	101,700



Billing System Hardware Replacement

Dept. Priority: 56

Description

This project will provide resources for the replacement of the current UNIX servers.

Purpose

The purpose of this project is to maintain the ability to effectively provide billing services for our customers. The IT Services Division will complete a replacement project of the current UNIX platform which is 11 years old and is nearing its end of life for a hardware product. This hardware for the current HP UNIX servers will reach their end of life support on 12/31/2013. This hardware is critical to the successful billing of our Cincinnati, Lexington, Alexandria and future customers that contract billing services with GCWW. Continuing on the current HP UNIX servers would put GCWW at risk and could impact the delivery of billing services. Without functioning UNIX servers GCWW would not have the ability to produce bills for its customers.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	100,000	0	0	0	0	0	100,000
Water Works PIF Total	0	100,000	0	0	0	0	0	100,000
Estimated Personnel Cost	0	1,410	0	0	0	0	0	1,410

Electrical Transformers

Dept. Priority: 57

Description

This project will provide resources for the upgrade of primary transformers at mission critical facilities. The work includes a rewind, regasketing, cooling fins and fan work, new monitoring, testing and new oil.

Purpose

The purpose of this project is to upgrade the primary electrical transformers at mission critical facilities. The transformers are more than 50 years old but should remain serviceable and have extended life with these upgrades. Failure of these transformers would render our pumping facilities inoperable.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	170,000	0	85,000	85,000	85,000	85,000	510,000
Water Works PIF Total	0	170,000	0	85,000	85,000	85,000	85,000	510,000
Estimated Personnel Cost	0	14,400	0	7,200	7,200	7,200	7,200	43,200

Capital Improvement Plan

Water Works



Budd-Eighth - Dalton to Evans

Dept. Priority: 59

Description

This project will provide resources for a 42 inch water main to supply Northern Kentucky and Western Hills.

Purpose

The purpose of this project is to supply sufficient flows and pressures to Northern Kentucky without impacting existing customers. This project will also improve fire supply and better sustaining pressures for both Constance Pump Station and Central Service.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	1,800,000	0	4,700,000	0	0	0	6,500,000
Water Works PIF Total	0	1,800,000	0	4,700,000	0	0	0	6,500,000
<hr/>								
Estimated Personnel Cost	0	169,730	0	278,100	0	0	0	447,830

Richard Miller Treatment Plant Chemical Containment

Dept. Priority: 60

Description

This project will provide resources for the chemical containment for liquid chemicals during unloading at each unloading site.

Purpose

The purpose of the projects is to maintain safety standards by providing chemical containment for liquid chemicals during unloading at each unloading site.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	750,000	0	0	0	0	0	750,000
Water Works PIF Total	0	750,000	0	0	0	0	0	750,000
<hr/>								
Estimated Personnel Cost	0	84,730	0	0	0	0	0	84,730



Motor Control Center Equipment

Dept. Priority: 63

Description

This project will provide resources for the upgrade of motor control centers. It will equip the control centers with modern controls and monitors.

Purpose

The purpose of this project is to ensure the reliability of the existing motor control centers. The motor control centers are more than 20 years old and spare parts are difficult to obtain. The project will result in readily available replacement components.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	160,000	120,000	180,000	180,000	100,000	100,000	840,000
Water Works PIF Total	0	160,000	120,000	180,000	180,000	100,000	100,000	840,000
<hr/>								
Estimated Personnel Cost	0	8,470	15,250	15,250	15,250	8,470	8,470	71,160

Miscellaneous Concrete/Pavement Replacement

Dept. Priority: 64

Description

This project will provide resources for the replacement of various flat concrete throughout the system.

Purpose

The purpose of this project is to extend the useful life of pavement at various Water Works facilities.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	375,000	751,600	377,000	377,000	299,000	300,000	2,479,600
Water Works PIF Total	0	375,000	751,600	377,000	377,000	299,000	300,000	2,479,600
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Estimated Personnel Cost	0	42,360	42,480	42,590	42,590	33,780	33,890	237,690

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Crane Equipment Improvements

Dept. Priority: 65

Description

This project will provide resources for safety upgrades and improvements to various cranes at mission critical facilities. Upgrades will include replacement of open collector wiring and control wiring.

Purpose

The purpose of this project is to ensure the reliability and safety of various cranes at mission critical facilities. These cranes were installed between 1940 and 1978.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Water Works PIF Total	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Estimated Personnel Cost	0	4,240	4,240	4,240	4,240	4,240	4,240	25,440

Roof Replacement 2013

Dept. Priority: 66

Description

This project will provide resources for various roof replacements.

Purpose

The purpose of this project is to maintain sufficient roof conditions through a replacement program.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	1,000,000	0	0	0	0	0	1,000,000
Water Works PIF Total	0	1,000,000	0	0	0	0	0	1,000,000
Estimated Personnel Cost	0	112,970	0	0	0	0	0	112,970

Kennedy Heights Pump Station Upgrade

Dept. Priority: 67

Description

This project will provide resources for a Kennedy Heights Pump Station Upgrade.

Purpose

The purpose of this project is to install new pumps to improve pumping efficiencies to the growing Brecon service area.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	750,000	0	750,000	0	0	0	1,500,000
Water Works PIF Total	0	750,000	0	750,000	0	0	0	1,500,000
Estimated Personnel Cost	0	84,730	0	84,730	0	0	0	169,460



Richard Miller Plant Filter Gallery Light Replacement

Dept. Priority: 68

Description

This project will provide resources for the replacement of the fluorescent lights in the Richard Miller Treatment Plant filter gallery with LED lights.

Purpose

The purpose of this project is to reduce the Water Works carbon footprint, save energy costs and reduce maintenance labor costs.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	108,000	0	0	0	0	0	108,000
Water Works PIF Total	0	108,000	0	0	0	0	0	108,000
<hr/>								
Estimated Personnel Cost	0	9,150	0	0	0	0	0	9,150

Richard Miller Treatment Plant Lime Feeder Upgrade

Dept. Priority: 69

Description

This project will provide resources for the upgrade of two volumetric type lime feeders to gravimetric type lime feeders.

Purpose

The purpose of this project is to improve the accuracy of two volumetric type lime feeders. The volumetric type feeders feed inaccurate lime and require continuous operations labor to remain functional.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	100,000	0	0	0	0	0	100,000
Water Works PIF Total	0	100,000	0	0	0	0	0	100,000
<hr/>								
Estimated Personnel Cost	0	8,470	0	0	0	0	0	8,470



Medium Voltage Station Backup Breakers

Dept. Priority: 70

Description

This project will provide resources for the purchase and installation of backup breakers for our medium voltage stations.

Purpose

The purpose of this project is to ensure pump availability in the event of failure. Backup breakers are needed for six medium voltage stations. Currently there is a limited backup available and a failure could limit pumping capacity.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	126,000	42,000	84,000	84,000	0	0	336,000
Water Works PIF Total	0	126,000	42,000	84,000	84,000	0	0	336,000
Estimated Personnel Cost	0	7,120	7,120	7,120	7,120	0	0	28,480

Station Protective Relays

Dept. Priority: 71

Description

This project will provide resources for the installation of protective relays for 45 pumps at nine GCWW 480V stations.

Purpose

The purpose of this project is to allow for real-time data collection, increased equipment availability, and reduced labor costs. The protective relays will communicate real-time motor pump performance data. The real-time data will reduce labor hours needed to manually collect data. The protective relays will also allow for maintenance to be scheduled based on performance instead of at failure, increasing equipment availability for operations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	100,000	0	50,000	50,000	50,000	50,000	300,000
Water Works PIF Total	0	100,000	0	50,000	50,000	50,000	50,000	300,000
Estimated Personnel Cost	0	8,470	0	4,240	4,240	4,240	4,240	25,430



SharePoint Expansion

Dept. Priority: 72

Description

This project will provide resources for shared services of the GCWW, MSD and SMU intranet sites into a combined utility intranet site and complete an assessment for using SharePoint for our internet site.

Purpose

The purpose of this project is to merge the GCWW internet site <http://TheTap> MSD internet site <http://myMSD> and SMU internet site <http://utilitas>.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	175,000	25,000	0	0	0	0	200,000
Water Works PIF Total	0	175,000	25,000	0	0	0	0	200,000
Estimated Personnel Cost	0	2,120	710	0	0	0	0	2,830

Video Conference Equipment

Dept. Priority: 73

Description

This project will provide resources to support the collaboration of activities associated with the Joint Administration 100 Day Plan by purchasing a mobile video conferencing cart at the Richard Miller Treatment Plant and MSD - Gest St. facilities.

Purpose

The purpose of this project is to purchase video conferencing equipment. The equipment can reduce fuel cost to travel to attend departmental and inter-departmental meetings. Travel outside the City can be reduced by eliminating the need to be on location for instructor lead training or business meetings.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	50,000	0	0	0	0	0	50,000
Water Works PIF Total	0	50,000	0	0	0	0	0	50,000
Estimated Personnel Cost	0	710	0	0	0	0	0	710

Capital Improvement Plan

Water Works



New Water Mains Allocation Program

Dept. Priority: 74

Description

This project will provide resources for proposed various water main extensions as required each year for many system needs and reasons.

Purpose

The purpose of this project is to allow for proposed water main extensions for system looping and betterment meeting GCWW regulations, ISO standards, fire and domestic diurnal demands.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	1,254,000	425,000	450,000	1,050,000	1,000,000	1,500,000	5,679,000
Water Works PIF Total	0	1,254,000	425,000	450,000	1,050,000	1,000,000	1,500,000	5,679,000
Estimated Personnel Cost	0	74,920	31,770	28,600	66,720	63,550	95,320	360,880

Gas Chromatograph for Volatile Organic Compounds Analysis

Dept. Priority: 75

Description

This project will provide resources for the replacement of 10 year old Gas Chromatograph with Mass Spectrometer detector that is used for Volatile Organic Compounds (VOC) and Trihalomethane (THM) monitoring.

Purpose

The purpose of this project is to ensure continued reliable monitoring of the river plant and drinking water for trihalomethane (THM) and unknown organic contaminants.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	165,000	165,000
Water Works PIF Total	0	0	0	0	0	0	165,000	165,000
Estimated Personnel Cost	0	0	0	0	0	0	2,330	2,330



Mack Tank Interior Coating

Dept. Priority: 77

Description

This project will provide resources for the replacement of the interior coating of the Mack Tank.

Purpose

The purpose of this project is to extend the useful life of the Mack Tank.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	351,000	0	0	0	0	0	351,000
Water Works PIF Total	0	351,000	0	0	0	0	0	351,000
Estimated Personnel Cost	0	39,650	0	0	0	0	0	39,650

Cherry Grove Elevated Interior Coating

Dept. Priority: 78

Description

This project will provide resources for the replacement of the interior coating system at the Cherry Grove Elevated Tank.

Purpose

The purpose of this project is to extend the useful life of the Cherry Grove Elevated Tank.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	200,000	0	800,000	0	0	0	1,000,000
Water Works PIF Total	0	200,000	0	800,000	0	0	0	1,000,000
Estimated Personnel Cost	0	22,590	0	90,370	0	0	0	112,960

Billing System Upgrade 2014

Dept. Priority: 79

Description

This project will provide resources for an upgrade to the current billing system beginning in 2014. The requested total over two years of \$4.9 million includes approximately \$69,000 for internal staff and GASB 51 compliance.

Purpose

The purpose of this project is to enhance GCWW's current Customer Information System.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	1,500,000	0	3,400,000	0	0	0	4,900,000
Water Works PIF Total	0	1,500,000	0	3,400,000	0	0	0	4,900,000
Estimated Personnel Cost	0	21,180	0	48,010	0	0	0	69,190

Capital Improvement Plan

Water Works



Rehabilitate Water Mains Allocation Program

Dept. Priority: 81

Description

This project will provide resources for various yearly projects identified by Engineering to rehabilitate key transmission water mains to improve hydraulics and save energy.

Purpose

The purpose of this project is to rehabilitate existing water mains, extending their lives through various physical processes like cement cleaning and lining.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	125,000	2,969,100	0	1,604,000	0	1,599,000	6,297,100
Water Works PIF Total	0	125,000	2,969,100	0	1,604,000	0	1,599,000	6,297,100
Estimated Personnel Cost	0	0	95,320	0	101,930	0	101,610	298,860

Richard Miller Plant Air Handler Unit Upgrades

Dept. Priority: 83

Description

This project will provide resources for an upgrade of the oldest, worst air handling units in the Granular Activated Carbon Building and around other Richard Miller Treatment Plant Facilities. Replacement includes controls, filters and all appurtenances.

Purpose

The purpose of this project is to ensure reliability of the air handling units. These units are at least 22 years old and reaching the end of their useful life.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	100,000	100,000	200,000	200,000	200,000	200,000	1,000,000
Water Works PIF Total	0	100,000	100,000	200,000	200,000	200,000	200,000	1,000,000
Estimated Personnel Cost	0	8,470	8,470	16,950	16,950	16,950	16,950	84,740



Roof Replacement 2014

Dept. Priority: 84

Description

This project will provide resources for a roof replacement at the Granular Activated Carbon Building.

Purpose

The purpose of this project is to maintain sufficient roof conditions through a replacement program.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	1,200,000	0	0	0	0	0	1,200,000
Water Works PIF Total	0	1,200,000	0	0	0	0	0	1,200,000
Estimated Personnel Cost	0	135,560	0	0	0	0	0	135,560

Kennedy and Highland Avenues

Dept. Priority: 85

Description

This project will provide resources for a 48 inch transmission water main in Kennedy and Highland Avenues.

Purpose

The purpose of this project is to meet water demands of the Northeast, Brecon, Mason, Lebanon and Warren county. It will enhance water supply to the Kennedy Heights station to meet future needs per the master plan.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	89,000	180,000	431,000	2,200,000	2,000,000	0	4,900,000
Water Works PIF Total	0	89,000	180,000	431,000	2,200,000	2,000,000	0	4,900,000
Estimated Personnel Cost	0	0	17,090	27,390	138,700	133,050	0	316,230

Capital Improvement Plan

Water Works



Convergence Infrastructure (Voice over Internet Protocol)

Dept. Priority: 86

Description

This project will provide resources for the replacement of Convergence Infrastructure VoIP. This project will replace the PBX voice switch with Voice over IP technology.

Purpose

The purpose of this project is to replace the PBX voice switch with Voice over IP.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	150,000	150,000	916,000	0	0	0	1,216,000
Water Works PIF Total	0	150,000	150,000	916,000	0	0	0	1,216,000
Estimated Personnel Cost	0	2,120	2,120	12,940	0	0	0	17,180

Solar Recording Charts

Dept. Priority: 87

Description

This project will provide resources for the placement of various recording devices around the system, accompanied by solar panels to provide the power required for the recording stations to send a continual signal back to the California Control Center.

Purpose

The purpose of this project is to provide a means of obtaining real time system information concerning water pressures and flows at various critical locations around the distribution water system.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	126,000	0	0	0	0	126,000
Water Works PIF Total	0	0	126,000	0	0	0	0	126,000
Estimated Personnel Cost	0	0	14,230	0	0	0	0	14,230



Constance Dosing & Monitoring

Dept. Priority: 88

Description

This project will provide resources to optimize the chlorine dosage at Constance Pump Station.

Purpose

The purpose of this project is to optimize the chlorine feeding at the point of injection. This will reduce dosage fluctuations at the station.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	26,000	0	0	0	0	26,000
Water Works PIF Total	0	0	26,000	0	0	0	0	26,000
Estimated Personnel Cost	0	0	1,620	0	0	0	0	1,620

Richard Miller Plant Virtual Environment Replacement

Dept. Priority: 89

Description

This project will provide resources for a Virtual Environment Replacement at the Richard Miller Treatment Plant.

Purpose

The purpose of this project is to replace the virtual server environment at RMTP. This is needed as the system has reached the end of its lifecycle and receives limited support. The replacement includes the blade chassis, integrated networking components, and several of the blade servers.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	150,000	0	0	0	150,000
Water Works PIF Total	0	0	0	150,000	0	0	0	150,000
Estimated Personnel Cost	0	0	0	2,120	0	0	0	2,120

Capital Improvement Plan

Water Works



Chester Park Complex Network Upgrade

Dept. Priority: 90

Description

This project will provide resources for the replacement of the current network hardware with new equipment.

Purpose

The purpose of this project is to ensure adequate coverage. The Chester Park network hardware warranty expired and the equipment has reached it's end of useful life.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	250,000	0	0	0	250,000
Water Works PIF Total	0	0	0	250,000	0	0	0	250,000
Estimated Personnel Cost	0	0	0	3,530	0	0	0	3,530

Backup Power Generator - Western Hills

Dept. Priority: 91

Description

This project will provide resources for an onsite standby generator system to the Western Hills Pump Station.

Purpose

The purpose of this project is to ensure Water Works system reliability and service to customers by providing a backup power source which could be used in case of a power outage.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	885,000	2,210,000	0	0	3,095,000
Water Works PIF Total	0	0	0	885,000	2,210,000	0	0	3,095,000
Estimated Personnel Cost	0	0	0	12,500	141,210	0	0	153,710



Document Management Upgrade

Dept. Priority: 92

Description

This project will provide resources for implementation of an upgrade to the Hyland Software for the current OnBase document management software.

Purpose

The purpose of this project is to upgrade the document management software in order to take advantage of new software releases.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	50,000	0	0	0	50,000
Water Works PIF Total	0	0	0	50,000	0	0	0	50,000
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Estimated Personnel Cost	0	0	0	710	0	0	0	710

Control Valve at Riverside Drive

Dept. Priority: 93

Description

This project will provide resources for the installation of 60 flow control valves at Riverside Dr.

Purpose

The purpose of this project is to adjust flow by bypassing the Eden Park reservoir.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	250,000	0	0	0	250,000
Water Works PIF Total	0	0	0	250,000	0	0	0	250,000
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Estimated Personnel Cost	0	0	0	3,530	0	0	0	3,530

Capital Improvement Plan

Water Works



Carbon Transfer Pump Upgrade 2015-2017

Dept. Priority: 94

Description

This project will provide resources to complete the carbon transfer pump upgrade program initiated in 2009.

Purpose

The purpose of this project is to replace the remaining high-usage pumps in 2015 and 2017. The abrasive nature of granular activated carbon has increased the maintenance and decreased the useful life of these pumps.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	50,000	0	50,000	0	100,000
Water Works PIF Total	0	0	0	50,000	0	50,000	0	100,000
Estimated Personnel Cost	0	0	0	4,240	0	4,240	0	8,480

Meter Interface Units (MIU) 2015

Dept. Priority: 95

Description

This project will provide resources for the replacement of Meter Interface Units.

Purpose

The purpose of this project is to ensure the reliability of the Meter Interface Units (MIU's). The units have a 10-year useful life and will be at the end of that life. MIU's provide the meter reading information for the new H2O radio read technology and are critical to Water Works operations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	1,043,000	0	0	0	1,043,000
Water Works PIF Total	0	0	0	1,043,000	0	0	0	1,043,000
Estimated Personnel Cost	0	0	0	14,730	0	0	0	14,730



2015 Tank Coating

Dept. Priority: 96

Description

This project will provide resources for exterior tank coating at the Wardall and Pleasant Run Tanks.

Purpose

The purpose of this project is to extend the useful life of the Wardall and Pleasant Run Tanks.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	1,350,000	0	0	0	1,350,000
Water Works PIF Total	0	0	0	1,350,000	0	0	0	1,350,000
Estimated Personnel Cost	0	0	0	152,510	0	0	0	152,510

Eden Park Drive - Fulton to Reading

Dept. Priority: 97

Description

This project will provide resources for a 100 year old discharge main from Eden Park Reservoir. This is identified as EH 1 and EH 3 in 2010 Master plan.

Purpose

The purpose of this project is to replace a 100 year old discharge main from Eden Park Reservoir. This is identified as EH 1 and EH 3 in the 2010 All Pipes Master plan. This project is one section of a multi phase project to replace this aging infrastructure from Eden Park Pump to McMillan Avenue and provides service to Eastern Hills service area.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	400,000	1,300,000	1,000,000	0	2,700,000
Water Works PIF Total	0	0	0	400,000	1,300,000	1,000,000	0	2,700,000
Estimated Personnel Cost	0	0	0	24,850	113,280	104,810	0	242,940

Capital Improvement Plan

Water Works



Eden Park Feeder 4

Dept. Priority: 98

Description

This project will provide resources for the replacement of the existing Eastern Hills Discharge feeder from Eden Park Pump Station in Eden Park Drive from Fulton to Gilbert. It is identified as EH 2A in the 2010 Master plan.

Purpose

The purpose of this project is to provide better service by replacing and upgrading the Eastern Hills Discharge Feeder from Eden Park Reservoir and Pump Station. It is reaching the end of its design life.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	200,000	1,300,000	1,300,000	1,300,000	4,100,000
Water Works PIF Total	0	0	0	200,000	1,300,000	1,300,000	1,300,000	4,100,000
Estimated Personnel Cost	0	0	0	12,430	113,280	113,280	71,990	310,980

Queen City Ave - Western Hills Viaduct to WH Pump Station

Dept. Priority: 99

Description

This project will provide resources for a water main on Queen City Avenue, from Western Hills Viaduct to Western Hills Pump Station.

Purpose

The purpose of this project is to replace aging infrastructure in conjunction with the MSD Lick Run project. The suction line to Western Hills Pump Station is nearing end of life and can be replaced in part with another improvement project. It is identified as CE 1C in the 2010 Master plan.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	500,000	500,000	1,300,000	2,200,000	4,500,000
Water Works PIF Total	0	0	0	500,000	500,000	1,300,000	2,200,000	4,500,000
Estimated Personnel Cost	0	0	0	31,070	31,070	113,280	84,700	260,120



Roof Replacement 2015

Dept. Priority: 100

Description

This project will provide resources for a roof replacement at the Lamella Building.

Purpose

The purpose of this project is to maintain sufficient roof conditions through a replacement program.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	1,000,000	0	0	0	1,000,000
Water Works PIF Total	0	0	0	1,000,000	0	0	0	1,000,000
Estimated Personnel Cost	0	0	0	112,970	0	0	0	112,970

Glenway - Warsaw to Overlook

Dept. Priority: 101

Description

This project will provide resources for a 16 inch replacement water main upgrade through the Price Hill and Westwood areas of the city.

Purpose

The purpose of this project is to better supply water along the primary corridor of Western Hills within the city. It is part of the master plan to improve arterial water supply through Price Hill and Westwood.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	300,000	1,500,000	1,200,000	0	3,000,000
Water Works PIF Total	0	0	0	300,000	1,500,000	1,200,000	0	3,000,000
Estimated Personnel Cost	0	0	0	19,060	97,750	93,510	0	210,320

Fields Ertel Road Check Valve

Dept. Priority: 102

Description

This project will provide resources for the installation of check valves at Fields Ertel and Montgomery Road.

Purpose

The purpose of this project is to maintain pressure near Brecon Tank.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	100,000	0	0	0	100,000
Water Works PIF Total	0	0	0	100,000	0	0	0	100,000
Estimated Personnel Cost	0	0	0	11,300	0	0	0	11,300



Bolton Plant Influent Flume Bypass

Dept. Priority: 103

Description

This project will provide resources for a means to bypass the existing influent flume to allow maintenance needs to take place without having to shut down the entire water treatment plant.

Purpose

The purpose of this project is to provide a means to bypass the existing influent flume to meet maintenance needs while maintaining the ability to produce a reasonable amount of water to satisfy operational needs during low system demand periods. This project will avoid having to shut down the entire treatment plant for several days during such maintenance and will improve redundancy within the plant from a water supply standpoint.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	419,000	600,000	0	0	1,019,000
Water Works PIF Total	0	0	0	419,000	600,000	0	0	1,019,000
Estimated Personnel Cost	0	0	0	47,330	67,780	0	0	115,110

Dehumidification System - Miller Plant

Dept. Priority: 104

Description

This project will provide resources for the upgrade of two dehumidifiers in the Filter Building at the Richard Miller Treatment Plant. They are asset number S-0163 and S-0164.

Purpose

The purpose of this project is to ensure a reliable method for controlling the environment throughout the plant. This will prevent piping corrosion, chemical caking, etc. The current systems were upgraded in 1990.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	300,000	0	0	300,000
Water Works PIF Total	0	0	0	0	300,000	0	0	300,000
Estimated Personnel Cost	0	0	0	0	25,420	0	0	25,420



Richard Miller Treatment Plant Network Upgrade

Dept. Priority: 105

Description

This project will provide resources for a Richard Miller Treatment Plant Network Upgrade.

Purpose

The purpose of this project is to provide adequate coverage. The Richard Miller Treatment Plant network hardware warranty expires and the equipment has reached it's end of useful life.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	250,000	0	0	250,000
Water Works PIF Total	0	0	0	0	250,000	0	0	250,000
Estimated Personnel Cost	0	0	0	0	3,530	0	0	3,530

Main Station Backup Generator

Dept. Priority: 106

Description

This project will provide resources for a backup power system at the Main Station.

Purpose

The purpose of this project is to provide emergency power to the Eastern Hills and Central Service pumps in the event of a power outage.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	450,000	1,500,000	2,250,000	4,200,000
Water Works PIF Total	0	0	0	0	450,000	1,500,000	2,250,000	4,200,000
Estimated Personnel Cost	0	0	0	0	50,840	141,210	141,210	333,260

Capital Improvement Plan

Water Works



Upgrade Powdered Activated Carbon Storage and Feed System

Dept. Priority: 107

Description

This project will provide resources for the upgrade to the existing powdered activated carbon (PAC) slurry storage system to dry storage.

Purpose

The purpose of this project is to improve ease of operation, trouble-free startup of equipment in spite of intermittent usage, actual dose delivery, and to retain the quality of powdered activated carbon (PAC) iodine number and maintain a consistent slurry strength.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	414,000	1,017,000	0	1,431,000
Water Works PIF Total	0	0	0	0	414,000	1,017,000	0	1,431,000
Estimated Personnel Cost	0	0	0	0	5,850	14,360	0	20,210

Chem East Concrete Repair

Dept. Priority: 108

Description

This project will provide resources for removal of existing deteriorated concrete and reinforcing steel and replacement at various locations around the building.

Purpose

The purpose of this project is to extend the life of the building by replacing deteriorated concrete.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	481,000	259,000	0	740,000
Water Works PIF Total	0	0	0	0	481,000	259,000	0	740,000
Estimated Personnel Cost	0	0	0	0	54,340	29,260	0	83,600

Tapered Screw Conveyor - Miller Plant

Dept. Priority: 109

Description

This project will provide resources for the upgrade of the screw auger on the tapered spiral screw conveyor that moves chemicals, lime and iron, from the storage hoppers into the slakers or chemical feeders.

Purpose

The purpose of this project is to extend the useful life and reduce the cycle time needed to keep the chemical feeder equipment full at the Chem East Building. The screw conveyor is 40 years old and the useful life of



the existing equipment has been exceeded. This tapered spiral screw conveyor feeds other chemical feed systems which are critical to the Water Works operations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	75,000	0	0	75,000
Water Works PIF Total	0	0	0	0	75,000	0	0	75,000
Estimated Personnel Cost	0	0	0	0	6,350	0	0	6,350

Lamella Sludge Collector Drives

Dept. Priority: 110

Description

This project will provide resources for the replacement of sludge collector drives in basins 2 to 6 in the Lamella facility at the Richard Miller Treatment Plant.

Purpose

The purpose of this project is to ensure the reliability of the sludge collector drives in the Lamella facility. They are nearing the end of their useful life.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	75,000	75,000	0	150,000
Water Works PIF Total	0	0	0	0	75,000	75,000	0	150,000
Estimated Personnel Cost	0	0	0	0	6,350	6,350	0	12,700

Gas Chromatograph for Synthetic Organic Compound Analysis

Dept. Priority: 111

Description

This project will provide resources for the replacement of 10 year-old laboratory instrument gas chromatograph with mass spectrophotometer that is used for monitoring synthetic organic compounds, such as pesticides and Homeland Security related compounds, with the most current and reliable version.

Purpose

The purpose of this project is to ensure reliable monitoring of synthetic organic compounds, such as pesticides, in the water.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	150,000	0	0	150,000
Water Works PIF Total	0	0	0	0	150,000	0	0	150,000
Estimated Personnel Cost	0	0	0	0	2,120	0	0	2,120

Capital Improvement Plan

Water Works



2016 Tank Coating

Dept. Priority: 112

Description

This project will provide resources for a top coating of the Cherry Grove Elevated Tank.

Purpose

The purpose of this project is to extend the useful life of the Cherry Grove Elevated Tank.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	0	0	0	250,000	0	0	250,000
Water Works PIF Total	0	0	0	0	250,000	0	0	250,000
Estimated Personnel Cost	0	0	0	0	28,240	0	0	28,240

Meter Interface Units (MIU)

Dept. Priority: 113

Description

This project will provide resources for the replacement of Meter Interface Units.

Purpose

The purpose of this project is to ensure the reliability of the Meter Interface Units, MIU's. The units have a 10-year useful life and will be at the end of that life. MIU's provide the meter reading information for the new H2O radio read technology and are critical to Water Works operations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	0	0	0	842,000	0	0	842,000
Water Works PIF Total	0	0	0	0	842,000	0	0	842,000
Estimated Personnel Cost	0	0	0	0	11,890	0	0	11,890

SCADA Human Machine Interface Upgrade

Dept. Priority: 114

Description

This project will provide resources for the upgrade of the software for the human-machine interface (HMI) of our Supervisory Control and Data Acquisition, SCADA system.

Purpose

The purpose of this project is to upgrade the software for the human-machine interface HMI of our Supervisory Control and Data Acquisition SCADA system. The last upgrade was in 2006 and vendor support for the current system version has decreased. Also, we will need to keep up with industry enhancements,



expansion needs, and monitoring equipment technology. Related hardware such as servers, network switches, etc. will also be upgraded.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	200,000	1,000,000	300,000	1,500,000
Water Works PIF Total	0	0	0	0	200,000	1,000,000	300,000	1,500,000
Estimated Personnel Cost	0	0	0	0	16,950	84,730	25,420	127,100

Millcreek Crossing at Western Hills Viaduct

Dept. Priority: 115

Description

This project will provide resources for a water main on Millcreek Crossing at the Western Hills Viaduct.

Purpose

The purpose of this project is to replace a 36" transmission water main suspended on the Western Hills Viaduct. The existing 36" main currently resides in a concrete structure cantilevered off the north face of the WHV. This structure is nearing 90 years of age and is failing. This transmission main is the primary source of supply to the Western Hills Pump Station that provides service to the Western Hills service area.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	500,000	500,000	1,500,000	2,500,000
Water Works PIF Total	0	0	0	0	500,000	500,000	1,500,000	2,500,000
Estimated Personnel Cost	0	0	0	0	31,070	31,070	74,810	136,950

Bolton Plant Air Handler Unit Upgrades

Dept. Priority: 116

Description

This project will provide resources for an upgrade of four 35 year old air handler units, including cabinet filters, fan condensing coil, vibration isolation mounts, duct thermostat and controls.

Purpose

The purpose of this project is to ensure reliability of air handling equipment at the Charles M. Bolton Plant. Existing TRANE units were last replaced in 1978.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	80,000	0	0	80,000
Water Works PIF Total	0	0	0	0	80,000	0	0	80,000
Estimated Personnel Cost	0	0	0	0	6,780	0	0	6,780



Richard Miller Plant Wash Water Pump Upgrades

Dept. Priority: 117

Description

This project will provide resources for an upgrade or replacement of 6 wash water pumps located in the front of the Filter Building.

Purpose

The purpose of this project is to ensure the reliability of 6 wash water pumps located in the front of the Filter Building.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	50,000	60,000	60,000	170,000
Water Works PIF Total	0	0	0	0	50,000	60,000	60,000	170,000
Estimated Personnel Cost	0	0	0	0	4,240	5,080	5,080	14,400

Lamella Sludge Pumps #2 to #9

Dept. Priority: 118

Description

This project will provide resources for the replacement of sludge pumps #2 to #9 at the Lamella facility at the Richard Miller Treatment Plant.

Purpose

The purpose of this project is to ensure the reliability of the sludge pumps in the Lamella facility. They are nearing the end of their useful life.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	150,000	150,000	0	300,000
Water Works PIF Total	0	0	0	0	150,000	150,000	0	300,000
Estimated Personnel Cost	0	0	0	0	12,710	12,710	0	25,420



Bolton Plant Lime Feeder No. 1 & 4

Dept. Priority: 119

Description

This project will provide resources for an upgrade to the two oldest lime slakers and feeder equipment at the Charles M. Bolton Plant. It will also upgrade the stainless steel construction and PLC control.

Purpose

The purpose of this project is to ensure the reliability of the lime feed system at the Charles M. Bolton Plant. The Charles M. Bolton Plant is a lime soda softening plant with the need to ensure that lime feed equipment is fully functional with reliable backup.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	308,000	0	0	308,000
Water Works PIF Total	0	0	0	0	308,000	0	0	308,000
<hr/>								
Estimated Personnel Cost	0	0	0	0	26,100	0	0	26,100

Bolton Plant Comprehensive Reliability Program

Dept. Priority: 120

Description

This project will provide resources for preliminary design engineering for numerous projects to improve reliability redundancy and plant capacity. Some improvements include the following projects - New 5MG clear well reservoir - Redundant Influent Flume connections to allow for plant maintenance and emergency purposes - Well upgrades 4 and new 13 as well as second well field discharge line increased capacity by reducing head loss and redundant lined - Water Quality Lab upgrades and remodeling no significant improvements since plant went online in 1976.

Purpose

The purpose of this project is to provide preliminary design engineering for numerous projects to improve reliability redundancy and plant capacity.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	597,000	0	0	597,000
Water Works PIF Total	0	0	0	0	597,000	0	0	597,000
<hr/>								
Estimated Personnel Cost	0	0	0	0	67,440	0	0	67,440

Capital Improvement Plan

Water Works



Roof Replacement 2016

Dept. Priority: 121

Description

This project will provide resources for a new roof over a facility to be determined. Project will include removal of the existing roof and installation of new roof.

Purpose

The purpose of this project is to protect the interior contents of buildings.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	600,000	0	0	600,000
Water Works PIF Total	0	0	0	0	600,000	0	0	600,000
Estimated Personnel Cost	0	0	0	0	37,280	0	0	37,280

Bolton Plant Lime Residual Site Work

Dept. Priority: 122

Description

This project will provide resources for the construction of the holding lagoon adjacent to the existing site for disposing of lime residual from CMBP softening process.

Purpose

The purpose is to provide a location for placement of spent lime residual solids at the Charles Bolton Plant.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	230,000	1,110,000	1,200,000	2,540,000
Water Works PIF Total	0	0	0	0	230,000	1,110,000	1,200,000	2,540,000
Estimated Personnel Cost	0	0	0	0	25,980	125,390	105,910	257,280



Well Pumps - Bolton Plant

Dept. Priority: 123

Description

This project will provide resources for the replacement of the original submersible well pumps that were installed in 1978. Two well pumps per year will be replaced and upgraded with more modern equipment over a 5 year period.

Purpose

The purpose of this project is to ensure reliable pumpage from the well field by making upgrades with more modern equipment.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	0	0	0	40,000	40,000	40,000	120,000
Water Works PIF Total	0	0	0	0	40,000	40,000	40,000	120,000
<hr/>								
Estimated Personnel Cost	0	0	0	0	3,390	3,390	3,390	10,170

Miller Plant Filter Building Boiler Replacement

Dept. Priority: 124

Description

This project will provide resources for the upgrade of the existing 35-year old boilers, including the controls, feed water and chemical feeder systems in the filter building of the surface water treatment plant. This equipment provides steam heating for the Filter Building, including the Water Quality and Treatment laboratories and offices.

Purpose

The purpose of this project is to provide reliable heating for the Filter Building, including the Water Quality laboratories and offices.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	0	0	0	120,000	0	0	120,000
Water Works PIF Total	0	0	0	0	120,000	0	0	120,000
<hr/>								
Estimated Personnel Cost	0	0	0	0	10,170	0	0	10,170



Furnace Air Compressor - Miller Plant

Dept. Priority: 125

Description

This project will provide resources for the upgrade of one of the three screw type air compressors that supply house air for the pneumatic valves and other plant processes.

Purpose

The purpose of this project is to ensure that the screw type furnace air compressors remain reliable during the critical furnace regeneration campaigns. This equipment has traditionally required significant maintenance.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	50,000	0	0	50,000
Water Works PIF Total	0	0	0	0	50,000	0	0	50,000
Estimated Personnel Cost	0	0	0	0	4,240	0	0	4,240

Miller Plant Caustic Soda Storage Tank Replacement

Dept. Priority: 126

Description

This project will provide resources for the replacement of the caustic soda storage tank at the Richard Miller Treatment Plant.

Purpose

The purpose of this project is ensure the reliability of the caustic soda storage tank. Caustic soda is a chemical added in the final treatment steps of drinking water. The caustic soda storage consists of six 6 fiberglass bulk storage tanks. The typical life of a chemical storage tank is approximately fifteen 15 years. Timely replacement of the caustic storage day tanks is required to have reliable storage.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	120,000	0	0	120,000
Water Works PIF Total	0	0	0	0	120,000	0	0	120,000
Estimated Personnel Cost	0	0	0	0	10,170	0	0	10,170



Miller Plant Iron Feeder Upgrade

Dept. Priority: 127

Description

This project will provide resources for the upgrade of the ferric sulfate chemical feed system at the surface water treatment plant. This upgrade includes controls and monitoring equipment.

Purpose

The purpose of this project is to maintain equipment operation reliability. Previous upgrade occurred in 2001-2002.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	300,000	0	0	300,000
Water Works PIF Total	0	0	0	0	300,000	0	0	300,000
<hr/>								
Estimated Personnel Cost	0	0	0	0	25,420	0	0	25,420

Booster Chlorination in Distribution System

Dept. Priority: 128

Description

This project will provide resources for a booster chlorination station in the distribution system to increase free chlorine residual in the water serving customers in remote areas where low chlorine residual is frequently observed. The station consists of chemical injection pumps, chemical storage, influent and effluent monitors for flow rate and water quality, including free chlorine and pipes connected to water mains. The station is remotely monitored and operated through the Supervisory Control and Data Acquisition system.

Purpose

The purpose of this project is to add sodium hypochlorite to boost free chlorine residual in the water serving customers at remote areas.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	750,000	0	0	750,000
Water Works PIF Total	0	0	0	0	750,000	0	0	750,000
<hr/>								
Estimated Personnel Cost	0	0	0	0	10,590	0	0	10,590

Capital Improvement Plan

Water Works



Spring Grove - Western to Draper

Dept. Priority: 129

Description

This project will provide resources for the replacement of the existing 36 inch transmission main in Spring Grove and Western Ave.

Purpose

The purpose of this project is to ensure reliable service to the Western Hills Station. The transmission main has reached the end of its design life.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	200,000	200,000	1,600,000	2,000,000
Water Works PIF Total	0	0	0	0	200,000	200,000	1,600,000	2,000,000
Estimated Personnel Cost	0	0	0	0	12,430	12,430	76,230	101,090

Kennedy Avenue - Robison Rd to Kennedy Heights Pump Station

Dept. Priority: 130

Description

This project will provide resources for a 48 inch suction transmission water main for the Kennedy Heights station. It will replace the old feeder to the station.

Purpose

The purpose of this project is to enhance water supply to the Kennedy Heights station, which supplies the northeast, Brecon, Mason, Lebanon, and Warren county.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	200,000	200,000	2,300,000	2,700,000
Water Works PIF Total	0	0	0	0	200,000	200,000	2,300,000	2,700,000
Estimated Personnel Cost	0	0	0	0	2,820	2,820	86,110	91,750

Call Center Equipment 2016

Dept. Priority: 131

Description

This project will provide resources for the expansion and upgrade of features and functions related to the Commercial Services Division's Call Center operations. It will provide software and hardware upgrades and



improvements for information technology systems as well as new equipment requirements related to phone systems, wall boards, and workforce management functions.

Purpose

The purpose of this project is to improve our customer service delivery by delivering a long-term comprehensive customer solution for GCWW. This project helps to achieve some of the technology solutions outlined in the Information Technology Strategic Plan.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	0	0	0	876,000	2,044,000	0	2,920,000
Water Works PIF Total	0	0	0	0	876,000	2,044,000	0	2,920,000
Estimated Personnel Cost	0	0	0	0	24,740	57,730	0	82,470

Richard Miller Plant Air Conditioner Upgrades

Dept. Priority: 132

Description

This project will provide resources for an upgrade or replacement of Air Conditioning Units at various Richard Miller Treatment Plant Facilities. This includes controls, ducting and electric conduit and wire.

Purpose

The purpose of this project is to ensure the reliability of the air conditioning units at various Richard Miller Treatment Plant Facilities.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	0	0	0	45,000	45,000	45,000	135,000
Water Works PIF Total	0	0	0	0	45,000	45,000	45,000	135,000
Estimated Personnel Cost	0	0	0	0	3,810	3,810	3,810	11,430

Electric Panel and Lighting Upgrades

Dept. Priority: 133

Description

This project will provide resources for an upgrade to existing electric lighting panels, indoor and outdoor lights, including conduit and wire between the devices, at the Richard Miller Treatment Plant and other facilities.

Purpose

The purpose of this project is to maintain reliability of the lighting at various Water Works facilities.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	0	0	0	50,000	50,000	50,000	150,000
Water Works PIF Total	0	0	0	0	50,000	50,000	50,000	150,000
Estimated Personnel Cost	0	0	0	0	4,240	4,240	4,240	12,720

Capital Improvement Plan

Water Works



Richard Miller Plant Electric Heater Upgrade Program

Dept. Priority: 134

Description

This project will provide resources for an upgrade or replacement of 30 year old electric heating equipment at various locations around the Richard Miller Treatment Plant. This equipment includes controls, thermostats and associated wiring.

Purpose

The purpose of this project is to ensure the reliability of electric heating equipment. The equipment is nearing the end of its useful life.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	50,000	50,000	50,000	150,000
Water Works PIF Total	0	0	0	0	50,000	50,000	50,000	150,000
Estimated Personnel Cost	0	0	0	0	4,240	4,240	4,240	12,720

Roof Replacement 2017

Dept. Priority: 135

Description

This project will provide resources for the replacement of various roofs.

Purpose

The purpose of this project is to maintain sufficient roof conditions through a replacement program.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	400,000	0	400,000
Water Works PIF Total	0	0	0	0	0	400,000	0	400,000
Estimated Personnel Cost	0	0	0	0	0	45,190	0	45,190



Eggleston - 9th to Central

Dept. Priority: 136

Description

This project will provide resources for the replacement of the existing 48 inch transmission main in Eggleston and 9th.

Purpose

The purpose of this project is to provide better service in the critical central area. The infrastructure is nearing the end of its design life.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	500,000	1,000,000	1,500,000
Water Works PIF Total	0	0	0	0	0	500,000	1,000,000	1,500,000
Estimated Personnel Cost	0	0	0	0	0	31,070	67,750	98,820

Contamination Warning System Replacement

Dept. Priority: 137

Description

This project will provide resources for the replacement of the existing monitors on the contamination warning system.

Purpose

The purpose of this project to maintain performance of the contamination warning system by replacing the existing monitors over their service life.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	20,000	674,000	694,000
Water Works PIF Total	0	0	0	0	0	20,000	674,000	694,000
Estimated Personnel Cost	0	0	0	0	0	280	9,520	9,800

Capital Improvement Plan

Water Works



Bolton Well Field Expansion II

Dept. Priority: 138

Description

This project includes the installation of a parallel raw water transmission main from the well field to the plant to provide additional hydraulic capacity. The project also includes the replacement of well #4, which has a collapsed screen.

Purpose

The purpose of this project is to expand the amount of water taken from the well field to provide for a more redundant supply and to meet future demand.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	1,380,000	0	1,380,000
Water Works PIF Total	0	0	0	0	0	1,380,000	0	1,380,000
Estimated Personnel Cost	0	0	0	0	0	105,910	0	105,910

Replace Total Organic Halide (TOX) Analyzer

Dept. Priority: 139

Description

This project will provide resources for the replacement of a total organic halide (TOX) analyzer that is over 10 years old.

Purpose

The purpose of this project is to ensure reliable monitoring of total organic halide (TOX). The detection of this compound is extremely important to our water quality and must meet Surface Water Treatment Rules.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	60,000	0	60,000
Water Works PIF Total	0	0	0	0	0	60,000	0	60,000
Estimated Personnel Cost	0	0	0	0	0	850	0	850



Variable Frequency Drive Replacements

Dept. Priority: 140

Description

This project will provide resources for the replacement of the resistor bank with variable frequency drive, VFD, at large facilities with large pumps.

Purpose

The purpose of this project is to update resistor banks that are aging and have technology that is obsolete. Several failures of that equipment have recently occurred: resistor banks for high service pumps 3 and 4 at the Bolton Plant in 2010 and 2012 . Replacement is estimated to cost \$500,000 per motor.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	500,000	500,000	1,000,000
Water Works PIF Total	0	0	0	0	0	500,000	500,000	1,000,000
Estimated Personnel Cost	0	0	0	0	0	42,360	42,360	84,720

Liberty - Winchell to Reading 42" Water Main

Dept. Priority: 141

Description

This project will provide resources for a 42 inch water main on Liberty St, from Winchell to Reading.

Purpose

The purpose of this project is to install a new 42 inch main to replace the existing 36" main in the existing transit tunnel under Central Parkway. This segment is part of a multi phase project.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	200,000	1,000,000	1,200,000
Water Works PIF Total	0	0	0	0	0	200,000	1,000,000	1,200,000
Estimated Personnel Cost	0	0	0	0	0	12,430	67,750	80,180

Backup Control Center - Miller Plant

Dept. Priority: 142

Description

This project will provide resources for a backup control center that is physically separate from the California Control Center located at the Richard Miller Treatment Plant. This project would investigate potential locations within the GCWW service area and make a recommendation as to a location. It will address modifications required to the communications network, the selected facility and the SCADA system itself. If the study recommendations are accepted, the study would be followed by a design phase and a construction phase.

Purpose

The purpose of this project is to reduce GCWW's vulnerability in case the California Control Center is lost or unavailable for any reason. The control center at the Richard Miller Treatment Plant is the center of opera-

Capital Improvement Plan



Water Works

tion for both the water treatment facility and the water distribution system. In the event of a catastrophic event at the Richard Miller Treatment Plant there is no other location to provide water distribution system operations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	200,000	140,000	340,000
Water Works PIF Total	0	0	0	0	0	200,000	140,000	340,000
Estimated Personnel Cost	0	0	0	0	0	16,950	11,860	28,810

Meter Interface Units Replacement 2017

Dept. Priority: 143

Description

This project will provide resources for the replacement of Meter Interface Units.

Purpose

The purpose of this project is to ensure the reliability of the Meter Interface Units (MIU's). The units have a 10-year useful life and will be at the end of that life. MIU's provide the meter reading information for the new H2O radio read technology and are critical to Water Works operations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	1,800,000	0	1,800,000
Water Works PIF Total	0	0	0	0	0	1,800,000	0	1,800,000
Estimated Personnel Cost	0	0	0	0	0	25,420	0	25,420

Wellhead Protection Monitor Wells 3

Dept. Priority: 144

Description

This project will provide resources for additional ground water monitor wells for the on-going wellhead protection area re-delineation project.

Purpose

The purpose of this project is to ensure effective monitoring of groundwater wells for wellhead protection program.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	75,000	0	75,000
Water Works PIF Total	0	0	0	0	0	75,000	0	75,000
Estimated Personnel Cost	0	0	0	0	0	1,060	0	1,060



Cornell - Cornell Pump Station to Reed Hartman

Dept. Priority: 145

Description

This project will provide resources to install a new transmission main on Cornell Road, from the Cornell Pump Station to Reed Hartman Highway.

Purpose

The purpose of this project is to meet increasing demands in Brecon Service area. It is identified as BR 7 in 2010 Master plan.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	250,000	250,000	500,000
Water Works PIF Total	0	0	0	0	0	250,000	250,000	500,000
Estimated Personnel Cost	0	0	0	0	0	15,530	15,530	31,060

Cornell - Sharon to Cornell Pump Station

Dept. Priority: 146

Description

This project will provide resources for the installation of a transmission main on Cornell Road, from Sharon Road to the Cornell Pump Station.

Purpose

The purpose of this project is to provide redundancy and capacity to the Cornell Pump Station and Brecon.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	400,000	600,000	1,000,000
Water Works PIF Total	0	0	0	0	0	400,000	600,000	1,000,000
Estimated Personnel Cost	0	0	0	0	0	24,850	37,280	62,130

Capital Improvement Plan

Water Works



Pete Rose Way - Eggleston to Broadway

Dept. Priority: 147

Description

This project will provide resources for a 48 inch transmission main in Pete Rose Way to complete the transmission system from the pump station through downtown to Constance.

Purpose

The purpose of this project is to provide better service through completion of the transmission mains through the downtown area.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	200,000	1,000,000	1,200,000
Water Works PIF Total	0	0	0	0	0	200,000	1,000,000	1,200,000
Estimated Personnel Cost	0	0	0	0	0	12,430	67,750	80,180

Roof Replacement 2018

Dept. Priority: 148

Description

This project will provide resources for the replacement of various roofs.

Purpose

The purpose of this project is to maintain sufficient roof conditions through a replacement program.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	400,000	400,000
Water Works PIF Total	0	0	0	0	0	0	400,000	400,000
Estimated Personnel Cost	0	0	0	0	0	0	45,190	45,190



Queen City Railyard

Dept. Priority: 149

Description

This project will provide resources for the replacement of the existing transmission system in Queen City and Railyard. This is a 30 inch suction line.

Purpose

The purpose of this project is to ensure reliable service for Western Hills Pumping Station in Queen City and the railyard since these lines are nearing the end of their design life.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	500,000	500,000
Water Works PIF Total	0	0	0	0	0	0	500,000	500,000
Estimated Personnel Cost	0	0	0	0	0	0	31,070	31,070

Gas Chromatograph Flame Ionization Detector

Dept. Priority: 150

Description

This project will provide resources to replace the existing Gas Chromatograph Flame Ionization Detector (GCFID).

Purpose

The purpose of this project is to replace the existing gas chromatograph (GC FID). The existing unit is aging and will be at the end of its useful life. This analytical equipment is needed to maintain our water quality standards.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	120,000	120,000
Water Works PIF Total	0	0	0	0	0	0	120,000	120,000
Estimated Personnel Cost	0	0	0	0	0	0	1,700	1,700



Gas Chromatograph with Mass Spectrometer for Tastes and Odor

Dept. Priority: 151

Description

This project will provide resources for a laboratory analytical instrument, gas chromatograph with mass spectrometer.

Purpose

The purpose of this project is to be able to effectively monitor semi volatile organic compounds in the water for compliance with future drinking water regulations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	115,000	0	0	0	0	115,000
Water Works PIF Total	0	0	115,000	0	0	0	0	115,000
Estimated Personnel Cost	0	0	1,620	0	0	0	0	1,620

Ion Coupled Plasma Mass Spectrophotometer

Dept. Priority: 152

Description

This project will provide resources to replace the existing Ion Coupled Plasma Mass Spectrophotometer (ICPMS) for metals analysis.

Purpose

The purpose of this project is to replace the existing Ion Coupled Plasma Mass Spectrophotometer (ICPMS) for metals analysis. The existing unit is aging and will be at the end of its useful life. This analytical equipment is needed to maintain our water quality standards.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	190,000	190,000
Water Works PIF Total	0	0	0	0	0	0	190,000	190,000
Estimated Personnel Cost	0	0	0	0	0	0	2,680	2,680



Reading Road & Eden Park Drive Water Main

Dept. Priority: 153

Description

This project will provide resources for the installation of a 42 inch water main and 12 inch water main. It will also replace a 20 inch water main. This project appears as EH 4 in the 2010 Master plan.

Purpose

The purpose of this project is to provide redundancy to the critical main discharge of Eden Park Pump station.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	200,000	200,000
Water Works PIF Total	0	0	0	0	0	0	200,000	200,000
Estimated Personnel Cost	0	0	0	0	0	0	12,430	12,430

McMillan Avenue - Essex to Clifton

Dept. Priority: 154

Description

This project will provide resources for a 36 inch transmission replacement in McMillan Avenue, from Essex to Clifton.

Purpose

The purpose of this project is to provide reliable service to a critical city water main.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	500,000	500,000
Water Works PIF Total	0	0	0	0	0	0	500,000	500,000
Estimated Personnel Cost	0	0	0	0	0	0	31,070	31,070

Capital Improvement Plan

Water Works



McMillan and May Streets

Dept. Priority: 155

Description

This project will provide resources for a 48 inch transmission water main and replacement of an existing 36 inch water main in the Clifton Uptown Area and hospital medical areas.

Purpose

The purpose of this project is to improve water service to the Clifton Uptown areas and hospital medical areas. This transmission upgrade is vital to the core water system and discharge of the Eden Reservoir to Winton Reservoir supply.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	0	0	0	0	0	500,000	500,000
Water Works PIF Total	0	0	0	0	0	0	500,000	500,000
Estimated Personnel Cost	0	0	0	0	0	0	31,070	31,070

Miller Plant Lime Feeder No. 1 & 4 Upgrade

Dept. Priority: 156

Description

This project will provide resources for the upgrade of the oldest lime slaker and feeder equipment at the surface water treatment plant.

Purpose

The purpose of this project is to maintain system reliability and water treatment consistency. Lime is a chemical used in water treatment to adjust the acidity of the water. The equipment to be replaced is the oldest of the four lime feeders. Previous upgrades for the lime slakers occurred in 2004.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018
								Total
Other	0	0	0	0	0	0	200,000	200,000
Water Works PIF Total	0	0	0	0	0	0	200,000	200,000
Estimated Personnel Cost	0	0	0	0	0	0	16,950	16,950



Richard Miller Treatment Plant Reservoir #1 Cascade Repair

Dept. Priority: 157

Description

This project will provide resources for performing repair work on the cascade in reservoir #1 at the Richard Miller Treatment Plant.

Purpose

The purpose of this project is to repair the deteriorating cascade in Reservoir #1 at the Richard Miller Treatment Plant.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	100,000	100,000
Water Works PIF Total	0	0	0	0	0	0	100,000	100,000
Estimated Personnel Cost	0	0	0	0	0	0	6,210	6,210

Bolton Plant Filter Automation

Dept. Priority: 158

Description

This project will provide resources for additional controls to sand filters at the groundwater treatment plant to automate the backwash and normal operation processes. The controls will be tied to the central plant system control.

Purpose

The purpose of this project is to automate the backwash and normal operation processes at the groundwater treatment plant.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	240,000	240,000
Water Works PIF Total	0	0	0	0	0	0	240,000	240,000
Estimated Personnel Cost	0	0	0	0	0	0	3,390	3,390

Capital Improvement Plan

Water Works



Plainfield/Montgomery

Dept. Priority: 159

Description

This project will provide resources for the installation of a 36 inch main in Plainfield, Montgomery, Galbraith, Blue Ash and Kugler Mill.

Purpose

The purpose of this project is to provide greater capacity from Kennedy Pump Station to Brecon.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	500,000	500,000
Water Works PIF Total	0	0	0	0	0	0	500,000	500,000
Estimated Personnel Cost	0	0	0	0	0	0	31,070	31,070

Montgomery - Mason-Montgomery to Columbia

Dept. Priority: 160

Description

This project will provide resources for a new water main on Montgomery Road, from Mason-Montgomery to Columbia.

Purpose

The purpose of this project is to support service to Lebanon. This project is identified as BR 1 in the 2010 Master plan.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	200,000	200,000
Water Works PIF Total	0	0	0	0	0	0	200,000	200,000
Estimated Personnel Cost	0	0	0	0	0	0	12,430	12,430



Columbia Road - Montgomery to Socialville-Foster Rd

Dept. Priority: 161

Description

This project will provide resources for a new water main on Columbia Road, from Montgomery Road to Socialville Foster.

Purpose

The purpose of this project is to support service to Lebanon. It is identified as BR 2 in 2010 Master plan.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	200,000	200,000
Water Works PIF Total	0	0	0	0	0	0	200,000	200,000
Estimated Personnel Cost	0	0	0	0	0	0	12,430	12,430

Columbia - Socialville Foster to Western Row

Dept. Priority: 162

Description

This project will provide resources for 36 and 30 inch transmission water mains from Socialville Foster Road towards Mason North and the City of Lebanon.

Purpose

The purpose of this project is to allow for extensions to serve the Mason North and City of Lebanon.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	250,000	250,000
Water Works PIF Total	0	0	0	0	0	0	250,000	250,000
Estimated Personnel Cost	0	0	0	0	0	0	3,530	3,530

Capital Improvement Plan

Water Works



Meter Interface Unit Replacement 2018

Dept. Priority: 163

Description

This project will provide resources for the replacement of Meter Interface Units.

Purpose

The purpose of this project is to ensure the reliability of the Meter Interface Units (MIU's). The units have a 10-year useful life and will be at the end of that life. MIU's provide the meter reading information for the new H2O radio read technology and are critical to Water Works operations.

Phases	Prior Year	2013	2014	2015	2016	2017	2018	2013-2018 Total
Other	0	0	0	0	0	0	1,800,000	1,800,000
Water Works PIF Total	0	0	0	0	0	0	1,800,000	1,800,000
Estimated Personnel Cost	0	0	0	0	0	0	25,420	25,420



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2013-2018 CAPITAL IMPROVEMENT PROGRAM
PROJECTS SUPPORTING THE COMPREHENSIVE PLAN

Plan Cincinnati is the City's new Comprehensive Plan that will serve as a long-range plan to guide and manage growth, protect the environment, and influence future development. The 2013-2018 Recommended Capital Projects listed in this report are shown within the Initiative Area, Goal, Strategy, and Action Steps of Plan Cincinnati that are supported by each project.



Initiative Area: Collaborate

Goal: Cooperate internally and externally to improve service efficiency.

Strategy: *Implement Plan Cincinnati. (This strategy includes the action steps to develop and adopt planning consistency policies to maintain uniformity in Plan implementation as well as continually monitor Plan Cincinnati progress.)*

Planning & Buildings

Neighborhood Studies

Strategy: *Improve service delivery, control costs and diminish duplication of services. (This strategy includes the action step to coordinate growth and maintenance of our infrastructure and public assets.)*

City Manager

Center Hill Gas & Leachate

Commercial & Industrial Public Improvements

Enterprise Services

Building Equipment

Capital Maintenance

Furniture, Fixtures, and Equipment

Structural Maintenance & Repair

Fire

Apparatus Door Closers

Appliances for Existing Firehouses

CFD Driving Simulator

High Rise Equipment

Radio Equipment Replacement

Records Management System Servers and Storage

Westwood Firehouse Furnishings

Health

Dental Software

Facilities Renovation & Repairs

Health IT Equipment

Police

Computer Aided Dispatch Upgrades

Police Mobile Digital Video (In-car Camera) Storage

Public Services

City Facility Renovation and Repairs

Community Facility Improvements

Customs House

Findlay Market Improvements

Music Hall Renovations

Tech/Comm Ctr NURFC

Replacement Facilities

Sewers

3568 Bogart Avenue Sewer Replacement

3934 Winding Way Sewer Replacement

Addyston Pump Station Elimination

Barrington Pump Station Eliminations

Beckman Pump Station Elimination



Initiative Area: Collaborate, Cont.

Beechmont Avenue Levy Drainage Replacement (1/2 mile)
Benson Street Sewer Replacement
Beverly Hill Drive Sewer Replacement
Blue Rock Road Sewer Separation
Bold Face Pump Station Elimination
Bruestle Avenue Pump Station Elimination
Camargo Canyon Pump Station Elimination
Capital Improvement Program Project Planning
Carpenters Run Pump Station Upgrade
Catholic Calvary Cemetery Sewer Replacement
Cora Avenue Sewer Replacement
Country Club Estates Pump Station Elimination
CSO 10 Source Control Phase A
CSO 117, 528, 529, and 530 Partial Separations
CSO 12 Sewer Separation Phase A.3 West MLK Drive
CSO 12 Sewer Separation Phase A.4
CSO 12 Sewer Separation Phase B - Outfall Tunnel
CSO 12 Sewer Separation Phase C - Burnet Woods
CSO 123 Elimination
CSO 125 Stream Separation
CSO 126, 127, 128 Partial Separations
CSO 130 Stream Separation
CSO 179 Sewer Separation
CSO 181 Source Control Phase 1
CSO 194 Sewer Separation Contract 3
CSO 195 Sewer Separation Contract 2
CSO 195 Sewer Separation Contract 3
CSO 21 I-75 Crossing and Bioretention
CSO 217/483 Sewer Separation Phase A
CSO 217/483 Source Control Phase B
CSO 28 Source Control
CSO 30 Stream Separation - Phase B
CSO 33 I-75 Crossing and Bioretention
CSO 404, 405, 410, 411 Outfall Reconstruction
CSO 410 Stream Separation
CSO 415 and CSO 416 Source Control
CSO 470 Eastern Ave Sewer Separation Phase 3
CSO 470 Sewer Separation Phase 4
CSO 483 Stream Separation
CSO 488 Storage Facility
CSO 523 Source Control
CSO 525 Sewer Separation Contract 2
CSO and SSO Overflow Compliance Monitoring
Daly Road Sewer Replacement
Deerfield Creek Channel Improvements
Dry Run Area Sewers Contract Roundbottom Road



Initiative Area: Collaborate, Cont.

Dry Run Sewers Contract Broadwell Road
Dry Run Sewers Contract Eight Mile Road
Dry Weather Channel for Sanitary Sewer 937
Duck Creek Channel Repair
East Branch Muddy Creek Pump Station Upgrades
East Mitchell Avenue Sewer Replacement
Eastern/Delta Sewer Separation Phase 3
Emergency Sewer Repairs
Flow and Water Quality Modeling
Flow Monitoring and Rain Gauges
German Cemetery Sewer Replacement
Glade Avenue Porous Walk Final
Glade Avenue Porous Walk Trial
Glen Landing Pump Station Improvements
Glenview Pump Station Elimination
Glenwood Design 2018
Grand and Selim Avenues Sewer Separation
Greenpine Acres Pump Station Elimination
Harrison Avenue Sewer Separation Phase B
Hartwell Community Drainage Improvements
High Risk System Asset Renewal
Hoffner Street Sewer Replacement
Home Sewage Treatment Systems Extensions
Hunsford Street Sewer Replacement
Huntington Pump Station Elimination
Indian Creek WWTP Reliability and Service Upgrades
Industrial Waste Office and Laboratory Improvements Phase 2
Information Technology Support Systems Improvements
Kugler Mill Pump Station Upgrade
Land Acquisition
Legends of Carpenters Run Pump Station Elimination
Lick Run Property Demolitions
Lick Run Valley Conveyance System
Linwood Avenue Sewer Replacement
Little Miami Four Mile Pump Station Upgrade
Little Miami WWTP (NPW) Reliability and Service Upgrade
Little Miami WWTP Ash Slurry System Improvements
Little Miami WWTP Chemical Feed System Upgrades
Little Miami WWTP Chemically Enhanced Primary Treatment
Little Miami WWTP Dual Feed/Standby Power
Little Miami WWTP Four Mile Pump Station Dry Weather Pumps
Little Miami WWTP Grit Station Upgrade
Little Miami WWTP Hydraulic Improvements
Little Miami WWTP Primary to Secondary Hydraulic Improvement
Little Miami WWTP Pump Station Reconfiguration
Little Miami WWTP Scum Removal and Handling



Initiative Area: Collaborate, Cont.

Little Miami WWTP Secondary Treatment Modifications
Little Miami WWTP Sludge Receiving Facility Improvements
Little Miami WWTP Wet Weather Pump Station
Lower Mill Creek High Water/Dry Weather Protection
Lower Muddy Creek Interceptor SSO Remediation
Ludlow and Lafayette Parallel Sewer
Manhole Rehabilitation Trenchless Technology Program
Mayflower WWTP Reliability and Service Upgrades
McKeone Avenue Sewer Replacement
MCWWTP Service Water (NPW) Reliability and Service Upgrade
Mill Creek WWTP Anaerobic Digester Conversion
Mill Creek WWTP Auxillary Outfall Improvements
Mill Creek WWTP Solids Handling Improvements Phase 1
Millbrook 2 Pump Station Upgrade
Montana Avenue Sewer - Ferncroft to Mustang Drive
MSD Sustainable (Green) Infrastructure Program
MSD-Duke Energy Sewer Televising Partnership
Muddy Creek Basin Storage and Conveyance Sewer
Muddy Creek Pump Station Upgrade
Muddy Creek WWTP Grit Replacement
Muddy Creek WWTP New Belt Filter Press
Muddy Creek WWTP Primary Skimming/Sludge System Replacement
Muddy Creek WWTP Sludge Processing Odor Control
Myrtle Avenue Sewer Abandonment
Otte Avenue Sewer Replacement
Polk Run WWTP Reliability and Service Upgrades
Portsmouth Avenue Sewer Replacement
Quebec Heights Sewer Separation
Quebec Road Sewer Replacement
Quebec Road Sewer Separation
Queen City and Cora Avenues Right-of-Way Sewer Separation
Queen City Avenue Sewer Separation Phase 1
Queen City Avenue Sewer Separation Phase 2
Queen City Avenue Sewer Separation Phase 3
Rackacres Drive and Crestnoll Lane Area Sewer
Rainfall Derived Infiltration and Inflow Program
Rapid Run Early Success Project
Remaining Asset Allowance
River Road Near Muddy Creek WWTP Conveyance Sewer
Rookwood Overpass
Sanitary Sewer Overflow 700 Facility Improvements
Sewer Backup Response Program
Sewer Relining Trenchless Technology Program
Sharon Industrial Park Pump Station Replacement
State Avenue Sewer Separation
State Route 128 Sewer Phase 3



Initiative Area: Collaborate, Cont.

Station Avenue Sewer Replacement
Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation
Timbers Pump Station Elimination
Upper Muddy Creek Interceptor Replacement
Upper Muddy Lower Half Planning Bundle
Urgent Capacity Response
Value Engineering
Wasson Ravine Sewer Replacement
Wastewater Collections Equipment Barn Replacement
Wastewater Treatment Roofing and Paving Rehab/Replacement
Wastewater Treatment System Asset Renewal
Werk and Westbourne Enhanced High Rate Treatment Facility
Wesselman Road Sewer Phase 2A Contract 2
Wesselman Road Sewer Phase 2A Contract 3
West Fork Channel Improvements
West Fork Channel Repair
West Fork Hazard Mitigation Project Phase 2
West Fork Interceptor and Storage Tanks
Westchase Park Pump Station Elimination
Westport Village Pump Station Elimination
Westwood Avenue Sewer Separation
Westwood Northern/Beekman/Hopple Study 2017
Wet Weather Program Management and Support Services
White Oak Terrace Pump Station Elimination
White Street Sewer Separation
Wilder Avenue Sewer Replacement
Winton 84-inch Sewer Elimination
Winton Woods Aerial Sewer Replacement
WWIP Progress Studies and Recreation Management
Wyoming and Minion Avenues Sewer Separation
Transportation & Engineering
Convention Center Expansion
Downtown Infrast. Coord. & Implemtn
Information Systems Acquisition
Pole Painting Downtown
Water Works
2015 Tank Coating
2016 Tank Coating
All Pipes Distribution System Model Validation
Autoclave
Backup Control Center - Miller Plant
Backup Power Generator - Constance
Backup Power Generator - Western Hills
Backup Software\Hardware
Battery, Charger, and DC Panel
Billing System Hardware Replacement



Initiative Area: Collaborate, Cont.

Billing System Upgrade 2014
Bolton Plant Air Handler Unit Upgrades
Bolton Plant Chlorinators Upgrade
Bolton Plant Comprehensive Reliability Program
Bolton Plant Filter Automation
Bolton Plant Influent Flume Bypass
Bolton Plant Lab Upgrade/Expansion
Bolton Plant Lime Feeder No. 1 & 4
Bolton Plant Lime Residual Site Work
Bolton Plant Redundant Transmission Main
Bolton Plant Well #4 Replacement
Bolton Turbidimeters
Bolton Well Field Expansion II
Booster Chlorination in Distribution System
Brecon Tank Coating
Budd-Eighth - Dalton to Evans
Call Center Equipment 2016
Carbon Transfer Pump Upgrade 2015-2017
Castings/Street Improvements
Chem East Concrete Repair
Cherry Grove Elevated Interior Coating
Chester Park Complex HVAC Control Completion
Chester Park Complex Network Upgrade
Clifton - Woolper to Dixmyth
Columbia - Socialville Foster to Western Row
Columbia Road - Montgomery to Socialville-Foster Rd
Computers, Servers, and Software
Constance Dosing & Monitoring
Constance Pump Station Redundant Air Compressor
Contamination Warning System
Contamination Warning System Replacement
Continuous Water Quality Monitors
Control Valve at Riverside Drive
Convergence Infrastructure (Voice over Internet Protocol)
Cornell - Cornell Pump Station to Reed Hartman
Cornell - Sharon to Cornell Pump Station
Crane Equipment Improvements
Critical Backup Power Projects
Dehumidification System - Miller Plant
Delhi Water Tank Painting
Document Management Upgrade
Eden Park Drive - Fulton to Reading
Eden Park Feeder 2 - Parsons Martin
Eden Park Feeder 4
Eggleston - 9th to Central
Electric Panel and Lighting Upgrades



Initiative Area: Collaborate, Cont.

Electrical Transformers
Enterprise Asset Management System
Field Application Replacement on Large Pumps
Fields Ertel Road Check Valve
Fluoride Feeder Upgrade (Bolton and Miller Plants)
Furnace Air Compressor - Miller Plant
Gas Chromatograph Flame Ionization Detector
Gas Chromatograph for Synthetic Organic Compound Analysis
Gas Chromatograph for Volatile Organic Compounds Analysis
Gas Chromatograph with Mass Spectrometer for Tastes and Odor
Glenway - Warsaw to Overlook
Intake Pier Access Bridge Painting
Ion Chromatograph Replacement
Ion Coupled Plasma Mass Spectrophotometer
Irwin-Simpson & Cornell Generators
Kemper Road Tank
Kennedy and Highland Avenues
Kennedy Avenue - Robison Rd to Kennedy Heights Pump Station
Kennedy Heights Pump Station Upgrade
Lamella Sludge Collector Drives
Lamella Sludge Pumps #2 to #9
Large Motor Rewind Program (Annual)
Liberty - Winchell to Reading 42" Water Main
Mack Tank Interior Coating
Madison - Observatory to Isabella
Main Station Backup Generator
Main Station Trans Switch Controls
McMillan and May Streets
McMillan Avenue - Essex to Clifton
Medium Voltage Station Backup Breakers
Meter Interface Unit Replacement 2018
Meter Interface Units (MIU)
Meter Interface Units (MIU) 2015
Meter Interface Units Replacement 2017
Millcreek Crossing at Western Hills Viaduct
Miller Plant Caustic Soda Storage Tank Replacement
Miller Plant Filter Building Boiler Replacement
Miller Plant Iron Feeder Upgrade
Miller Plant Lime Feeder No. 1 & 4 Upgrade
Miller Plant Water Quality Building Cooling Water Upgrade
Miller Turbidimeter Project
Miscellaneous Concrete/Pavement Replacement
Miscellaneous Masonry Replacement
Montgomery - Mason-Montgomery to Columbia
Motor Control Center Equipment
Mt. Airy Exterior Renovation
New Water Mains Allocation Program



Initiative Area: Collaborate, Cont.

PeopleSoft Upgrade
Pete Rose Way - Eggleston to Broadway
Plainfield/Montgomery
Private Development Allocation Program
Queen City Ave - Western Hills Viaduct to WH Pump Station
Queen City Railyard
Reading Road & Eden Park Drive Water Main
Regeneration Furnace Equipment
Rehabilitate Water Mains Allocation Program
Remote Terminal Units (RTUs) Equipment
Replace Total Organic Halide (TOX) Analyzer
Replacement Water Mains Allocation Program
Richard Miller Plant Air Conditioner Upgrades
Richard Miller Plant Air Handler Unit Upgrades
Richard Miller Plant Electric Heater Upgrade Program
Richard Miller Plant Filter Gallery Light Replacement
Richard Miller Plant Virtual Environment Replacement
Richard Miller Plant Wash Water Pump Upgrades
Richard Miller Treatment Plant Chemical Containment
Richard Miller Treatment Plant Lime Feeder Upgrade
Richard Miller Treatment Plant Network Upgrade
Richard Miller Treatment Plant Reservoir #1 Cascade Repair
Richard Miller Treatment Plant Sewers
Roof Replacement 2013
Roof Replacement 2014
Roof Replacement 2015
Roof Replacement 2016
Roof Replacement 2017
Roof Replacement 2018
Sand Filter Valves - Miller Plant
SCADA Citect Upgrade
SCADA Communications Front End (CFE)
SCADA Human Machine Interface Upgrade
SCADA Remote Site Communications
SCADA Remote Terminal Units
Server Room Air Conditioner Replacement
SharePoint Expansion
Simplex Upgrade
Solar Recording Charts
Spring Grove - Western to Draper
Station Protective Relays
Station Valve Equipment
Street Improvements Allocation Program
System Area Network (SAN) Replacement
Tapered Screw Conveyor - Miller Plant
Tennyson Pump Discharge Valve Upgrade
Ultraviolet Disinfection - Miller Plant



Initiative Area: Collaborate, Cont.

- Upgrade Powdered Activated Carbon Storage and Feed System
- Valve Replacement Program
- Variable Frequency Drive Replacements
- Video Conference Equipment
- Wash Water Recovery Pumps
- Well Pumps - Bolton Plant
- Wellhead Protection Monitor Wells 3

Goal: Speak in a unified voice with other entities to reach regional goals.

Strategy: *Actively coordinate our regional efforts. (This strategy includes the action step to work with other local entities to implement regional planning efforts.)*

ETS

- CAGIS Infrastructure

Planning & Buildings

- Neighborhood Studies

Goal: Work in synergy with the Cincinnati community.

Strategy: *Unite our communities. (This strategy includes the action steps to improve City-Community communication channels and make our community organizations the foundation for neighborhood change.)*

City Manager

- Neighborhood Business District Improvements
- Tax Incentive/Enterprise Zone

ETS

- Communications Master Plan
- Data Management Solution
- Electronic Gov't (eGov) Web Enhancement
- Radio Communications Equipment

Planning & Buildings

- Neighborhood Studies

Initiative Area: Compete

Goal: Become nationally and internationally recognized as a vibrant and unique city.

Strategy: *Capitalize on our historic character and cultural heritage. (This strategy includes the action step to better promote our rich arts and cultural assets through a coordinated system or single portal of information.)*

Public Services

- Tech/Comm Ctr NURFC
- Community Facility Improvements
- Findlay Market Improvements
- Music Hall Renovations

Goal: Cultivate our position as the most vibrant and economically healthiest part of our region.

Strategy: *Focus development on the existing centers of activity. (This strategy includes the action step to create a policy to focus retail and commercial development only in appropriate and sustainable areas.)*

Community Dev.

- Gateway V



Initiative Area: Compete, Cont.

Strategy: Strategically select areas for new growth. (This strategy includes the action steps to identify underserved areas where new development can occur and implement the GO Cincinnati Plan recommendations in the Madison Road, South Mill Creek, and Reading Road corridors.)

City Manager

- Business Retention/New Growth
- Neighborhood Business Property Holding
- Retail/Commercial Opportunities
- Strategic Program for Urban Redevelopment

Strategy: Target investment to geographic areas where there is already economic activity. (This strategy includes the action steps to continue development of existing growth opportunity areas and focus development on the existing centers of activity.)

City Manager

- Business Retention/New Growth
- Community Development Focus District
- Neighborhood Business District Improvements
- Retail/Commercial Opportunities

Community Dev.

- Gateway V

Goal: Foster a climate conducive to growth, investment, stability, and opportunity.

Strategy: "Grow our own" by focusing on retention, expansion and relocation of existing businesses. (This strategy includes the action steps to communicate better with our existing businesses as well as foster innovation and entrepreneurship.)

City Manager

- Business Retention/New Growth
- Tax Incentive/Enterprise Zone
- Viable Small Business Development

Strategy: Pursue new growth and business recruitment efforts in target industries. (This strategy includes the action step to embrace a cluster-based approach to economic development.)

City Manager

- Business Retention/New Growth

Initiative Area: Connect

Goal: Develop a regional transportation system that promotes economic vitality.

Strategy: Support regional and intercity transportation initiatives. (This strategy includes the action steps to recognize the importance of intercity travel for residents, business retention and expansion, and visitors as well as coordinate with other local government agencies, regional business committees, and OKI to ensure that the City's needs are considered in regional transportation planning.)

City Manager

- Business Retention/New Growth



Initiative Area: Connect, Cont.

Transportation & Engineering

- Airport Infrastructure Improvements
- Computerized Traffic Signal System
- FAA/ODOT Local Match
- Facility Improvements
- Transit Center Reconstruction
- Transit/Rail Corridor Preservation Acquisition

Strategy: *Use the City's transportation network to help facilitate economic development opportunities. (This strategy includes the action step to recognize the importance of freight movements to-and-from the City for jobs, goods delivery, and our position in the global marketplace.)*

Transportation & Engineering

- Transit/Rail Corridor Preservation Acquisition

Goal: **Develop an efficient multi-modal transportation system that supports neighborhood livability.**

Strategy: *Expand options for non-automotive travel. (This strategy includes the action steps to maintain a connected street network that accommodates the needs of all land uses and users as well as expand connectivity and facilities for pedestrians, bicyclists and transit users.)*

City Manager

- Retail/Commercial Opportunities

Transportation & Engineering

- Bicycle Transportation Program
- Hillside Stairway Rehabilitation Program
- Ohio River Trail
- Safety Improvements
- Transit/Rail Corridor Preservation Acquisition

Strategy: *Plan, design and implement a safe and sustainable transportation system. (This strategy includes the action steps to preserve and maintain the transportation network and associated public rights-of-way; provide for the safety of the infrastructure for the public; and incorporate environmental best practices in the planning and design of transportation systems.)*

Public Services

- Fleet Replacements
- Sign Replacement

Transportation & Engineering

- Bridge Rehabilitation Program
- Colerain Corr. Imp. I-74 to Spring Grove Ave
- Columbia Parkway Enhancements
- Curb Ramps - Street Rehab
- Downtown Public Paver Replacement
- Downtown Streetlight Maintenance/Repair
- Duke Street Light Replacement Project
- Gateways/Greenways Improvement
- Innovative Transportation Strategies
- Kennedy Connector



Initiative Area: Connect, Cont.

- LED Traffic and Pedestrian Signals
- Madison/Kenwood RR Bridge
- ML King/I-71 Interchange
- OKI Corridor Studies
- Oregon Street Improvements
- ORT Kellogg Ave - Salem to Sutton
- Over-the-Rhine Streetscape Imprvmts
- Pavement Management
- Raised Pavement Markers
- Riverfront Infrastructure Coord. & Implmnt
- ROW Ordinance Implementation
- Safety Improvements
- SCIP Loan Repayment
- Second and Third Street Improvements
- Sidewalk Repair Program
- Spot Infrastructure Replacement
- Street Calming Program
- Street Improvements
- Street Light Replacement Project
- Street Rehabilitation
- Traffic Signal Controllers & Detectors
- Traffic Signal Installation & Renovation
- Uptown Access Imprmts West MLK Dr.
- Wall Stab. & Landslide Correction
- Western Hills Viaduct Repair/Replmnt.
- Westwood and Queen City Avenue Improvements

Initiative Area: Live

Goal: Build a robust public life.

Strategy: Create a welcoming civic atmosphere. (This strategy includes the action step to build stronger communities by increasing civic engagement.)

Recreation

Compliance with ADA

Strategy: Develop and maintain inviting and engaging public spaces to encourage social interaction between different types of people. (This strategy includes the action steps to promote the civic experiences and public events that make Cincinnati unique, and identify or create public spaces beyond downtown where people of all backgrounds and abilities can congregate.)

Enterprise Services

- Building Equipment
- Capital Maintenance
- Furniture, Fixtures, and Equipment
- Structural Maintenance & Repair

Parks

- Cincinnati Riverfront Park
- Park Infrastructure Rehabilitation



Initiative Area: Live, Cont.

Public Services

- Community Facility Improvements
- Findlay Market Improvements
- Music Hall Renovations

Recreation

- Aquatics Facilities Renovation
- Athletics Facilities Renovation
- Compliance with ADA
- Outdoor Facilities Renovation
- Recreation Facilities Renovation

Transportation & Engineering

- Convention Center Expansion

Goal: Create a more livable community.

Strategy: Stabilize and support our neighborhoods. (This strategy includes the action steps to respond to our aging housing stock and deteriorating neighborhoods, improve safety and cleanliness in all neighborhoods, and develop our schools as neighborhood focal-points.)

Community Dev.

- Gateway V
- Hazard Abatement/Demolition Program

Planning & Buildings

- Neighborhood Studies

Goal: Provide a full spectrum of housing options, and improve housing quality and affordability.

Strategy: Affirmatively further fair housing. (This strategy includes the action step to continue to enforce fair housing laws with regard to federally protected classes.)

Community Dev.

- Homeless to Homes

Strategy: Evenly distribute housing that is affordable throughout the City. (This strategy includes the action step to create a stock of housing in each neighborhood that is affordable at all income levels.)

Community Dev.

- Neighborhood Market Rate Housing

Planning & Buildings

- Neighborhood Studies

Strategy: Offer housing options of varied sizes and types for residents at all stages of life. (This strategy includes the action steps to increase multi-family living options in targeted areas as well as pre-serve and rehabilitate Cincinnati's single-family residential neighborhoods.)

City Manager

- Tax Incentive/Enterprise Zone

Community Dev.

- Citirama
- Downtown Housing Development
- Hazard Abatement/Demolition Program
- Neighborhood Market Rate Housing



Initiative Area: Live, Cont.

Planning & Buildings

Neighborhood Studies

Strategy: Provide quality healthy housing for all income levels. (This strategy includes the action steps to create and rehabilitate homes to be healthy and safe, provide high-quality new public assisted units and improve the quality of those that already exist, and improve services for the homeless population and availability of transitional and permanent supportive housing.)

Community Dev.

Homeless to Homes

Strategic Housing Initiatives Program

Planning & Buildings

Neighborhood Studies

Initiative Area: Sustain

Goal: Become a healthier Cincinnati.

Strategy: Create a healthy environment and reduce energy consumption. (This strategy includes action steps to decrease pollution impacts on our neighborhoods, improve air quality, and improve water quality.)

City Manager

Center Hill Gas & Leachate

Emergency Environmental Cleanup/UST

Regulatory Compliance & Energy Conservation

Public Services

Fleet Replacements

Water Works

All Pipes Distribution System Model Validation

Autoclave

Bolton Turbidimeters

Booster Chlorination in Distribution System

Contamination Warning System

Contamination Warning System Replacement

Continuous Water Quality Monitors

Control Valve at Riverside Drive

Gas Chromatograph Flame Ionization Detector

Gas Chromatograph for Synthetic Organic Compound Analysis

Gas Chromatograph for Volatile Organic Compounds Analysis

Gas Chromatograph with Mass Spectrometer for Tastes and Odor

Ion Chromatograph Replacement

Ion Coupled Plasma Mass Spectrophotometer

Miller Turbidimeter Project

Replace Total Organic Halide (TOX) Analyzer

Upgrade Powdered Activated Carbon Storage and Feed System

Wellhead Protection Monitor Wells 3

Strategy: Decrease mortality and chronic and acute diseases. (This strategy includes the action steps to get people moving and increase access to health care.)



Initiative Area: Sustain, Cont.

Health

- Dental Software
- Facilities Renovation & Repairs
- Health IT Equipment

Parks

- Cincinnati Riverfront Park
- Park Infrastructure Rehabilitation

Recreation

- Aquatics Facilities Renovation
- Athletics Facilities Renovation
- Outdoor Facilities Renovation
- Recreation Facilities Renovation

Transportation & Engineering

- Bicycle Transportation Program
- Ohio River Trail

Goal: Manage our financial resources.

Strategy: Better coordinate our capital improvement spending. (This strategy includes the action steps to design and build public improvements that can be maintained affordably as well as focus funding on the completion of transformative projects in targeted neighborhoods.)

City Manager

- Commercial & Industrial Public Improvements
- Wheeled Recycling Carts

Finance

- Licensing Software & A/R Collection Sys.

Planning & Buildings

- Neighborhood Studies

Public Services

- Trash Carts
- Trash Receptacles

Transportation & Engineering

- Computerized Traffic Signal System
- Downtown Streetlight Maintenance/Repair
- Duke Street Light Replacement Project
- LED Traffic and Pedestrian Signals
- SCIP Loan Repayment

Strategy: Spend public funds more strategically. (This strategy includes the action step to analyze the implications and potential costs and benefits associated with land use changes.)

City Manager

- Retail/Commercial Opportunities

Goal: Preserve our natural and built environment.

Strategy: Preserve our built history. (This strategy includes the action step to preserve our built history with new development incentives and regulatory measures.)

City Manager

- Tax Incentive/Enterprise Zone



Recommended 2013 Consolidated Plan Budget

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 2013 Consolidated Plan Budget 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 2013 Consolidated Plan Budget provides recommended funding levels for programs within the 2010-2014 Consolidated Plan. Actual Consolidated Plan grant awards for 2013 will not be known until the FY 2013 Federal Budget is approved by the Congress, signed by the President, and awards are made by HUD. Estimated Consolidated Plan resources for the 2013 Recommended Budget assume continuation grant levels for all four grants, CDBG, HOME, ESG and HOPWA. Prior year unallocated funds in the CDBG, HOME and HOPWA programs increase the total amount available in 2013. Reconciliation ordinances for CDBG (Ordinance no. 261-2012) and HOME (Ordinance no. 262-2012) were approved by City Council earlier in the year. City Council approved an additional appropriation ordinance for ESG (Ordinance no. 203-2012) earlier in the year as well. The amounts shown in Table 1 under the “2012 Approved - Reconciliation” column reflect the revised total appropriation by Fund. The composition of grant resources including any changes is detailed on Table 2 (Estimated Resources) on [page 341](#).

2013 Consolidated Plan Budget Overview

The 2013 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.

Due to the fiscal year change, like the Operating Budget the entire 2013 Consolidated Plan budget is included in this document. City Council will be asked to approve via resolution the entire year of recommendations, yet only appropriate funding for the first six-months of 2013. The first six months of 2013, represents roughly half of the project/program budgets for 2013. Because final grant awards are not typically known until spring, there is an annual reconciliation process for the consolidated plan grants in May or June each year. Starting with 2013, City Council will use the actual grant amounts as the basis of the budget approved for the 2014 Fiscal Year (July 1, 2013 to June 30, 2014).



Table 1

Recommended Budget Summary

Fund	2012 Approved Update	2012 Approved-Reconciliation	2013 Recommended
CDBG	\$12,761,746	\$12,974,979	\$12,220,878
HOME	\$3,650,000	\$2,804,485	\$2,398,572
ESG	\$798,895	\$1,017,671	\$1,017,670
HOPWA	\$759,002	\$759,002	\$809,784
Consolidated Plan Budget Total	\$17,969,643	\$17,556,137	\$16,446,904

The Recommended Budget totals \$16,446,904 in 2013. The 2013 recommendation is a net decrease of \$1,109,233 from the 2012 Approved-Reconciliation Consolidated Plan Budget total of \$17,556,137. This net decrease includes a reduction of \$754,101 in the recommended CDBG appropriation, a decrease of \$405,913 in the recommended HOME appropriation, a decrease of \$1 in the recommended ESG appropriation, and an increase of \$50,782 in the recommended HOPWA appropriation. All changes in resource levels are a function of changes in prior year unallocated resources.

Resource changes by grant from the 2013 Estimated resources are specified in Table 2 (Estimated Resources) on [page 341](#).

The resources in the 2013 Recommended Budget 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 2013 are projected for CDBG, HOME, ESG and HOPWA;
- Estimated program income is based on an annualized projection of year-to-date receipts, adjusted for programmatic and organizational changes; 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 2013. If actual grant allocations are different than estimated resources, the funding amounts for various programs in this budget will need to be 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 2013 will be submitted to the Mayor and the City Council later in 2013 after final entitlement grant amounts are known and the actual amount of local resources, such as program income and operating savings, are determined. The final resources will be the basis of the 2014 Fiscal Year appropriation. For Federal FY 2012, the actual funding



amounts were officially awarded in April of 2012. Table 3 on page 342 shows expenditures by category for 2013. Specific program descriptions, goals, and funding are shown in the document beginning on page 353.

Table 2
Estimated Resources

Grant	2012 Approved Update	2012 Estimated Actual	2013 Estimated
CDBG			
Entitlement Grant	\$11,751,746	\$11,120,642	\$11,120,642
Program Income	\$1,000,000	\$1,100,000	\$1,000,000
Sunset/Prior Year Resources	\$10,000	\$754,337	\$100,236
Total	\$12,761,746	\$12,974,979	\$12,220,878
HOME			
Entitlement Grant	\$3,500,000	\$2,205,497	\$2,205,497
Program Income	\$150,000	\$150,000	\$150,000
Sunset/Prior Year Resources	\$0	\$448,988	\$43,075
Total	\$3,650,000	\$2,804,485	\$2,398,572
ESG			
Entitlement Grant	\$791,303	\$1,017,671	\$1,017,670
Unallocated Prior-year resources	\$7,592	\$0	\$0
Total	\$798,895	\$1,017,671	\$1,017,670
HOPWA			
Entitlement Grant	\$657,741	\$672,796	\$672,795
Unallocated Prior-year resources	\$101,261	\$86,206	\$136,989
Total	\$759,002	\$759,002	\$809,784
TOTAL	\$17,969,643	\$17,556,137	\$16,446,904

In 2013 CDBG Budget resources total \$12,220,878, a net decrease of \$754,101 from the 2012 Estimated Actual CDBG resources (See Table 2). This decrease from the 2012 Estimated Actual CDBG resources assumes no change in the entitlement grant from the 2012 level, a decrease of \$100,000 in program income, and a decrease of \$654,101 in prior year unappropriated resources. (See Table 2)

HOME Budget resources total \$2,398,572 in 2013. This represents a \$405,913 decrease from the 2012 Estimated Actual HOME resources. City Council approved Ordinance no. 151-2012, which transferred \$43,075 to the unappropriated surplus of HOME program in order to finalize audit issues related to the 2007-2008 HUD audit of the City’s HOME program. These resources are allocated in the 2013 Recommended Budget. (See Table 2)

The 2013 ESG Budget resources total \$1,017,670, a decrease of \$1 from the 2012 Estimated Actual ESG budget of \$1,017,671, and no prior year unappropriated resources available in 2013. (See Table 2)

The HOPWA Budget resources total \$809,784 in 2013, an increase of \$50,782 from the 2012 Estimated Actual HOPWA resources of \$759,002. This increase assumes no change in the entitlement grant and \$136,989 in prior-year unappropriated resources. (See Table 2)



Table 3
2013 Expenditures by Category

Major Expenditure Category	2013 Recommended				
	CDBG	HOME	ESG	HOPWA	TOTAL
Housing Objectives					
Homeownership Housing Development Total	\$460,000	\$220,000	\$0	\$0	\$680,000
Rental Housing Development Total	\$100,000	\$640,000	\$0	\$0	\$740,000
Homeownership Supportive Services Total	\$1,968,685	\$250,000	\$0	\$0	\$2,218,685
Renters Supportive Services Total	\$247,500	\$400,000	\$0	\$0	\$647,500
Fair Housing Total	\$185,000	\$0	\$0	\$0	\$185,000
TOTAL HOUSING DEVELOPMENT	\$2,961,185	\$1,510,000	\$0	\$0	\$4,471,185
Economic Development					
Commercial and Industrial Development Total	\$920,000	\$0	\$0	\$0	\$920,000
Industrial Site Redevelopment/SPUR Total	\$570,000	\$0	\$0	\$0	\$570,000
Business Development Opportunities Total	\$1,169,250	\$110,000	\$0	\$0	\$1,279,250
Job Training and Placement Total	\$1,057,503	\$0	\$0	\$0	\$1,057,503
TOTAL ECONOMIC DEVELOPMENT	\$3,716,753	\$110,000	\$0	\$0	\$3,826,753
Quality of Life					
Slum & Blight Elimination Total	\$2,375,000	\$0	\$0	\$0	\$2,375,000
Services & Facility Improvements Total	\$0	\$0	\$0	\$0	\$0
Citizen Safety Total	\$85,000	\$0	\$0	\$0	\$85,000
TOTAL QUALITY OF LIFE	\$2,460,000	\$0	\$0	\$0	\$2,460,000
Homeless Housing					
Homeless Shelters & Other Homeless Housing Support					
Homeless Shelters & Other Homeless Housing Total	\$0	\$543,352	\$450,000	\$0	\$993,352
Homelessness Prevention	\$0	\$0	\$491,345	\$0	\$491,345
TOTAL HOMELESS HOUSING	\$0	\$543,352	\$941,345	\$0	\$1,484,697
Special Populations Housing					
Operating Support for HIV/AIDS Housing Total	\$0	\$0	\$0	\$230,729	\$230,729
Supportive Services for Persons with HIV/AIDS Total	\$0	\$0	\$0	\$85,759	\$85,759
Housing Assistance for Persons with HIV/AIDS Total	\$0	\$0	\$0	\$473,112	\$473,112
TOTAL SPECIAL POPULATIONS HOUSING	\$0	\$0	\$0	\$789,600	\$789,600
Planning, Administration & Debt Service					
Operating Budgets	\$2,437,349	\$235,220	\$76,325	\$20,184	\$2,769,078
Section 108 Debt Service	\$645,591	\$0	\$0	\$0	\$645,591
TOTAL PLANNING, ADMIN. & DEBT SERVICE	\$3,082,940	\$235,220	\$76,325	\$20,184	\$3,414,669
TOTAL	\$12,220,878	\$2,398,572	\$1,017,670	\$809,784	\$16,446,904



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 - 7.5% of grant amount; 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 2013 Recommended Budget. The City will closely monitor the program caps throughout 2013, 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 2013 Recommended Budget.

Table 4

Consolidated Plan Program Caps

Program Cap	Limit	2012 Approved	2013 Recommended
CDBG Low/Mod Income Benefit	70% Min	74.0%	76.3%
CDBG Public Services	15% Max	11.7%	14.2%
CDBG Planning & Admin	20% Max	20.0%	20.0%
HOME Planning & Admin	10% Max	10.0%	10.0%
ESG Planning & Admin	7.5% Max	7.5%	7.5%
HOPWA Planning & Admin	3% Max	2.9%	3.0%



Table 5

2013 Recommended Public Service Activities

<i>CDBG funded Public Service Activities</i>		
PROJECT NAME	Approved 2012	Recommended 2013
Blueprint for Success*	\$420,000	\$97,503
Drug Elimination Program	\$85,000	\$85,000
EITC Outreach	\$6,800	\$2,000
Emergency Mortgage Assistance	\$100,000	\$100,000
Fair Housing Services	\$185,000	\$185,000
Financial & Credit Union Services	\$0	\$110,000
Section 8 Mobility Program	\$47,500	\$47,500
Tenant Representation	\$150,000	\$150,000
Youth Employment Programs	\$960,000	\$960,000
SUB TOTAL	\$1,954,300	\$1,737,003
<i>less exempt activities*</i>	<i>-\$420,000</i>	<i>\$0</i>
TOTAL	\$1,534,300	\$1,737,003
<i>Public Services Cap Amount (15.0%)</i>	<i>\$1,871,100</i>	<i>\$1,833,100</i>
Total as a % of budget	12.3%	14.2%

*Operated by CBDO in NRSA in 2012 (not included in cap calculations for 2012)

Recommended Consolidated Plan Highlights

1. **\$12.2 million in Community Development Block Grant (CDBG) Funding in 2013 (see pages 347 - 349 for funding detail).** The 2013 Recommended CDBG Budget totals \$12,220,878 based on \$11,120,642 in entitlement grant (2013 estimated grant), \$1,000,000 in program income, and \$100,236 in prior year unappropriated resources. The actual 2012 grant amount was \$11,120,642, a decrease of \$631,104 from the 2011 CDBG Grant. The 2013 Recommended Budget assumes no change in the grant level for CDBG in 2013.

In 2013, the recommended budget includes \$2.96 million for housing programs, \$3.72 million for economic development programs, \$2.46 million for quality of life, and \$3.08 million for Planning, Administration and Debt Service. Some programs received continuation level funding. The decline in resources required reductions in some programs. As has been the case in recent years, most program allocations include resources for project delivery costs incurred by the implementing department. The 2013 Recommended CDBG Budget includes the following changes from the 2012 Approved Budget Update.

- Strategic Housing Initiatives increased by \$170,000 compared to the 2012 Reconciliation Budget Update. This is a result of the reallocation of CDBG resources from the Historic Structures Stabilization Program.
- The Housing Repair Services Program increased by \$43,685 due to the need to begin to charge staff time to this project for the Environmental Reviews.
- The Code Enforcement Relocation Program decreased by \$100,000 due to limited CDBG resources. Prior year resources will be used to continue relocations in 2013.



- The Strategic Program for Urban Redevelopment (SPUR) decreased \$130,000 compared to the 2012 Reconciliation Budget Update due to limited resources.
- The Small Business Loan Fund decreased by \$10,000 from the 2012 Reconciliation Budget Update due to limited CDBG resources.
- The Financial and Credit Union Services Program was added to the 2013 CDBG budget in the amount of \$110,000.
- The Earned Income Tax Credit Outreach and Financial Literacy Program decreased by \$4,800 due to limited CDBG resources. Prior year resources will be used to continue this program in 2013.
- The Neighborhood Capacity Building and Technical Assistance increased by \$813.
- The Blueprint for Success Program funding decreased by \$322,497 from the 2012 Reconciliation Budget Update. This is due to the re-design of the program which delayed the 2012 program and limited CDBG resources.
- The Hazard Abatement Program decreased by \$100,000 from the 2012 Reconciliation Budget Update due to limited CDBG resources.
- The Lead Hazard Testing Program decreased by \$85,000 from the 2012 Reconciliation Budget Update due to limited CDBG resources. Prior year resources will be used to continue this program in 2013.
- The Future Blooms Program decreased by \$15,000 from the 2012 Reconciliation Budget Update due to limited CDBG resources.
- The Historic Structures Stabilization Program decreased by \$280,000 from the 2012 Reconciliation Budget Update. Most of these funds were reallocated to the Strategic Housing Initiatives Program.
- Due to restructuring, the City does not need to fund the Mt. Airy Shelter in the 2013 Recommended CDBG Budget.

The City's Planning and Administration costs total \$3.08 million in 2013, which includes \$2.04 million in operating support for departments, \$0.39 million for non-departmental accounts, and \$0.65 million in Section 108 Debt Service. Overall the City's Planning and Administrative costs increased by \$136,780, or 4.2%, from the 2012 Reconciliation Budget Update due primarily to increased debt service requirements.

2. **\$2.4 million in HOME Investment Trust Fund resources (see page 350 for funding detail).** The 2013 Recommended HOME Budget totals \$2,398,572 based on \$2,205,497 in entitlement grant, \$150,000 in program income, and \$43,075 in prior year unallocated resources. The actual 2012 grant amount was \$2,205,497, a \$349,037 decrease from the 2011 HOME grant. The majority of HOME programs and funding for grant administration received continuation funding levels.

- "The Strategic Housing Initiatives Program is not funded in 2013; this program received \$350,000 in funding in the 2012 Reconciliation Budget Update. Funding was reduced due to limited HOME resources.
- "The Homeless to Homes - Permanent Supportive Housing Program decreased by \$56,648 due to limited HOME resources.



- "The Neighborhood Capacity Building and Technical Assistance Program increased by \$735.
3. **\$1,017,670 in Emergency Solutions Grant (ESG) Funding (see [page 351](#) for funding details).** Recommended 2013 funding for ESG projects is based on the recommendations provided by the Continuum of Care process. The 2013 Recommended ESG Budget totals \$1,017,670, which is virtually the same as the 2012 Approved Budget Update. The decision to maintain ESG at the 2012 level is due to the uncertainty of HUD funding levels in the upcoming Federal Fiscal Year. Funding for ESG Administration in 2013 is \$76,325, which is within the ESG regulatory limit of 7.5%.
 4. **\$809,784 in Housing Opportunities for Persons with AIDS (HOPWA) Funding (see [page 351](#) 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 2013 Recommended HOPWA budget totals \$809,784, which is a \$50,782 increase over the 2012 Reconciliation Budget Update. This increase is in part due to receiving a higher grant level than projected in 2012 and \$136,989 in unallocated prior year resources in 2013. Funding for HOPWA Administration in 2012 is \$20,184, 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. The City reconstituted the Community Development Advisory Board (CDAB) in 2012. This volunteer citizen group evaluates program requests and made recommendations in coordinating City programs with service providers. Input from the CDAB was considered in determining recommended funding levels for CDBG and HOME programs.

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 September 8, 2012, Cincinnati Enquirer. Notices ran in the City Bulletin on September 11, 2012 and September 18, 2012. The 2013 Requested Budget has been posted on the City's web site, Facebook Page, and Community Development's web page since September 10, 2012. The City held a public hearing on September 20, 2012, to receive public comments on the 2013 Consolidated Plan Requested Budget and proposed HUD Section 108 Loan Pool. Printed copies of the 2013 Requested Budget were made available at this meeting and at the Office of Budget and Evaluation. Comments were made at that meeting and additional ones have been received since then. All comments are being considered and a response provided.



Community Development Block Grant (CDBG) by Goal and Objective

	2012 CDAB Reconciliation Update	2013 Recommended Budget	Change from 2012 Reconciliation
Housing Objectives			
Homeownership Housing Development			
Strategic Housing Initiatives Program	\$250,000	\$420,000	\$170,000
Homeowner Rehab Loan Program	\$40,000	\$40,000	\$0
Homeownership Total	\$290,000	\$460,000	\$170,000
Homeownership Supportive Services			
Housing Repair Services	\$1,825,000	\$1,868,685	\$43,685
Emergency Mortgage Assistance	\$100,000	\$100,000	\$0
Homeownership Supportive Services Total	\$1,925,000	\$1,968,685	\$43,685
Rental Housing Development			
Rental Rehabilitation Program	\$100,000	\$100,000	\$0
Rental Housing Total	\$100,000	\$100,000	\$0
Renters Supportive Services			
Code Enforcement Relocation	\$150,000	\$50,000	(\$100,000)
Tenant Representation	\$150,000	\$150,000	\$0
Section 8 Mobility Program	\$47,500	\$47,500	\$0
Renters Supportive Services Total	\$347,500	\$247,500	(\$100,000)
Promote Fair Housing			
Fair Housing Services	\$185,000	\$185,000	\$0
Fair Housing Total	\$185,000	\$185,000	\$0
TOTAL HOUSING DEVELOPMENT	\$2,847,500	\$2,961,185	\$113,685
Other Community Needs			
Economic Development			
Promote Commercial and Industrial Development/Redevelopment			
NBD Improvement Program	\$920,000	\$920,000	\$0
Commercial and Industrial Development Total	\$920,000	\$920,000	\$0
Industrial Site Redevelopment/SPUR			
Strategic Program for Urban Redevelopment/GO Cincinnati	\$700,000	\$570,000	(\$130,000)
Industrial Site Redevelopment/SPUR Total	\$700,000	\$570,000	(\$130,000)
Promote Business Development Opportunities			
Small Business Services & Technical Assistance	\$150,000	\$140,000	(\$10,000)
Small Business Loan Fund (CSBLF)	\$100,000	\$100,000	\$0
Corporation for Findlay Market (CFFM)	\$497,250	\$497,250	\$0
Financial & Credit Union Services	\$0	\$110,000	\$110,000
Earned Income Tax Credit Outreach and Financial Literacy	\$6,800	\$2,000	(\$4,800)
Neighborhood Capacity Building & Technical Assistance	\$319,187	\$320,000	\$813
Business Development Opportunities Total	\$1,073,237	\$1,169,250	\$96,013



	2012 CDAB Reconciliation Update	2013 Recommended Budget	Change from 2012 Reconciliation
Job Training, Placement Services, and Employment Opportunities			
Blueprint for Success	\$420,000	\$97,503	(\$322,497)
Youth Employment Programs	\$960,000	\$960,000	\$0
Job Training and Placement Total	\$1,380,000	\$1,057,503	(\$322,497)
<i>TOTAL ECONOMIC DEVELOPMENT</i>	<i>\$4,073,237</i>	<i>\$3,716,753</i>	<i>(\$356,484)</i>
Quality of Life			
Slum & Blight Elimination			
Concentrated Code Enforcement	\$575,000	\$575,000	\$0
Hazard Abatement Program	\$900,000	\$800,000	(\$100,000)
Millcreek Greenway Restoration	\$85,000	\$85,000	\$0
Lead Hazard Testing Program	\$595,000	\$510,000	(\$85,000)
Future Blooms	\$200,000	\$185,000	(\$15,000)
Historic Structures Stabilization	\$500,000	\$220,000	(\$280,000)
Slum & Blight Elimination Total	\$2,855,000	\$2,375,000	(\$480,000)
Citizen Safety			
Drug Elimination Program	\$85,000	\$85,000	\$0
Citizen Safety Total	\$85,000	\$85,000	\$0
<i>TOTAL QUALITY OF LIFE</i>	<i>\$2,940,000</i>	<i>\$2,460,000</i>	<i>(\$480,000)</i>
Homeless Housing			
Mt Airy Shelter	\$170,000	\$0	(\$170,000)
Homeless Housing Total	\$170,000	\$0	(\$170,000)
<i>TOTAL HOMELESS HOUSING</i>	<i>\$170,000</i>	<i>\$0</i>	<i>(\$170,000)</i>
<i>PROJECTS TOTAL</i>	<i>\$10,030,737</i>	<i>\$9,137,938</i>	<i>(\$892,799)</i>



	2011 Approved Budget	2012 CDAB Reconciliation Update	2013 Recommended Budget	Change from 2012 Reconciliation
Planning, Administration & Debt Service				
Office of the City Manager/Contract Compliance	\$54,330	\$52,609	\$52,650	\$41
Budget & Evaluation	\$275,560	\$285,643	\$30,976	(\$254,667)
Accounts & Audits	\$117,020	\$118,077	\$137,806	\$19,729
Treasury	\$18,160	\$20,840	\$25,260	\$4,420
Economic Development	\$0	\$171,008	\$171,341	\$333
Community Development	\$1,182,550	\$840,069	\$1,226,050	\$385,981
Planning and Buildings	\$375,920	\$430,207	\$398,306	(\$31,901)
Internal Audit	\$19,810	\$22,956	\$0	(\$22,956)
<i>Personnel and Non-Personnel Operating</i>	\$2,043,350	\$1,941,409	\$2,042,389	\$100,980
City Pensions	\$428,560	\$59,120	\$68,210	\$9,090
PEAP	\$1,990	\$2,200	\$1,830	(\$370)
Workers' Comp Insurance	\$22,800	\$25,760	\$19,200	(\$6,560)
Audit & Examiner's Fees	\$5,720	\$5,720	\$5,720	\$0
Indirect Costs	\$334,980	\$300,000	\$300,000	\$0
<i>Non-departmental Accounts</i>	\$1,208,610	\$392,800	\$394,960	\$2,160
<i>Section 108 Debt Service</i>	\$542,900	\$610,031	\$645,591	\$35,560
TOTAL PLANNING AND ADMINISTRATION	\$3,794,860	\$2,944,240	\$3,082,940	\$138,700
TOTAL CDBG BUDGET	\$16,832,580	\$12,974,977	\$12,220,878	(\$754,099)



HOME Investment Partnerships by Goal and Objective

	2012 CDAB Reconciliation Update	2013 Recommended Budget	Change from 2012 Reconciliation
Housing Objectives			
Homeownership Housing Development			
Strategic Housing Initiatives Program	\$350,000	\$0	(\$350,000)
Single Family Homeownership Development	\$220,000	\$220,000	\$0
Homeownership Total	\$570,000	\$220,000	(\$350,000)
Rental Housing Development			
Rental Rehab Program	\$640,000	\$640,000	\$0
Rental Housing Total	\$640,000	\$640,000	\$0
Homeownership Supportive Services			
Down Payment Initiative	\$250,000	\$250,000	\$0
Homeownership Supportive Services Total	\$250,000	\$250,000	\$0
Renters Supportive Services			
Tenant Based Rental Assistance (TBRA)	\$400,000	\$400,000	\$0
Renters Supportive Services Total	\$400,000	\$400,000	\$0
<i>TOTAL HOUSING DEVELOPMENT</i>	\$1,860,000	\$1,510,000	(\$350,000)
Other Community Needs			
Economic Development			
Promote Business Development Opportunities			
Neighborhood Capacity Building & Technical Assistance	\$109,265	\$110,000	\$735
Promote Business Development Opportunities Total	\$109,265	\$110,000	\$735
<i>TOTAL ECONOMIC DEVELOPMENT</i>	\$109,265	\$110,000	\$735
Homeless Housing			
Homeless Shelters & Other Homeless Housing			
Homeless to Homes - Permanent Supportive Housing	\$600,000	\$543,352	(\$56,648)
<i>TOTAL HOMELESS HOUSING</i>	\$600,000	\$543,352	(\$56,648)
Planning, Administration & Debt Service			
	\$235,220	\$235,220	\$0
TOTAL HOME	\$2,804,485	\$2,398,572	(\$405,177)



Emergency Solutions Grant (ESG) by Goal and Objective

	2012 Budget Update	2013 Recommended Budget	Change from 2012 Update
Homeless Housing			
Homeless Shelters & Other Homeless Housing Support			
Strategies to End Homelessness	\$446,196	\$450,000	\$3,804
Homeless Shelters & Transitional Housing Support Total	\$446,196	\$450,000	\$3,804
Homelessness Prevention			
Strategies to End Homelessness	\$495,150	\$491,345	(\$3,805)
Homelessness Prevention Total	\$495,150	\$491,345	(\$3,805)
<i>TOTAL HOMELESS HOUSING</i>	<i>\$941,346</i>	<i>\$941,345</i>	<i>(\$1)</i>
Planning, Administration & Debt Service	\$76,325	\$76,325	\$0
TOTAL ESG	\$1,017,671	\$1,017,670	(\$1)

Housing Opportunities for Persons with AIDS (HOPWA) by Goal and Objective

	2012 Budget Update	2013 Recommended Budget*	Change from 2012 Update
Special Populations Housing			
Operating Support for HIV/AIDS Housing Facilities			
Caracole House	\$189,868	\$230,729	\$40,861
Operating Support for HIV/AIDS Housing Facilities Total	\$189,868	\$230,729	\$40,861
Supportive Services for Persons with HIV/AIDS			
Caracole House Shelter Plus Services	\$148,353	\$51,759	(\$96,594)
Cincinnati Center for Respite Care	\$54,005	\$34,000	(\$20,005)
Northern Ky. Independent Health District	\$50,000	\$0	(\$50,000)
Supportive Services for Persons with HIV/AIDS Total	\$252,358	\$85,759	(\$166,599)
Housing Assistance for Persons with HIV/AIDS			
Northern Ky. Independent Health District	\$85,000	\$155,695	\$70,695
Caracole Short-Term Housing Assistance	\$107,990	\$113,437	\$5,447
Caracole Tenant Based Rental Assistance	\$85,776	\$152,338	\$66,562
Caracole Housing Placement	\$15,903	\$51,642	\$35,739
Housing Assistance for Persons with HIV/AIDS Total	\$616,541	\$473,112	\$142,704
<i>TOTAL SPECIAL POPULATIONS HOUSING</i>	<i>\$736,895</i>	<i>\$789,600</i>	<i>\$52,705</i>
Planning, Administration & Debt Service	\$22,107	\$20,184	(\$1,923)
TOTAL HOPWA	\$759,002	\$809,784	\$50,782

*2013 HOPWA funded programs include \$141,229 unappropriated surplus from 2012 HOPWA grant.



Consolidated Plan Program Descriptions by Objective

2013 marks the fourth 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 2012 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 2013. This report will be available for public review. The 2012 Recommended Budget Update, 2013 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/finance/budget/consolidated-plan/>.



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 home-ownership opportunities.

Funding Source	Approved 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$250,000	\$420,000	9	Housing Units	115	0
HOME	\$350,000	\$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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$40,000	\$40,000	0	Loans	2,000	0

Housing Repair Services

Housing Repair 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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$1,825,000	\$1,868,685	1,420	Housing Units	7,155	2,866

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$100,000	\$100,000	120	Households	225	69



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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
HOME	\$220,000	\$220,000	10	Housing Units	75	10

Downpayment 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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
HOME	\$250,000	\$250,000	45	Households	225	127

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$100,000	\$100,000	50	Housing Units	500	62
HOME	\$640,000	\$640,000				

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$150,000	\$50,000	65	Households	1,000	276



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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$150,000	\$150,000	550	People	2,750	1,376

Section 8 Mobility Program

The Section 8 Mobility Program (formerly Section 8 Tenant Counseling and Placement) 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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$47,500	\$47,500	35	Households	200	163

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
HOME	\$400,000	\$400,000	80	Households	170	100

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$185,000	\$185,000	1,100	People	5,500	2,591

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$920,000	\$920,000	60	Businesses	425	367



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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$700,000	\$570,000	1	Public Facilities (Acres)	6	91

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$150,000	\$140,000	100	Businesses	1,000	798

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$100,000	\$100,000	3	Jobs	30	16

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$497,250	\$497,250	1	Organizations	5	2



Financial and Credit Union Services

The Financial and Credit Union Services program provides operating support to SmartMoney Community Services. SmartMoney assists low-income residents, primarily in the West End and Over-the-Rhine neighborhoods, by providing a full range of banking services. SmartMoney also provides free tax preparation through the SmartTax program. The Economic Education portion of this program includes SmartDollars & Sense, a comprehensive workshop covering all topics in basic money management. SmartChange Financial Counseling is a one-on-one counseling program structured to provide individual sessions to participants who are having problems balancing their income with their expenses. SmartChange participants have an opportunity to review their credit reports, and if needed, arrange repayment plans with creditors.

Funding Source	Approved 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$0	\$110,000	7,099	People	7,099	0

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$6,800	\$2,000	2,500	People	19,000	1,562

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$319,187	\$320,000	12	Organizations	60	11
HOME	\$109,265	\$110,000	4	Organizations	35	5

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$420,000	\$97,503	3	People	250	74
HOME	\$0	\$0	0	Housing Units	10	0



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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$960,000	\$960,000	395	People	2,135	1,217

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$575,000	\$575,000	3,880	Housing Units	14,920	5,184

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 as well as one-time site restoration after demolition. Demolition site restoration will involve installing ground cover, shrubs, trees or natural landscaping or other low maintenance landscaping treatment. 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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$900,000	\$800,000	510	Housing Units	2,990	729

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$85,000	\$85,000	1	Public Facilities	5	2



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 and to healthy homes inspections.

Funding Source	Approved 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$595,000	\$510,000	200	Housing Units	1,225	389

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$200,000	\$185,000	7,099	People	57,500	189,468

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$500,000	\$220,000	1	Housing Units	28	3

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$85,000	\$85,000	7,099	People	21,352	10,676



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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
CDBG	\$170,000	\$0	0	Beds	325	130

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
HOME	\$600,000	\$543,352	10	Housing Units	600	0

Emergency Solutions Grant - Homeless Shelters & Other Homeless Housing

This activity funds the operation of emergency shelter facilities as well as essential services for the residents.

Funding Source	Approved 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
ESG	\$446,196	\$450,000	4,441	Households	24,640	0

Emergency Solutions Grant - Homelessness Prevention

This activity includes the funding of a shelter diversion program that will serve individuals and families at risk of homelessness by providing Housing Relocation and Stabilization Services as well as Tenant Based Rental Assistance.

Funding Source	Approved 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
ESG	\$0	\$491,345	150	Households	300	0

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
HOPWA	\$547,890	\$599,905	278	Households	775	427



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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
HOPWA	\$54,005	\$34,000	14	Households	750	264

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 2012	Recommended 2013	2013	2010-2014 Accomplishments		
			Goal	Indicator	Proposed	Completed
HOPWA	\$135,000	\$155,695	170	Households	375	234