



# City of Cincinnati

## APPROVED FISCAL YEAR 2015 BUDGET UPDATE

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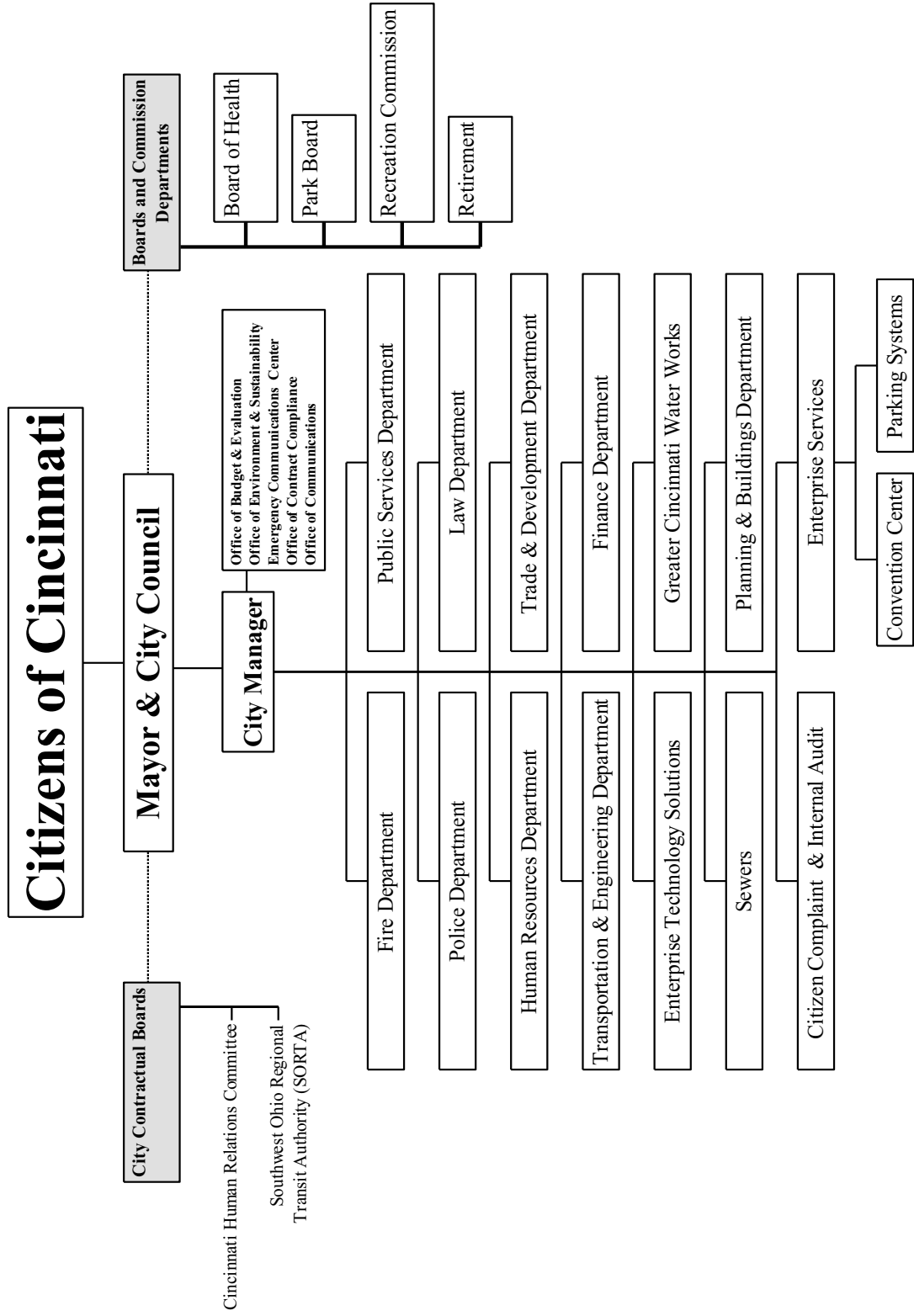
For the Biennium Beginning

**July 1, 2013**

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 biennial budget beginning July 1, 2013.

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 two years.





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The City of Cincinnati's Approved FY 2015 Budget Update document is designed to help the residents of Cincinnati and the general public to better understand both the City's budget process and its end product, the City's Approved Budget. This document is divided into five sections.

Section 1, Budget Update Message, highlights significant features of the budget approved by the City Council and some of the factors that affected its development.

Section 2, Budget Basics, presents the basics on how the budget was developed including sections on the sources and uses of funding and the various policies that shaped the budget.

Section 3, Budget Update Detail, presents detailed information about the Approved FY 2015 Budget Update: the All Funds Operating Budget Update; the All Funds Capital Budget Update; the Consolidated Plan Budget; Financial Summaries for Principal Restricted Funds; and the Departmental Budgets, which contain the Approved Staffing Plan, departmental organization charts, budgets, and performance measures.

Section 4, All Funds Capital Budget Update, presents detailed information about the Approved FY 2015 Capital Budget Update including an Analysis of Capital Budget Expenditures and an Analysis of Capital Budget Resources.

Section 5, Consolidated Plan Budget, presents detailed information about the Calendar Year (CY) 2014 Consolidated Plan Budget.

The Approved FY 2015 Budget Update is the City's financial plan for the current fiscal year, the second year of the FY 2014-2015 biennium. The Approved FY 2015 Budget Update determines the level of City services and the way in which these services will be funded, and as a result, the City's budget often becomes a focal point for public discussion. Many of the key decisions regarding the way the City operates are made through the creation of the budget. Understanding the budget is a prerequisite for having an impact on City government. Therefore, in addition to the highlights contained in Section 1 and budget details in Section 3, it is recommended that Section 2, Budget Basics, be read to enhance the budget reader's benefit from this document.



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## **Section 1: Budget Update Message**



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### Immediate Financial Stabilization and Setting the Stage for Continued Prosperity

The pressure on local governments to provide services remains enormous given the slow recovery from the Great Recession and reductions in revenue. Despite these pressures, Cincinnati has accomplished several critical objectives in the Approved FY 2015 Budget Update. The following seven summary points are provided:

1. This General Fund budget is structurally balanced in accordance with the City Council motion approved on March 26, 2014 (Doc. No. 201400082). It also lives up to the commitments that the City Administration made to bond rating agencies in March. It has been years since the City's financial roadmap achieved true financial balance. This budget achieves that. Structural balance does not mean that all City priorities are achieved. In fact, departments have reduced their continuation budgets by 4.9%. There remain significant challenges both within the organization, and to our external stakeholders.
2. Safety services have received renewed attention in this budget. This budget includes funding for a new up to 60-member police recruit class, additional overtime funding to be used in neighborhood hotspot locations, a lateral transfer class of up to 23 that allows for expedited hiring of Ohio certified law enforcement officers, and continued funding for the Citizens' Initiative to Reduce Violence (CIRV). The Cincinnati Fire Department has received additional funding to reduce brownout situations for the fiscal year, with additional support to proceed with federal SAFER hiring grant applications.
3. The City's commitment to protecting additional basic services for our neighborhoods has never been stronger. In addition to increased safety services staffing, all recreation centers remain open, and two additional outdoor pools (Filson pool in Mt. Auburn and Spring Grove pool in Spring Grove Village), slated for closure, are also preserved. There are no cuts to Park maintenance; street rehabilitation lane miles are fully supported; funding continues for the Neighborhood Support Program and Neighborhood Business District albeit at a slightly lower level with a 4% reduction; and a continuation of the Focus 52 program. The Neighborhood Enhancement Program continues in East Price Hill and Walnut Hills in calendar year 2014.
4. The Mayor and Council took dramatic and unprecedented actions to preserve the City's pension plan with the approval of ordinance #0038-2014, dated March 19, 2014, which authorizes the City Manager to enter into a global consent decree with the federal court, actively employed members, and retired members of the Cincinnati Retirement System (CRS). The City is committed to achieving a transfer of up to \$100 million from the CRS health care trust to the pension trust, in addition to contributing a sustainable 14% employer contribution to CRS (comparable to the Ohio Public Employees Retirement System). There is great confidence that the various consent decree stakeholders have come to the table in a spirit of goodwill to address the \$829 million unfunded liability and to achieve 100% CRS funding over the next 30 years. These actions, and others within the parameters of the approved ordinance can eliminate the unfunded liability and fully fund the system within 30 years.
5. Making choices is the task of every budget. Permanent reductions in General Fund staffing have been made by eliminating a number of funded, vacant positions; using \$3.0 million in annual casino revenues for balance purposes; and by significantly ramping up parking modernization efforts following the unwind of the 2014 long-term parking lease plan.



6. This budget includes some fee increases to balance the General Fund budget totaling \$755,000 including security alarm registration (new), building permit fees, fire safety inspections, and special event permits (new). In addition, the approved Water Works budget includes a 4.0% revenue increase which will require an increase in rates effective January, 2015.
7. There are no layoffs of City employees in the Approved FY 2015 Update Budget. Throughout the budget development process, the City was committed to preserving our most valuable resources...the men and women who provide the comprehensive services our citizens have come to expect.

### General Fund Financial Stability

Achieving financial stability in the Approved FY 2015 Operating Budget Update includes a structurally balanced General Fund budget while minimizing the reduction of basic City services for citizens. Achieving General Fund structural balance, defined as current year revenues equal or exceed current year expenditures, is critical for the City to demonstrate fiscal stability and to lay a foundation for a sustainable model for service delivery in FY 2015 and beyond as recently noted by city bond rating agencies. (See City Council motion approved on March 26, 2014 – Doc. No. 201400082).

The City of Cincinnati has not approved a structurally balanced budget since 2001 for several reasons. On the revenue side, two recessions (2001 and 2007-2009) significantly reduced General Fund resources. Additionally, starting in 2011 the State of Ohio began to reduce State Shared Revenue resources and today it is estimated that the City receives \$28.0 million less revenue from the state when compared to just a few years ago. While revenue has been declining, some expenses have increased dramatically. Between 2000 and 2014, health care costs increased by 242% and the cost of fuel grew by approximately 170%. During that same time period, the pension contribution rate for the Cincinnati Retirement System increased by approximately 243%. To offset this decrease in revenue and increase in expenses, structurally unbalanced budgets were approved using one-time resources and prior year carryover resources to balance the budget. This approach has created budget uncertainty not only for the City Council and Administration but also for citizens. As the new fiscal year begins, the new budget will be a sustainable precedent for years to come that accepts the fiscal reality of expenditures being less than or equal to projected revenue in the General Fund. To accomplish this, the Approved FY 2015 General Fund Operating Budget Update focuses on core services and sends the message that our limited resources are being deployed strategically. The following table illustrates the Approved FY 2015 General Fund Budget Update (totaling \$358.2 million) along with the current estimate for FY 2014 and actual revenue and expenditures for calendar year (CY) 2012 (Note: FY 2013 was a six-month stub period and is not used for comparison to FY 2014.)



GENERAL FUND RESOURCES AND EXPENDITURES

(in \$000'S)

	CY 2012 Actual	FY 2014 Estimate	FY 2015 Approved	% Change
<b>Resources</b>				
Operating Revenues	\$344,949	\$351,414	\$358,191	1.9%
Transfers-in	\$11,723	\$68		
Previous Year Carryover Balance		\$26,613		
<b>Total Resources</b>	<b>\$356,672</b>	<b>\$378,095</b>	<b>\$358,191</b>	<b>-5.3%</b>
<b>Expenditures</b>				
Operating Expenditures	\$355,420	\$373,166	\$356,519	-4.5%
Transfers-out	\$3,497	\$5,060	\$1,672	-67.0%
<b>Total Expenditures</b>	<b>\$358,917</b>	<b>\$378,226</b>	<b>\$358,191</b>	<b>-5.3%</b>
<i>Notes:</i>				
<i>* FY 2013 was a six-month stub period. CY 2012 is used for comparison to FY 2014 representing the most recent 12-month reporting period.</i>				
<i>*Estimated operating expenditures in FY 2014 include \$3 million in departmental savings at the end of the fiscal year.</i>				

Modest Gains in Revenue

The following table illustrates actual General Fund resources in CY 2012 and estimated resources for FY 2014 and FY 2015. General Fund revenues are estimated to be \$358.2 million in FY 2015, 1.9% greater than the estimate for FY 2014. (Note: FY 2013 was a six-month stub period and is not used for comparison to FY 2014.) While an increase is projected for Income Tax receipts, which is the largest portion of the General Fund revenue, drastic reductions in State Shared Revenue significantly offset those increases. The State of Ohio has eliminated the Estate Tax and severely reduced the City's portion of the Local Government Fund. In FY 2014 State Shared Revenue is estimated to be more than 50% less than in CY 2012 and state revenue for FY 2015 is projected to be reduced by more than 30% when compared to FY 2014. Additionally, revenue from the City's new casino is falling short of the original estimate of \$10.0 million annually to \$8.0 million annually. Offsetting increases to FY 2015 Estimated Revenue include \$2.7 million in property tax revenue due to increased assessments, and \$2.0 million for enhanced Parking Meter enforcement due to increased enforcement staff and \$755,000 for other new revenue enhancements, which will be discussed later in this document.

The FY 2015 Approved General Fund Resources in the FY 2014-2015 Approved Biennial Budget totaled \$354.8 million, which is 1.0% less than the current estimate for the FY 2015 Update.



**GENERAL FUND REVENUE ESTIMATES**  
(in \$000'S)

	CY 2012 Actual	FY 2014 Estimate	% Change	FY 2015 Estimate	% Change
Income Taxes	\$238,210	\$250,056	5.0%	\$257,917	3.1%
State Shared Revenue	\$38,941	\$18,998	-51.2%	\$13,170	-30.7%
Property Taxes	\$24,664	\$26,014	5.5%	\$28,990	11.4%
Casino Tax	\$1,047	\$8,364	698.9%	\$8,000	-4.4%
Parking Meter (Net Revenue)		\$1,500		\$1,500	
Other	\$42,374	\$46,482	9.7%	\$48,614	4.6%
<b>Total Resources</b>	<b>\$345,236</b>	<b>\$351,414</b>	<b>1.8%</b>	<b>\$358,191</b>	<b>1.9%</b>

*Note: FY 2013 was a six-month stub period. CY 2012 is used for comparison to FY 2014 representing the most recent 12-month reporting period.*

**Expenditures Outpace Revenues**

FY 2015 General Fund expenditures in the FY 2014-2015 Approved Biennial Budget totaled \$363.5 million; however, off-cycle budget increases, anticipated inflationary increases, and other adjustments increased the continuation of services budget estimate to \$376.5 million. The Continuation Budget includes the following major adjustments to expenditures:

- Additional funding for a new Police recruit class, a Lateral Transfer class, and additional overtime, as approved by the City Council - \$5.9 million.
- Increased expenses for anticipated costs to replenish salt and other ice control materials depleted during the winter of 2013/2014, which experienced record-setting snow accumulation and cold - \$1.3 million.
- Increased costs for property management at Findlay Market - \$267,000.
- Budget restorations totaling \$6.9 million that occurred in FY 2014 and carry forward to FY 2015.
- Reductions for employer contributions for health care premiums due to better claims experience. Also, there is no increase in base annual health care costs due to better claims experience - \$6.3 million.
- No budgeted salary increases beyond current labor contracts - \$2.5 million.

During the budget development process, the General Fund shortfall for FY 2015 was \$21.1 million. The shortfall included anticipated revenue of \$355.4 million and the continuation budget of \$376.5 million, generating the \$21.1 million shortfall. The following section provides an explanation of steps that were taken to structurally balance the General Fund budget.

**Balancing the Budget**

To address this imbalance of \$21.1 million, every effort was made to appropriately increase revenue and reduce expenditures with the least impact on service delivery to citizens. A combination of revenue enhancements, budget reductions, and deferring some payments were approved to provide a structurally



balanced FY 2015 Budget Update. The following list provides a summary of the significant budget adjustments.

### *Revenue Enhancements (\$2.8 million)*

1. Enhanced parking meter enforcement (\$2.0 million). This is anticipated additional revenue from capital upgrades to parking meters and an increase in parking enforcement staff as approved by the City Council (Doc. No. 201400196). The number of enforcement staff will increase from 5 to 10.
2. Registration fees for residential and non-residential security alarms (\$337,500). This represents anticipated additional revenue from a new biennial registration fee of \$50 and \$100 for residential and non-residential security alarm fees, respectively. The Cincinnati Police Department's annual estimates are that approximately 80% of alarm calls received by the City are false alarms. This proposal would increase the accountability of alarm users and more accurately track alarm calls. This would enable the Police Department to more efficiently deploy resources by mitigating the need to respond to repeated false alarm calls for service from alarm users who refuse to register their security alarms.
3. Increases to Building Permit fees. This represents a 5% increase to Building Permit fees that have not been increased since 2009 (\$325,000). Fees will increase 1% each year to avoid large sporadic increases.
4. Increase of \$25 for Fire Safety Permit fees for inspections. This is an increase from \$100 to \$125 per permit (\$47,500).
5. Special Events Application fee to be charged by the Police Department for the processing of permits for special events, such as parades and street blockings (\$45,000). This new fee is similar to that of comparable cities.

### *Budget Reductions (\$21.6 million)*

1. The City's employer contribution rate to the Cincinnati Retirement System is 14% generating a savings of \$7.1 million. Please see a detailed description of Pension Reform on page 16.
2. Funding for some Focus 52 projects is transferred to the General Capital Budget (\$3.0 million) which provides a resource for the General Fund. Please see a detailed description of this reduction on page 17.
3. Reductions are realized across multiple departments from transferring positions or services from the General Fund to other funds where the work performed is compatible with the funding source (\$2.7 million).
4. Reduction of \$1.5 million for the elimination of vacant positions across multiple departments.
5. Reduction of \$1.7 million related to additional savings for health care premiums based on recent claims experience.
6. A reduction of \$1.3 million for ice control materials that was included in the Continuation Budget in the Public Services Department. The Approved FY 2015 Budget Update includes funding for a typical winter. Additional resources for winter operations, if needed, will be transferred to the Public Services Department.



7. A reduction of \$1.1 million for holding 17 positions vacant in several departments for all or a portion of FY 2015.
8. A reduction of \$825,000 in the Police Department for personnel and benefit savings (including longevity, shift differential, lump sum payments, etc.) and non-personnel reductions (including wearing apparel, etc.) related to the attrition of sworn officers.
9. A reduction of \$1.0 million for miscellaneous non-personnel expenses such as solid waste disposal costs (due to the elimination of commercial customers), utilities, and other non-personnel savings.
10. Overtime in the Fire Department is reduced by \$605,000. Increased sworn strength from the FY 2013 SAFER grant recruit class is expected to reduce the need for overtime.
11. Reductions for fuel and automotive repair totaling \$530,000.
12. Miscellaneous reductions totaling \$240,000.

### *Budget Increases (\$5.3 million)*

1. The budget reductions described above are offset by budget increases totaling \$5.3 million that include the following:
  - a. Service enhancements totaling \$2.7 million that include items such as new operating costs for Smale Riverfront Park, the reopening of two Recreation swimming pools, and increases for more officers in the Lateral Transfer class in the Police Department when compared to the Continuation Budget;
  - b. Increases totaling \$1.5 million to provide resources for outside programs including Cintrifuse (\$400,000); Center for Closing the Health Gap (\$300,000); Cincinnati Works Hand-Up Initiative (\$250,000); Tech Ready Apprentices in Commercial Construction (TRACC) Program (\$150,000); CincyTech (\$100,000); Ex-Felon Pilot Program (\$100,000); Media Bridges (\$100,000); Cincinnati State (\$50,000); and Citizen Engagement (\$25,000).
  - c. An increase of \$820,000 for a 1.5% cost of living adjustment for AFSCME and CODE bargaining units.
  - d. An increase of \$250,000 for the Reserve for Contingencies that will provide resources for unexpected needs that arise in FY 2015.

### *No TIF Repayment (\$2.0 million)*

1. The City pays the Cincinnati Public Schools (CPS) \$5.0 million annually as compensation for additional property tax revenues CPS would have received if the City had not authorized tax exemptions for certain projects. In 2011, the City borrowed \$5.0 million from TIF funds to make the payment to CPS and the repayment schedule calls for \$2.0 million to be paid in FY 2015. This payment, which is not required, would not be made in FY 2015.

***Pension Reform*** – The City is committed to make a historically significant contribution of up to \$100 million from the health care trust to the pension trust as permitted by law. In addition, the Approved FY 2015 General Fund Budget includes to a 14% employer contribution rate to the Cincinnati Retirement System (CRS). The CRS currently has a pension unfunded liability of \$829 million and is only 63.2% funded. Additionally, the City's bond rating agencies have identified the unfunded liability as a major concern that has had an





impact on the City's credit ratings. On March 19, 2014 the City Council unanimously approved an ordinance (Ord. No. 0038-2014) demonstrating solidarity to set in motion a plan for pension reform that would eliminate the unfunded liability and achieve 100% CRS funding over the next 30 years. The ordinance sends a message to the credit rating agencies that the City is serious about structurally balancing the budget and controlling pension costs. This infusion alone would increase the funding level to 68% and would provide a FY 2015 contribution that exceeds the annual required contribution by \$24.4 million.

The pension reform ordinance approved by the City Council authorizes the City Manager to enter into a global consent decree in federal court and take any reasonable actions affecting the long term stability of CRS. It acknowledges that a structurally balanced budget and pension reform are intertwined as it relates to the long-term financial health of the City and that a stabilized employer contribution rate protects members of CRS and the financial stability of the General Fund.

**Funding Transfer for Focus 52 Projects** – In 2012 the City Council approved the Focus 52 Program (Ord. No. 381-2012) which created capital capacity for the City to stimulate investment throughout the City's 52 neighborhoods. Debt service on the bonds sold to support these capital projects was to come from non-tax revenue sources in the General Fund. The amount of the debt service was estimated to be \$4.0 million annually for 20 years and the non-tax revenue was to be offset by the new revenue generated by the new casino.

The Approved FY 2015 Budget Update includes the transfer of funding for some of the Focus 52 projects to the General Capital Budget to provide the non-tax revenue in the General Fund. The condition of the General Fund simply does not allow for transferring resources to support capital projects; indeed, all available General Fund resources are needed to address the day-to-day operational needs of the City. In FY 2015, General Fund revenue is increased by \$3.0 million through the transfer of funding for Focus 52 projects to the General Capital Budget.

**Layoffs Averted** – No City employees are laid off in the Approved FY 2015 General Fund Operating Budget.

### Mayor/City Council Adjustments to the Recommended FY 2015 Budget Update

During their deliberation of the City Manager's Recommended FY 2015 Budget Update, the Mayor and City Council made a number of changes to the City Manager's recommendation. This Approved FY 2015 Budget Update reflects those changes. The following is a description of the changes made by the Mayor and City Council to the Recommended FY 2015 Operating and Capital Budget Updates. The City Council also made changes to the Calendar Year 2014 Consolidated Plan Budget which are described beginning on page 18.



FISCAL YEAR 2015 OPERATING BUDGET UPDATE			
Mayor's Changes			
Additions		Reductions	
Special Assistant to the City Manager to Combat Poverty position	\$75,000	Eliminate increase in training	\$156,306
Fountain Square maintenance and operation	\$55,666	Reduce increase in Non-Local Travel	\$25,000
Maintain Cincinnati Initiative to Reduce Violence (CIRV) at its 2014 funding level	\$25,640	Eliminate funding for the St. Patrick Day's Parade	\$7,350
Restore funding for REDI	\$5,000		
Restore funding for the African-American Chamber of Commerce	\$7,500		
Restore funding for the Film Commission	\$3,750		
Restore funding for the United Way	\$4,350		
Restore funding for the Greater Cincinnati Energy Alliance	\$7,500		
Restore funding for NSP and NBD programs	\$4,250		
<b>Total</b>	<b>\$188,656</b>	<b>Total</b>	<b>\$188,656</b>
NOTE: Per the Mayor's changes, the reserve for contingencies is reduced and COLA increases for AFSCME and CODE are reflected in departmental appropriations.			
City Council Changes			
Additions		Reductions	
Tech Ready Apprentices in Commercial Construction (TRACC)	\$150,000	Reduce ex-offender pilot program	\$150,000
Hand Up Initiative (Cincinnati Works)	\$250,000	Increase CDBG (\$212,000) and reduce General Fund reserve for contingencies (\$38,000)	\$250,000
Restore 2.5 home health nursing positions	\$230,000	Reduce General Fund reserve for contingencies	\$230,000
Restore operation of the Camp Washington pool in Recreation Special Activities Fund	\$32,000	Reduce Recreation Special Activities Fund	\$32,000
Add funding for ETS Capital Projects	\$220,000	Reduce Non-Personnel Expenses	\$220,000
<b>Total</b>	<b>\$882,000</b>	<b>Total</b>	<b>\$882,000</b>
<p><i>Note:</i> Port Authority – The Budget and Finance Committee changes directed the Administration to execute a letter of intent for a 30-year lease agreement with the Port of Greater Cincinnati Development Authority relative to Fountain Square South Garage. The Administration has been in negotiations with the Port and is awaiting a response.</p> <p><i>Note:</i> Rumpke Contract – The Natural Gas and Electricity administration fees are already included in the General Fund revenue estimate to balance the FY 2015 budget. If savings are realized from renegotiating the Rumpke recycling contract, those savings will be deposited into Environmental Studies Fund 436 to the extent possible and in a budget neutral manner. The savings, if realized, will be used to cover the expenses below:</p> <ul style="list-style-type: none"> <li>• the expenses of the aggregation program;</li> <li>• support of an Energy Manager position within the Office of Environment and Sustainability; and</li> <li>• programs to accelerate adoption of energy efficiency and renewable energy measures.</li> </ul>			



FISCAL YEAR 2015 CAPITAL BUDGET UPDATE			
Mayor's Changes			
Additions		Reductions	
Pothole Repair project (repair an additional 8,000 potholes)	\$279,100	Eliminate Trash Receptacles/Solar Trash Compactors project	\$154,100
		Eliminate Customs House project at Lunken Airport	\$125,000
<b>Total</b>	<b>\$279,100</b>	<b>Total</b>	<b>\$279,100</b>
City Council Changes			
Additions		Reductions	
Neighborhood Business District Improvements project (infrastructure improvements in the public right-of-way)	\$500,000	Eliminate MLK/I-71 Interchange SIB Loan repayment (in FY 2015 only; funds to be replaced in FY 2016)	\$400,000
One-time capital grant to BLOC Ministries, Inc.	\$250,000	Reduce Madison/Kenwood RR Bridge project (funds to be replaced in FY 2016)	\$50,000
Information Infrastructure Security project (combined with \$220,000 in Operating resources and \$180,000 in existing Capital resources)	\$100,000	Reduce Police Mobile Digital Video (In-Car Camera) Storage 2015 project (funds to be replaced in FY 2016)	\$25,000
		Reduce Taser Replacement project (funds to be replaced in FY 2016)	\$25,000
		Reduce Federal Reserve building loan repayment account	\$350,000
<b>Total</b>	<b>\$850,000</b>	<b>Total</b>	<b>\$850,000</b>
<p><i>NOTE:</i> An additional modification includes a redefinition of the bicycle transportation capital budget description. This modification seeks to change the description to "funding 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/off road trails. This project helps fund labor, materials, and technologies needed to plan, design, acquire right-of-way, build, survey, and inspect the proposed improvements; and before moving ahead, specific new bicycle initiatives be the subject of community deliberation and support and explicit council approval, including a vote of Council."</p>			

CY 2014 CONSOLIDATED PLAN
City Council Changes
An increase of \$212,000 in Community Development Block Grant (CDBG) personnel resources for the Department of Trade & Development. These resources are offset by a commensurate decrease in the Department's General Fund budget in order to provide funding for the Hand Up Initiative (Cincinnati Works). An amount of \$350,000 is identified in the Community Development Block Grant (CDBG) Hazard Abatement/Barricade Program '14 to be used by the Bond Hill Development Corporation to address blight in Bond Hill.

### Accomplishments in Fiscal Year 2014

Approving an annual budget provides an important opportunity to see not only where we are going but to also identify significant accomplishments over the past year. It is important to temper our focus on reductions with an assessment of the successes achieved by our City employees. The following list highlights some of those successes in FY 2014.

*Economic Development/Community Development*

- Conversion of 234,000 square feet of vacant office space into a new \$33.0 million, 312 room Marriott Renaissance Hotel downtown.
- Ground was broken on January 30, 2014 in Mt. Auburn for the new location of the Anna Louise Inn.



- On June 3, 2014 ground will be broken in College Hill for the new 24 unit single family market rate Citirama development. This will be the 12th Citirama.
- Attracted Pure Romance's world headquarters downtown with 129 jobs.
- Construction kickoff for the new \$21.0 million "7 at Broadway" tower with 110 new apartments.
- The demolition of 387 condemned blighted buildings at a cost of \$5.4 million, with a median cost of \$11,000 per building.
- Development at the Banks continued with public infrastructure projects including sidewalk construction near the Roebling Suspension Bridge and along Second Street; a new round-a-bout at the intersection of Ted Berry Way and the bridge; and a new roadway and sidewalks on Freedom Way.

### *Transportation*

- The Department of Transportation and Engineering (DOTE) paved 130.2 lane miles in CY 2013, leveraging approximately \$4.8 million in outside funding from Ohio Public Works Commission (OPWC) and Ohio Department of Transportation (ODOT) Urban Paving.
- DOTE, in collaboration with ODOT and OKI, completed and implemented the funding plan and design-build specifications for the highly anticipated ML King/I-71 Interchange project.
- DOTE achieved substantial completion of the Kennedy Connector and won a regional award from the American Society of Highway Engineers (ASHE), leveraging over \$13.2 million in OKI and OPWC funding.
- DOTE achieved substantial completion of the Harrison Avenue Improvement project, combining street rehabilitation, water main replacement, sewer improvements, and safety improvements, leveraging \$5.7 million from OPWC.
- DOTE completed two-way conversions for 13<sup>th</sup> Street (Vine to Main) and Taft and McMillan (May Street to Victory Parkway).

### *Recreation*

- The Cincinnati Recreation Commission (CRC) broke ground on Major League Baseball's Urban Youth Academy at Roselawn Park to be home for the Cincinnati Reds Community Fund and CRC youth baseball programs. Project cost is over \$7.0 million with a grand opening date of summer 2014.
- Price Hill Recreation Center and Dempsey Pool underwent a \$4.5 million renovation to completely transform the recreation complex.
- Pleasant Ridge Pool was renovated at a cost of \$2.1 million and reopened to over 25,000 visitors.
- The Marvin Lewis Community Fund, the Reds Community Fund and private business helped transform the LeBlond RecPlex to an all-inclusive outdoor recreation facility.
- The Over-the-Rhine Boxing Center was created on the old indoor pool space giving Cincinnati a premier three ring practice facility under the leadership of Buddy LaRosa and his sponsorship team.



- Served over 220,000 meals and snacks to citizens at our senior centers, pools and recreation facilities.

### *Parks*

- The Park Board received an additional \$4.5 million in Federal funding for the east side of Smale Riverfront Park from the U.S. Army Corps of Engineers.
- The Park Board, through the Cincinnati Parks Foundation, raised over \$5.8 million in additional private funding for Smale Riverfront Park. This brings the total private funding raised for this park to \$40.7 million.
- The Park Board began construction of the west side of Smale Riverfront Park – Vine Street Fountain and Steps, the Carousel, Pavilion, and south of Mehring way.
- In 2013-14, the Park Board leveraged over 56,940 hours of volunteer time, which equated to having over 27.3 additional full-time employees for the year.

### *Safety*

- The new fire station in Westwood on Harrison Avenue was opened.
- The Fire Department was awarded the SAFER Grant for the 2014 Class.
- The Fire Department procured new portable/mobile radios using 2/3 grant funding and 1/3 city funds.
- The Fire Department worked with local universities on student housing safety.
- In partnership with Boys Hope Girls Hope of Greater Cincinnati, the Police Department's H3Cincy (Hoops. Heart. Hope) program kicked off its educational outreach and basketball initiative in March of 2014 at three Cincinnati Recreation Commission Centers. The citywide youth enrichment program is a 10-week educational and athletic program for kids ages 10 – 19.
- The Police Department began its spring session for the Children in Trauma Intervention (CITI) Camp. It is designed for middle school age children at risk for becoming involved in the criminal justice system and not graduating from high school. The program combines enrichment exercises, interventions, physical training, martial arts, guest speakers and field trips.
- In February 2014, the Police Department's Youth Services Unit (YSU) began work in cooperation with Cincinnati Public School social workers to determine the root cause for truant behavior and provide necessary resources and incentives to keep youth in school.
- The main goal of the Cincinnati Initiative to Reduce Violence (CIRV) is to impact Group Involved (GMI) homicides, defined as "the homicide victim and/or suspects are known to be involved in a violent street group." A 42-month analysis of the impact CIRV had in Cincinnati showed a 41.2% reduction in GMI homicides and a 22.3% reduction in shootings.
- The Cincinnati Neighborhood Enhancement Program (NEP) uses focused, integrated and concentrated City service delivery and community redevelopment strategies. Various City departments, residents, and community organizations partner in this effort. NEP was in East Price Hill this spring and moved to Walnut Hills this summer.



### *Health*

- For the first time the City of Cincinnati reached a single digit infant mortality rate of 9.9 deaths per 1,000 live births. The Health Department's First Steps Program collaborates with local hospitals, home visitation agencies and others to address the City's high infant mortality rate which has traditionally been more than double the national average.
- The Cincinnati Health Department, in partnership with the Cincinnati Public Schools, opened Oyer School's Delta Dental Center in September 2013. It is the only in-school dental clinic in the State of Ohio and a second such site is opening at Western Hills/Dater Campus in August.
- The Cincinnati Health Department opened four School Based Health Centers bringing the total to 10 centers operating in Cincinnati Public Schools. These centers offer needed medical care to thousands of children annually.

### *Utilities*

- The Greater Cincinnati Water Works continued its national leadership in water purity and safety, by launching a state-of-the-art Ultraviolet Disinfection Treatment System. This new system received the Engineering Excellence Award from the American Consulting Engineers of Ohio and also won the 2013 Risk Reduction Achievement Award from the Alliance for Chemical Safety.
- The Metropolitan Sewer District (MSD) has met 65 of the 109 milestones within the Consent Decree Program and projects are completed under projected budget.
- MSD was named 2014 U. S. Water Prize Winner by U.S. Water Alliance.
- MSD's Mill Creek Secondary Treatment Process received the Engineering Excellence award from American Consulting Engineers Council (ACEC) of Ohio.

### *Public Services*

- Ground was broken for the new Police District 3 on Ferguson Avenue.
- The new Department of Public Services building was completed.
- The Fleet Services Division conducted 4,500 preventive maintenance orders and put approximately 400 pieces of equipment into service.
- Over 8,250 signs were installed or repaired.
- Over 3,660 signs were fabricated.
- Over 1,132,810 linear feet of pavement line markings were completed.
- An intensive 45-day pothole repair blitz was completed in the wake of one of the worst winters on record.

### *Conclusion*

This Approved FY 2015 General Fund Operating Budget Update is structurally balanced and does not include any layoffs. Under Mayor and Council leadership, Cincinnati is on a path to pension reform, one of the City's most significant budget challenges. This will help create financial stability and improve credit rat-



ings. Nevertheless, the City's General Fund Operating Budget continues to pose challenges as revenues remain flat (primarily due to reductions in State Shared Revenues) and expenditures grow. Again, General Fund agencies have reduced their budgets while excellent service delivery continues to be expected. These reductions will affect many of the same departments that have already realized cuts over the past several years. While layoffs have been avoided, it will not be easy for staff in General Fund agencies to absorb these reductions. These are difficult times, but this budget makes significant strides in stabilizing the City's financial condition to promote future prosperity.



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## **Section 2: Budget Basics**



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## BIENNIAL BUDGET

In Cincinnati, the City Council approves a biennial budget which covers a two-year period. The Approved 2014 Budget was the first year of the 2014/2015 Biennial Budget. The primary advantage of a biennial budget is that the multi-year horizon provides an opportunity to enhance planning for City programs and services. With a view toward the future, issues can be anticipated and resolved before they become crises. Programs can be phased in or out more readily and fluctuations in resources can be better managed. Another advantage of a biennial budget is the saving of time and effort by the City staff and the City Council in the second, or “off”, year of the biennial cycle.

Although the City Council approves a multi-year budget, the State of Ohio requires cities to appropriate funds annually. For the first year of the biennium, the budget is “appropriated” by the City Council. The second year of the biennium is also “approved” by the City Council at that time. Subsequently, during the second year of the biennium, the City Council must formally appropriate the Approved 2015 Budget Update.

### *Operating Budget and Capital Budget*

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

The Capital Budget is for the improvement, construction, or purchase of City assets that cost \$10,000 or more and last at least 5 years, such as City buildings or fire trucks. Similar to a family that saves and borrows money to buy a house, the City uses a combination of cash and debt financing to invest in assets such as health clinic facilities, which serve citizens now and in the future.

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

Infrastructure is a key Capital and Operating Budget priority for Cincinnati. It represents the City’s physical assets - streets, bridges, parks, recreation facilities, water system, sewers, and City-owned buildings. In the late 1980s, the poor condition of the infrastructure in many older, large cities was recognized as a crisis across the nation. In Cincinnati, an independent citizen’s commission, also known as the Smale Commission, was formed to prepare an Infrastructure Improvement Program which was approved by the City Council in 1987. In the following spring the voters approved a 0.1% income tax to fund infrastructure improvements with a condition attached - if for any reason the City did not budget or spend sufficiently for infrastructure, the tax would expire. Therefore, the City has an “infrastructure mandate” to budget capital funding to replace structures and to budget operating funding for daily maintenance and repair of the City’s infrastructure.

### *Consolidated Plan Budget*

The City receives four formula grants from the U.S. Department of Housing and Urban Development (HUD) for community development and housing purposes. These four grants are incorporated into the Consolidated Plan, a combined planning and submission process for the Community Development Block Grant (CDBG) Program, the HOME Investment Partnerships Program (HOME), the Emergency Solutions Grant (ESG) Program, and the Housing Opportunities for Persons with AIDS (HOPWA) Program. The CDBG Program is used for a wide range of programs or projects within a broad framework of eligible activ-



ities and includes operating funding for planning and administration. The HOME Program is a grant that is used for acquisition, construction, and moderate or substantial rehabilitation of affordable housing for either renters or existing or new homeowners. The ESG Program is used for both physical improvements and operating needs for agencies that assist the homeless. The HOPWA Program provides funding for housing and supportive services for persons with AIDS and their families.

### *BASIS OF BUDGETING*

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

There are more than 100 funds in use by the City of Cincinnati, and these funds are controlled by enabling legislation that sets the purpose and use of each fund. As an additional control, the City Council passes appropriation ordinances to approve the budgets for 18 of the largest and most active funds which are called principal funds. An appropriation is a legislated authorization to make limited expenditures based on projected revenues.

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

The City reports the following major governmental funds:

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

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

The City reports the following major proprietary fund:

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



The City reports the following fund types:

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

The **Pension Trust Fund** is used to account for the receipts and expenditures of the City's Retirement System.

The **Investment Trust Fund** is used to account for the Metropolitan Sewer District Fund portion of the City's pool of cash and investments.

**Agency Funds** are used to account for assets held by the City in a fiduciary capacity. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.

The Pension, Investment, and Agency funds are reported in the Comprehensive Annual Financial Report (CAFR) and are not included in this budget document. Page 63 provides a list of the principal restricted funds.

### *Measurement Focus*

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

The government-wide and proprietary funds financial statements are reported using the economic resources measurement focus. The government-wide and proprietary funds financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Nonexchange transactions, in which the City gives (or receives) value without directly receiving (or giving) equal value in exchange, include income taxes, property taxes, grants, shared revenues, and donations. On an accrual basis, revenue from income taxes is recognized in the period in which the taxpayer's liability occurs and revenue from property taxes is recognized in the fiscal year for which the taxes are levied. On an accrual basis, revenue in the form of shared revenue is recognized when the provider government recognizes its liability to the City. Revenue from grants and donations is recognized in the fiscal year in which all eligibility requirements have been satisfied.

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



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

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



## Sources and Uses of Funds

### Operating Budget – Sources and Uses

The operating budget includes General Fund expenditures and Restricted Funds expenditures, which represents 36.2% and 63.8% of the Approved 2015 Operating Budget Update, respectively. Specific information on the funding approved for each of the City's appropriated funds can be found in the Budget Update Detail section of this budget document.

### General Fund - Sources and Uses

The sources and uses of funds relate to where the City receives revenues or other resources to pay for the services the City provides. For example, the primary source of funding for the General Fund is City Income Taxes. The City is forecasting to receive 72.0% of its General Fund revenue from income taxes in 2015. The primary use of the City's General Fund resources is public safety (police and fire) services, which comprise 61.1% of the General Fund departmental budgets in 2015.

**City Income Tax.** The City Income Tax is a 2.1% locally levied earnings tax applied to gross salaries, wages, and other personnel service compensation earned by residents both in and out of the City and earned by non-residents in the City. It also applies to the net income of business organizations for business conducted in the City. The Income Tax is the largest single source of General Fund revenue.

The receipt of 1.55% Income Tax revenue over the fixed allocation to the General Fund is recognized as revenue in the Income Tax Permanent Improvement Fund at the end of the year. This amount is carried forward for subsequent year capital or operating needs.

**State Shared Revenue.** The Local Government Fund distribution from the State of Ohio is the primary source of revenue in this category. The Local Government Fund revenue includes portions of the State income, sales and use, public utilities, and corporate franchise taxes. As a result of legislative changes, revenues received from the Local Government Fund have decreased by over 50.0% from 2008 to 2014.

**Property Taxes.** The General Fund property tax rate applies to real property, public utilities property, and tangible property. The real property consists of residential, commercial, and industrial property. Traditionally, property tax revenue fluctuates due to the statutorily required sexennial reappraisal and the intervening third year review. Revenue can also fluctuate due to taxpayer appeals of these reappraisals and reviews. The General Fund property tax millage rate is 5.7 mills in calendar year 2014 and 5.6 mills in calendar year 2015.

**Casino Tax.** The opening of four casinos throughout Ohio resulted in a new revenue stream for the General Fund that began in 2012. Revenue of \$10.0 million was forecasted for each year of the FY 2014-2015 Biennial Budget; however, actual revenue is under that target amount. In FY 2014, it is estimated the Casino Tax will generate \$8.4 million and the forecast for FY 2015 is \$8.0 million.

**Investments.** The investments of the City (excluding those of the City of Cincinnati's Retirement System) are comprised primarily of time deposits and other securities guaranteed by the United States Government or its agencies.



*All Others.* This category includes miscellaneous revenue and charges for services, such as Buildings and Inspection fees and parking violation fine revenue.

### Principle Restricted Funds – Sources and Uses

Principle Restricted Funds, as the name implies, are restricted to a specific public purpose. Principle Restricted Funds receive their revenues or resources primarily from their customers to whom they provide either goods or services. For example, the Greater Cincinnati Water Works receives the majority of its revenues from the sale of water to its customers. The City could not use Water Works funding for other purposes such as City parks maintenance or to purchase new solid waste collection trucks because expenditures are restricted to benefit only the water customers. The revenue that comes into the City from customers paying their water bills can only be used by the City to operate and repair existing or build new water facilities.

Most Principle Restricted Funds receive other revenues, such as investment earnings from their cash balances and other incidental amounts. The City's appropriated Principle Restricted Funds are described as follows:

*Water Works Fund 101.* The Water Works Fund supports the Greater Cincinnati Water Works operations, capital improvements, repairs, and debt service expenditures.

*Parking System Facilities Fund 102.* The Parking System Facilities Fund supports the operations of the City's public garages and parking lots and the payment of debt service incurred for capital improvements.

*Convention Center Fund 103.* The Convention Center Fund receives the fees charged for the use of the Duke Energy Center and the Transient Occupancy Tax revenue in order to pay for its operation, utilities, and maintenance.

*General Aviation Fund 104.* The General Aviation Fund supports maintenance and general operation of the municipally-owned Lunken Airport. Capital improvements for the airport are funded primarily from grants from the Federal Aviation Administration (FAA).

*Municipal Golf Fund 105.* The Municipal Golf Fund supports the operation of the City's privately managed golf courses, using receipts from fees charged for the use of the golf courses, driving ranges, golf carts, and concession purchases by golf patrons. The fund includes operations, capital improvements, and debt service.

*Stormwater Management Utility Fund 107.* The Stormwater Management Utility Fund primarily covers storm sewer capital improvements; storm water maintenance and repairs; and administrative costs of master planning, billing, regulation, and enforcement.

*Bond Retirement Fund 151.* The Bond Retirement Fund pays the debt service on General Obligation bonds issued to raise capital improvement funds.

*Street Construction, Maintenance, and Repair Fund 301.* The Street Construction, Maintenance, and Repair Fund is used by the Public Services Department to supplement the maintenance and repair of the City's street system and traffic control devices.

*Income Tax-Infrastructure Fund 302.* The Income Tax-Infrastructure Fund covers expenses for repair, upkeep, and improvements of the City's infrastructure.





***Municipal Motor Vehicle License Tax Fund 306.*** The Municipal Motor Vehicle License Tax Fund supports the repair, upkeep, and improvements to the City's right-of-way.

***Sawyer Point Fund 318.*** The Sawyer Point Fund supports the operation and maintenance of the Central Riverfront and special events including Riverfest, Kidsfest, and concerts.

***Recreation Special Activities Fund 323.*** The Recreation Special Activities 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.

***Health Services Fund 395.*** The Health Services Fund supports a policy of wellness and preventive health maintenance to serve the health needs of citizens.

***Metropolitan Sewer District Fund 701.*** The Metropolitan Sewer District Fund supports the management and operation of the Metropolitan Sewer District of Greater Cincinnati (MSD). MSD is run by the City on behalf of Hamilton County.

***Income Tax-Transit Fund 759.*** The City of Cincinnati has a contract with the Southwest Ohio Regional Transit Authority (SORTA) to operate a bus system. The Income Tax-Transit Fund supports about 33% of the annual operating and capital costs of the bus system. Fare box receipts, Federal and State grants, and miscellaneous revenues provide the other 67% of the SORTA budget. The Transit Fund also supports transportation related functions within City's departments.

### Other Restricted Funds Operating Budget by Fund

This category of operating funds is primarily comprised of grant funds, such as the Women & Infants Food Grant Program Fund, and single purpose funds, such as the Forestry Assessments Fund. Like the Principle Restricted Funds, the Other Restricted Funds are also appropriated each year through the budget process and monthly reports to City Council. Forty-five of the Other Restricted Funds are included in the total City's operating budget in 2015. The largest of these funds is the Health Department's Home Health Services Fund with a 2015 operating budget of \$5,104,160.



## Capital Budget – Sources and Uses

Similar to the operating budget, the capital budget includes a General Capital Budget and Restricted Funds Capital Budget. As its name implies, the General Capital Budget is used for general governmental purposes. Restricted Fund Capital budgets are used for the capital investments for the activities covered by a restricted fund (e.g., water main replacement within the Water Works Capital Fund).

### Capital Budget - Sources of Funding

#### *General Capital*

**City Income Tax.** The component of the 2.1% Income Tax dedicated for General Capital use is 0.15%.

**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. Some general obligation debt may be issued without a vote of the public. The debt cannot be issued unless there is sufficient revenue for the payment of the debt service on the bonds. The estimate for Property Tax Supported Bonds (unvoted bonds) reflects property tax millage of 6.50 mills for debt service requirements. This City Council policy establishes the parameters for how much capital financing resources will be available for the issuance of debt. The City is well within the unvoted statutory debt limitation of 5 1/2% of assessed value in the City. The Property Tax Supported Bonds portion of the general capital resources continues Cincinnati's long standing policy of no increase in taxes and replacement of debt service on maturing debt with new debt service requirements. This general policy has enabled the City to institute debt management policies that enhance credit worthiness. Approximately 81% of the City's current outstanding general obligation property tax, municipal income tax and self-supported debt of \$556.2 million will be retired by December 31, 2025. By December 31, 2035, 99% will be retired, with the balance of the outstanding general obligation and self-supporting debt retired by 2038. 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 City is rated Aa2 by Moody's and AA- by Standard & Poor's.

Although the City currently utilizes general obligation bonded debt for self-supporting bond issues (such as road improvements, equipment replacements and recreational facilities), self-supporting revenue sources have been, and are expected to be, sufficient to pay principal and interest requirements on all self-supported debt.

**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 more favorable annual income. The City Council endorsed a policy by resolution to dedicate resources generated by the Southern Railway to infrastructure projects. The notes issued and interest income provide a resource for infrastructure projects.

**Income Tax Supported Debt.** The 2014/2015 Biennial Capital Budget and the 2014-2019 Capital Investment Program include the use of City Income Tax Supported Debt as resources for project expenditures. The ability to use City Income Tax proceeds to support debt will be determined annually by forecasted income tax revenues.

**Reprogramming Resources.** Reprogramming resources are unused resources recaptured from projects that have been completed. The remaining balances are available and recommended for use in new projects.



*Special Revenue Fund*

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 Trade and Development. This program supports the development of new market-rate housing in the City.

*Matching Capital Funds*

The City receives Federal 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 funding granted by the FAA varies from year to year. Once actual grants are received, the resulting project is budgeted, and matching City funds are recommended to the City Council for approval.

## Capital Budget - Uses of Funding

*General Capital*

The General Capital Budget can be stratified into seven expenditure categories. The Project Expenditure Categories include Debt Service Payments, Economic Development, Environment, Equipment, Housing and Neighborhood Development, Infrastructure (Smale Commission), and New Infrastructure. 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.

**Smale Infrastructure Requirement.** In December of 1987, an independent commission headed by John Smale, then Chief Executive of Procter and Gamble, completed a study to assess the City's infrastructure and to make recommendations for upgrading the City's physical assets. As a result of the study completed by the Smale Commission, the City Council passed the Infrastructure Income Tax Ordinance (#38-1988). This ordinance requires that the City meet a commitment to appropriate and spend sufficiently for infrastructure or the tax will expire.

The Infrastructure Income Tax portion of the earnings tax is not included as a Capital Budget resource because it is dedicated primarily to infrastructure maintenance, an Operating Budget item. Capital infrastructure expenditures are combined with the operating infrastructure expenditures to meet the annual minimum expenditure requirement. This ordinance also provides for annual increases to the minimum expenditure requirement base amount by using the percentage change in the Implicit Price Deflator for the Gross National Product. The estimated minimum expenditure requirement for 2015 is \$63.1 million.

To assure that the City meets annual expenditure requirements to maintain the 0.1% Infrastructure Income Tax, the City budgets more than the required amount as a safeguard against potential delays in capital project implementation.

*General Capital Expenditure Categories*

**Debt Service Payments.** This category was added during the development of the 2002 Budget Update to account for capital projects that are dedicated to the retirement of debt for special projects.



**Economic Development.** This category is for new development or improvement projects in the Central Business District, industrial zones, and neighborhood business districts.

**Equipment.** This category is for equipment purchases such as new computer systems and City fleet replacements.

**Environment.** This category is for projects that relate to the remediation and/or prevention of environmental problems such as the removal of underground storage tanks and the remediation of old landfills.

**Housing and Neighborhood Development.** This category is for projects that support housing and development projects in the City's neighborhoods.

**Infrastructure (Smale).** This category is for projects that provide for the renovation or replacement of existing City assets. This category is the largest expenditure category.

**New Infrastructure.** This expenditure category was added during the development of the 1997/1998 Biennial General Capital Budget to distinguish between new capital improvements and the Infrastructure (Smale Commission) expenditure category, which includes only the renovation and replacement of existing City assets.

### **Restricted Capital Funds – Sources and Uses of Funding**

Restricted capital funds use revenue generated from user fees or charges from a particular restricted or enterprise activity to support new capital projects and/or improvements to existing assets which benefit that particular restricted or enterprise activity or service. For example, Stormwater Management Utility revenue generated from service charges is used to make drainage corrections and improvements. These capital drainage correction and improvement projects are funded after Stormwater Management Utility operating and maintenance costs, and debt service requirements are covered. Grants and matching resources the City receives from various Federal, State and County sources are also restricted based on the type of activity or by program guidelines. For example, grant proceeds from the Federal Aviation Administration (FAA) can only be used for airport related improvements.

### **Consolidated Plan Budget – Sources of Funding**

The Consolidated Plan Budget provides for a mix of housing, economic development, and public service programs funded with Community Development Block Grant (CDBG) resources, and housing programs and services funded with the HOME Investment Partnership (HOME) grant, Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA) grant. The other resource components for the CDBG program are locally generated program income, the year-end carryover from the recovery of prior year project funding, and savings in operating funding.

#### *Community Development Block Grant (CDBG)*

The Community Development Block Grant (CDBG) is a formula grant from the U.S. Department of Housing and Urban Development (HUD) to local and state governments. The primary objectives of the CDBG program are to provide decent housing, suitable living environments and economic opportunities principally for persons of low and moderate income and to aid in the prevention or elimination of slums and blight. CDBG funding is a flexible resource that can be used for a wide range of programs or projects within a broad framework of eligible activities. Overall, a minimum of 70% of CDBG expenditures must benefit low



and moderate-income persons. A maximum of 15% of CDBG expenditures can be utilized to fund public service activities (such as job training and other human service type activities).

*HOME Investment Partnerships Program*

The HOME Investment Partnerships Program (HOME) is a formula grant that exclusively funds affordable housing programs. HOME funding can be used for acquisition, construction, and moderate or substantial rehabilitation activities of affordable rental and ownership housing. The City of Cincinnati uses HOME funding primarily for the rehabilitation of rental housing units, homeowner rehabilitation, and the promotion of new home ownership opportunities for low income families. A special allocation within the HOME program is the American Dream Down-payment Initiative (ADDI), which provides down-payment assistance to first-time, low-income homebuyers.

*Emergency Solutions Grant (ESG) Program*

The Emergency Solutions Grant (ESG) Program is a formula grant that provides resources for both the capital and non-staff operating needs of emergency shelters and transitional housing for the homeless. Outreach or supportive services for the homeless are also allowable uses of funding. ESG funding is administered by the Department of Trade and Development.

*Housing for People with AIDS (HOPWA) Program*

The HOPWA grant is based on the number of cases of AIDS within the region with a 1,500 case threshold. 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. Funding may be used to assist all forms of housing designed to prevent homelessness of AIDS victims, including emergency housing, shared housing arrangements, apartments, single room occupancy dwellings, and community residences. HOPWA funding also may be used for services such as health care and mental health services, drug and alcohol abuse treatment and counseling, intensive care, case management, assistance with daily living, and other supportive services. The Department of Trade and Development administers the grant.

## **Consolidated Plan Budget - Uses of Funding**

Consolidated Plan Budget resources are directed to programs and activities to fulfill the objectives of the Consolidated Plan through the following components.

### **Housing Component**

A primary objective for the use of Consolidated Plan funding by the City of Cincinnati is to serve its communities by providing decent housing and a suitable living environment to low- and moderate income persons. A large amount of CDBG funding is spent on providing or improving permanent residential structures through a variety of programs and services for very low- and low-income homeowners and renters. Most of these programs are available to eligible clients on a citywide basis. The following is a summary of funded housing programs.

*Programs for Existing Homeowners* include a rehabilitation loan program that returns housing units to building code standards and a program of home repair and emergency repair grants for very low-income elderly, disabled and single parent homeowners.



*Programs for New Homeowners* include down-payment assistance to first-time, low- to moderate-income homebuyers citywide, as well as in neighborhood target areas. Other opportunities to increase the City's homeownership rate include focused revitalization in specific neighborhoods and competitively selected development projects assisted with City loans or grants.

*Programs for Renters* include a citywide rehabilitation loan program available to owners of affordable rental property and a competitive program for developers of rental housing within the City (either new or rehabilitation).

*Supportive Housing Services* are also provided, including counseling for existing and new homeowners, legal representation for tenants, relocation services for tenants due to the enforcement of City building or health codes, and fair housing services to promote equal housing opportunities for all persons.

*Homeless Housing* is supported through funding to rehabilitate shelters and transitional housing facilities that serve the homeless. Operating funding for homeless agencies is provided through the Emergency Shelter Grant. Housing and supportive services funding is provided by the HOPWA grant to ensure that persons living with AIDS have access to housing and supportive services.

### Economic Development/Job Development Component

CDBG funds provide loans, grants, public improvements, and technical assistance to businesses and industries to expand or consolidate their operations within Cincinnati. This, in turn, provides jobs for low- and moderate-income persons or goods and services for low- and moderate-income neighborhoods. CDBG funding is also used for job training and referral services.

Through the *Neighborhood Business District Improvement Program*, the Trade and Development Department aims to improve the economic vitality of neighborhood business districts by creating and retaining jobs in those neighborhoods and improving the physical environment through the funding of facade, streetscape and other public improvements.

The *Small Business Loan Program* provides loans for growing small businesses where additional financing is needed for expansion, providing additional jobs and commercial services for Cincinnati neighborhoods.

The *Small Business Services and Technical Assistance* program provides a variety of services to assist the development and growth of small businesses, including capacity development, business coaching, entrepreneurial training, environmental assessments, inventory control audits, and accounting assistance.

### Public Service (Human Services) Component

Consolidated Plan funding is used for the operation of various programs, primarily for at-risk youth, providing counseling, surrogate parenting, and youth employment as well as to provide funding for the rehabilitation of social service agencies' service-delivery facilities.

### Planning and Administration Component

Administration includes the management of eligible programs and projects, ensuring Federal reporting requirements and compliance with Federal program mandates.



## Compliance with CDBG Program Limits

Each of the Consolidated Plan Grant Programs has statutory funding limitations. HUD requires that at least 70% of CDBG activities spent 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 grant amount can be budgeted for this purpose annually or for up to a three year reporting period. CDBG expenditures for public service activities may comprise no more than 15% of the program year's entitlement grant amount plus prior year program income. The only exception to this regulatory cap 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). CDBG expenditures for planning and general administration activities are limited to 20% of the program year's entitlement grant and current year program income. The remaining three Consolidated Plan grant programs have separate limits on administrative expenses as follows: HOME – 10% of grant amount; ESG – 5% of grant amount; and HOPWA – 3% of grant amount. Funding for these activities in the approved budget is within the program caps.

## SPECIAL ORGANIZATIONAL REPORTING AUTHORITY

### City Boards and Commissions

Three City Departments - Parks, Recreation, and Health - report to independent City boards or commissions. Members of these boards and commissions are appointed by the Mayor and approved by the City Council. The budgets for these three departments have a special public review process because the departments present the budget to their public boards for approval before submitting the budget to the City Manager. Additionally, the City relies on advisory boards and commissions to provide recommendations across many program areas. These include, but are not limited to, the Planning Commission, the Citizen's Complaint Authority, and the Community Development Advisory Board/Human Services Advisory Committee. A complete list of boards and commissions is available with the Clerk of Council.

### Contract Agencies

The City contracts with many private entities to purchase goods and services. Due to their key role in service delivery, two agencies are specifically included in the City's Budget. These City agencies include the Cincinnati Human Relations Commission (CHRC) and the Southwest Ohio Regional Transit Authority (SORTA), which are not-for-profit corporations whose primary mission is to provide public services to the citizens of Cincinnati. Their operations and policies regarding services provided to City residents are determined by a formal contract with the City. The City Council approves City funding to purchase the services of these agencies and authorizes the contracts. The staffs of these agencies are employees of their respective boards and are not City staff.

### Regional Services

The Enterprise Technology Solutions Department (ETS), Greater Cincinnati Water Works (GCWW), and the Metropolitan Sewers District (MSD) are operated by the City of Cincinnati but serve the entire Hamilton County region. ETS provides computer services for the City, Hamilton County, and local law enforcement agencies. MSD provides sewer services county-wide. The GCWW provides water to its customers in the City as well as to its customers in various Hamilton County communities and neighboring counties in Ohio, including the City of Mason and Butler County, and Northern Kentucky residents.



## 2015 BUDGET DEVELOPMENT

### Budget Roles and Responsibilities

The *Department Directors and Division Heads* are responsible for setting annual performance goals and objectives for operating programs and identifying program costs using departmental, financial and budgetary data sources. They also evaluate their Capital Budget needs and propose capital projects.

The *Department Budget Coordinators* are in charge of preparing the Department's formal budget submission. They are responsible for estimating personnel and non-personnel costs associated with their department. They interact with their Department Director and their department's assigned Management Analyst with the Office of Budget and Evaluation.

The *Budget and Evaluation Director, Division Manager, Supervising Management Analysts, and Management Analysts* in the Office of Budget and Evaluation (B&E) coordinate the budget process for City departments. B&E Management Analysts are assigned to assist departments in budget development and to analyze budget requests for recommendation to the City Manager, the Mayor, and to the City Council. B&E presents each department's requests and the related recommendations to the Executive Budget Committee (EBC). B&E then compiles the City Manager's recommendations into the Recommended Budget documents for presentation to the Mayor for comment. The City Manager's Recommended Budget is submitted with comments by the Mayor to the City Council.

The *Executive Budget Committee (EBC)* is comprised of the City Manager, the Assistant City Managers, the Finance Director, the Assistant Finance Director, the Human Resources Director, and the Budget and Evaluation Director. The EBC reviews the B&E analyses and recommendations regarding the departmental requests to ensure that the preliminary base budgets and exception requests meet City needs and the priorities of City Council while not exceeding forecasted resources for the City. After meeting with the various City departments requesting funding, the EBC then makes a final recommendation to the City Manager. The City Manager, in turn, makes an Operating Budget recommendation, which is provided to the Mayor for comment before it is submitted to the City Council for passage.

The *Capital Committee* is a peer group of department directors co-chaired by an Assistant City Manager and the Finance Director. The City Manager, through the EBC, reviews the recommendations of the Capital Committee and, in turn, develops the Capital Budget recommendations which are submitted to the Mayor for comment. The Mayor's comments and the City Manager's Recommended Capital Budget are submitted to the City Council for passage.

The *Human Services Advisory Committee (HSAC)* reviews all recommended applications for Human Services funding from the General Fund.

The *Community Development Advisory Board (CDAB)* evaluates Consolidated Plan program requests and provides recommendations in coordinating City programs with service providers. The CDAB was established via Municipal Code, Chapter 207.

The *HOPWA Advisory Committee (HAC)* reviews program regulations, a funding distribution plan, and a set of proposed funding guidelines for the Housing Opportunities for Persons with AIDS (HOPWA) grant.

The *City Manager*, through the Finance Department and the Office of Budget and Evaluation, assembles estimates of the financial needs and resources of the City for each ensuing year, and prepares a program of activities within the financial resources of the City. They are embodied in a budget document with support-





ing schedules and analyses. The City Manager transmits the Recommended Budget to the Mayor for review and comment.

The *Mayor* reviews and comments on the City Manager's Recommended Budget and formally submits the Recommended Budget to the City Council.

The *City Council*, with citizens' input, modifies and approves the Biennial Budget. After the City Council's Finance Committee reviews the proposed budget allocations, program staffing, performance measures, and capital projects in the Recommended Budget, the City Council makes final decisions for a balanced budget, adopts a resolution approving the 2014/2015 Biennial Budget, and passes appropriation ordinances for the first year of the biennium. During the second year of the biennium, the City Council must formally appropriate the Approved 2015 Budget Update.

### Budget Development Process

In the biennial budget cycle, the FY 2015 annual budget was presented as an update to the two-year plan approved by the city Council on June 26, 2013. For the FY 2014-2015 Biennial Budget, the City of Cincinnati's budget development was comprised of a Policy and Education Stage, Financial Capacity Stage, Budget Development Stage, Budget Adoption Stage and an Implementation Stage. The first stage determined broad budget policy. The second stage assessed the economic outlook and identified budget issues that would impact budget development or represent significant changes in policy focus. The third stage resulted in the allocation of City resources among programs and projects. The fourth and fifth stage deal with the adoption and implementation of the budget. A brief description of the various stages of this biennium's budget process follow.

Please note: The City of Cincinnati transitioned from a fiscal year that coincides with the calendar year to a fiscal year that begins on July 1st and runs through June 30th of the following calendar year. Due to the fiscal year change, some elements of the budget development process were carried forward into the development of the FY 2014-2015 Biennial Budget.

### Policy and Education Stage

*Priority-Driven Budgeting Process.* On February 21, 2012 the Budget and Finance Committee adopted a motion calling for a Priority-Driven Budgeting process. With assistance from the Center for Priority Based Budgeting, the City engaged the public through focus groups, open public meetings, and social media to define seven priorities. The priorities were further refined and "weighted" through web, in-person, and statistically valid mail surveys. City programs were identified and scored against these priorities through a peer review process. The scored and weighted programs were compiled and separated into quartiles in order to compare programs.

*Neighborhood Support and Education.* The Vice-Mayor, City Council, and City staff members attended a Neighborhood Summit at the School for Creative and Performing Arts in May 19, 2012. The participants were comprised of many representatives from Community Councils and other citizens across the City. At this meeting, a hard copy Priority-Driven Budget survey was distributed and an educational session was held. A total of 51 surveys were received from the Neighborhood Summit.

Additionally, the Department of Planning and Buildings coordinated the Community Priority Request (CPR) process to solicit citizen input on the budget. The Community Priority Request (CPR) is a process whereby Community Councils are given an opportunity to submit prioritized funding requests and identify



projects and services that are paramount to the preservation and/or revitalization of each neighborhood for consideration during the City of Cincinnati Biennial Budget process. The information on community priority projects is reviewed by appropriate City Departments during their budget preparation. Potential funding options for the priority projects are considered and recommendations on projects are made to City Council in the proposed budget. For the FY 2013/14 CPR process each neighborhood was asked to submit three priority requests. A total of 67 requests were received from 27 neighborhoods.

*Biennial Budget Development Report.* To assist the City Council in developing its budget policy priorities, the 2013/2014 Biennial Budget Development Report was provided to help the Mayor and the City Council focus on the major areas that were expected to be addressed in the budget process. These included, but were not limited to, revenue policy, expenditure policy, and financial management policy. In addition, 2011 and 2012 performance measures for each City department were presented to City Council.

### Financial Capacity Stage

*Forecast included in 2013/2014 Biennial Budget Report.* The Office of Budget and Evaluation and Finance Department, with the assistance of an econometric forecasting firm, provided to the City Council on June 1, 2012 an economic outlook and an updated General Fund forecast to allow for a fiscal context for the development of budget policies. This presentation included an analysis of demographic characteristics and trends, the outlook for the local economy, financial indicators, and major City cost drivers such as personnel services, non-personnel services, and employee healthcare.

The Office of Budget and Evaluation also identified budget issues that affected the budget development and represented significant challenges in policy focus. Citizen input, combined with the aforementioned economic forecast and background information on budget issues assisted the City in developing the FY 2014-2015 Biennial Budget.

### Budget Development Stage

Based on the City Council policy direction and issues identified in the Biennial Budget Development Report, Department Directors had the responsibility to set annual performance goals and objectives for each operating program and identify program costs using departmental, financial, and budgetary data resources. Based on budget estimates for the biennium, departments were given budget targets. Budgets were established for standard line-items within personnel and non-personnel cost categories. The base budgets included operating services which were funded in the Approved 2012 Budget Update. These services were included in the target for each agency. Based on economic realities and the results of the Priority-Driven Budgeting process, departments were asked to submit budgets below the continuation budget target amount (i.e. budget reductions). Agencies could also submit budgetary requests in excess of the budget target amount for consideration.

For the Capital Budget, City departments made requests for ongoing capital projects, improvements to existing assets, previously funded phased projects, and new projects. These projects were assessed using defined criteria, such as Hazard Elimination, Legal Mandates, Regulatory Compliance, and Project Completion.

In order to receive grant resources from the U.S. Department of Housing and Urban Development (HUD), the City developed an Action Plan for CY 2013. This Action Plan also served as the FY 2014 Consolidated Plan Budget. The HUD grants include Community Development Block Grant (CDBG), Home Investment



Partnerships Grant (HOME), Emergency Shelter Grant (ESG), and Housing Opportunities for Persons with AIDS Grant (HOPWA).

First, the departments who receive Consolidated Plan funds prepared and submitted a Requested Consolidated Plan Budget to the Office of Budget & Evaluation. Following review and comment by the Community Development Advisory Board (CDAB), and a public hearing, a Recommended Consolidated Plan Budget (Action Plan) was developed. In addition to following a similar approval process to the Operating and Capital Budgets, the Consolidated Plan Budget (Action Plan) was also submitted to HUD on November 15, 2012 for their subsequent approval.

The Office of Budget and Evaluation coordinated the budget process for City departments and presented the departments' budget requests and B&E recommendations to the Executive Budget Committee (EBC). The committee members include the City Manager, Assistant City Managers, Finance Director, Assistant Finance Director, Human Resources Director, and Budget Director. The EBC reviewed the departmental requests to ensure that the preliminary base budgets and exception requests meet City needs and Council priorities, while not exceeding forecasted resources for the City.

The Capital Budget Committee, which includes department heads of City departments with significant capital assets and is co-chaired by the Assistant City Manager and the Finance Director, reviewed the departments' six-year Capital Improvement Plans and submitted a recommended budget to the EBC. The EBC then reviewed and modified the Capital Committee's recommendation. The Office of Budget and Evaluation then compiled the City Manager's recommendations into the Recommended FY 2014-2015 Biennial Budget, which was then presented by the City Manager to the Mayor.

### Budget Adoption Stage

On May 9, 2013, the City Manager presented the Recommended FY 2014-2015 Biennial Budget to the Mayor. Consistent with the City Charter, the Mayor transmitted his comments along with the City Manager's Recommended Budget within 15 days to the City Council.

The Budget and Finance Committee of the City Council reviewed the proposed budget allocations, staffing, and program priorities. The Budget and Finance Committee then held public hearings to assist in the deliberations on the budget. Based on citizen input, the City Council reallocated funding to new and existing programs.

Although the City Administration prepares a two-year budget (FY 2014-2015), Ohio law requires an annual appropriation. Therefore, only the first year of the biennial budget was adopted by the City Council, and the second year was adopted by resolution. A formal adoption of the budget with appropriation ordinances occurred on June 26, 2013.

For the second year of the biennial budget, the City Manager presented the Recommended FY 2015 Budget Update on May 12, 2014, which followed the same procedures as for the first year. A formal adoption of the appropriation ordinances occurred on June 4, 2014.

### Implementation Stage

*Budget Control.* Departments are accountable for budgetary control throughout the fiscal year. Every fall the City performs a Budget Monitoring process, where expenditure patterns are compared to departments' expenditure estimates. In addition, a Budget Status Report process is initiated in the spring of each year,



which involves the reporting of the departments' actual expenditures and fund balance performance to the Office of Budget and Evaluation. In compliance with State law, B&E then prepares a Final Adjustment Ordinance, which balances each fund account for year's end.

*Budget Amendments.* In some cases, amendments to the budgets may be proposed. Generally, amendments are proposed due to a change in plans or special circumstances such as unusual weather conditions (floods, tornadoes, record snowfalls, etc.). The City's Operating Budget is approved at the agency level, and the Capital Budget is adopted at the project level. Within the Operating Budget, intra-agency transfers between personnel services, other expenditures, properties and debt service as well as transfers between agencies require an amendment process. Within the Capital Budget, any transfers between projects require an amendment process. For principal funds, the amendment must be prepared in the form of a supplemental or transfer appropriation ordinance recommended by the City Manager for adoption by the City Council. For other funds, the amendment must be a written memo for administrative approval of the City Manager.



## **Section 3: Budget Update Detail**



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### ALL FUNDS BUDGET

The FY 2014-2015 Biennial Budget was approved by the City Council on July 26, 2013 (Operating Budget) and December 14, 2012 (Capital Budget). The Approved FY 2015 Budget Update modifies the FY 2015 Approved Budget to adjust for changes in estimated resources and expenditures.

The All Funds Approved FY 2015 Budget Update totals \$1.3 billion and includes a \$ million Operating Budget and a Capital Budget totaling \$339.4 million. As required by state law, all funds are balanced. (Note: The Consolidated Plan Budget is not included in the Approved FY 2015 Budget Update; however, the City Council approved Calendar Year (CY) 2014 Consolidated Plan Budget is included in this document for reference.)

Table I - Approved FY 2015 All Funds Budget Update

(\$ in Millions)	2014-2015 Biennial		Approved FY 2015 Update	From 2014 Approved		From 2015 Approved	
	2014 Approved	2015 Approved		\$ Change	% Change	\$ Change	% Change
Operating Budget							
General Fund <sup>1</sup>	\$360.4	\$363.5	\$358.2	-\$2.2	-0.6%	-\$5.3	-1.5%
Restricted Funds <sup>2</sup>	\$635.6	\$636.5	\$630.9	-\$4.7	-0.7%	-\$5.6	-0.9%
Subtotal Operating Budget	\$996.0	\$1,000.0	\$989.1	-\$6.9	-0.7%	-\$10.9	-1.1%
Capital Budget							
General Capital Budget	\$60.8	\$53.1	\$61.0	\$0.2	0.3%	\$7.9	14.9%
Restricted Funds Capital	\$357.5	\$332.1	\$267.1	-\$90.4	-25.3%	-\$65.0	-19.6%
Special Revenue/Matching Capital	\$1.5	\$21.4	\$11.3	\$9.8	653.3%	-\$10.1	-47.2%
Subtotal Capital Budget	\$419.8	\$406.6	\$339.4	-\$80.4	-19.2%	-\$67.2	-16.5%
Consolidated Plan Budget <sup>2</sup>	\$16.7	\$16.3	\$16.2	-\$0.5	-3.0%	-\$0.1	-0.6%
Total Budget	\$1,432.5	\$1,422.9	\$1,344.7	-\$87.8	-6.1%	-\$78.2	-5.5%

<sup>1</sup>The Approved FY 2015 Update total includes \$22.8 million of non-departmental expenses and \$1.7 million for Transfers Out.

<sup>2</sup>The Consolidated Plan Budget total of \$16.2 million includes \$3.2 million that is appropriated in the departments' operating

The Approved FY 2015 All Funds Budget Update totals \$1.3 billion and represents a decrease of \$ million, or %, from the Approved FY 2015 All Funds Budget. The decrease is primarily attributed to a \$67.2 million reduction in the Capital Budget as well as a \$ million reduction in the Operating Budget. description of the major changes in the Operating and Capital Budgets follow with additional details available within the corresponding budget update documents.

### OPERATING BUDGET

The Approved FY 2015 General Fund Operating Budget Update totals \$358.2 million, which represents a \$5.3 million, or 1.5%, decrease from the FY 2015 Approved Budget as shown in Table II. The Approved FY 2015 Restricted Funds Operating Budget Update represents a \$2.4 million, or 0.4%, decrease from the FY 2015 Approved Budget. This is primarily due to decreases in the Metropolitan Sewer District Fund, the Greater Cincinnati Water Works Fund, and the Income Tax-Infrastructure Fund. With the exception of the Municipal Golf Fund, all restricted funds' expenditure budgets are balanced to resources in FY 2015.



**Table II - Approved FY 2015 Operating Budget Update**

(\$ in Millions)	FY 2014 Approved Budget	FY 2015 Approved Budget	Change From FY 2014	FY 2015 Approved Update	Change From FY 2015
General Fund <sup>1</sup>	\$360.4	\$363.5	0.9%	\$358.2	-1.5%
Restricted Funds	\$635.6	\$636.5	0.1%	\$634.1	-0.4%
<b>Total Operating Budget</b>	<b>\$996.0</b>	<b>\$1,000.0</b>	<b>0.4%</b>	<b>\$992.3</b>	<b>-0.8%</b>

<sup>1</sup>The Approved FY 2015 Update total includes \$22.8 million of non-departmental expenses and \$1.7 million for Transfers Out.

**BUDGET ASSUMPTIONS**

The following summary includes the major assumptions used in developing the Approved FY 2015 Budget Update.

1. Wage adjustments in the Approved FY 2015 Budget Update include:
  - a. Resources to support increased wages related to the 1.5% cost-of-living adjustment (COLA) for American Federation of State, County, and Municipal Employees (AFSCME), Cincinnati Organized and Dedicated Employees (CODE), and the Teamsters. This increase will be made retroactive to July 2013 for CODE, August 2013 for AFSCME, and October 2013 for Teamsters through a future budget ordinance.
  - b. CODE represented employees are budgeted for a 1.0% COLA increase effective March 2015.
  - c. All other employees are budgeted for a 0.0% COLA increase in FY 2015. As existing labor contracts expire in FY 2015, the Administration will continue to negotiate with that position.
  - d. Step increases are funded pursuant to labor contracts, which range from less than 2.0% to over 4.0% for most represented positions that are not at the top of the respective salary range. A 3.0% merit increase for non-represented employees is also budgeted in 2015. Note: Over 90.0% of all full-time employees are represented and less than 10.0% are non-represented.
  - e. The Mayor and Members of City Council have not voted for a raise; therefore, the approved budget includes a 0.0% increase for the Mayor and City Council.
2. Overtime expense is limited to emergencies for non-represented staff. Table III provides the budgeted overtime expenses for all full-time employees, by employee group, in the General Fund, Non-General Fund (including Enterprise Funds), and in All Funds.

**Table III – Budgeted Overtime**

Department Type	General Fund	Non-General Funds	All Funds
Public Safety	\$ 8,174,080	\$ -	\$ 8,174,080
Non-Public Safety	\$ 802,509	\$ 2,937,619	\$ 3,740,128
<b>Grand Total</b>	<b>\$ 8,976,589</b>	<b>\$ 2,937,619</b>	<b>\$ 11,914,208</b>





3. The Approved FY 2015 General Fund Budget Update includes a 14% employer contribution rate to the Cincinnati Retirement System (CRS). We are committed to make a historically significant contribution of up to \$100 million from the health care trust to the pension trust as permitted by law. This infusion alone would increase the funding level to 68% and would provide a FY 2015 contribution that exceeds the annual required contribution by \$24.4 million. The pension reform plan approved by Council authorizes the City Manager to enter into a Global Consent Decree in Federal Court and take any reasonable actions affecting the long term stability of CRS. The budget also provides for employer contributions to the Ohio Public Employees Retirement System at 14.0%, Ohio Police Pension at 19.5%, and the Ohio Fire Pension at 24.0%.
4. All City employees are on the "80/20 Plan" for healthcare. Under the "80/20 Plan," the employee pays a deductible and then pays 20.0% of all in-network healthcare expenses up to an out-of-pocket maximum of \$1,500 for a single plan and \$3,000 for a family plan. In CY 2014, non-represented employees' premium contributions increased from 5.0% to 10.0%, deductibles increased from \$300/\$600 (individual/family) to \$500/\$1,000 (individual/family), and out-of-pocket maximums increased from \$1,500/\$3,000 (individual/family) to \$2,000/ \$4,000 (individual/family). These same changes will be in effect for AFSCME and CODE represented employees beginning January 1, 2015. Due to relatively stable healthcare costs in CY 2014 and the predicted continuation of that stability into CY 2015, a previous estimate of a 5.0% increase in the employer cost of healthcare has been removed from the budget. Additionally, the balance within the Health Care Fund is sufficient to provide a one month holiday for the premium for both the employee and City contribution. The Health Care Fund has a sufficient fund balance that will cover the FY 2015 payment of the dental and vision insurance premiums for some City employees.
5. There are no significant changes to the ratio of supervisors to employees in the Approved FY 2015 Budget Update. Table IV lists all the current supervisors within non-represented and CODE employee groups, regardless of funding source. Across all funds, the supervisor to employee ratio is 1:6.5 (1 supervisor to 6.5 employees). Please note that this ratio does not include supervision of contractors, the inclusion of which would increase the ratio. The number of employees per supervisor for the departments of Recreation and Parks include part-time and seasonal employees, which have been included to more accurately depict the supervisors' responsibilities. In addition, it should be noted that not all CODE or Division 0 non-represented employees are supervisors. These two salary divisions, while commonly referred to as "middle management" by some parties, primarily represent employees in technical/professional classifications and may not supervise any employees. Examples include Senior Accountants, Senior Engineers, Computer Programmer/Analysts, Dietitians, and Graphic Designers. Finally, most supervisors are working supervisors with their own work product. (e.g. a Principal Engineer who supervises other engineers as well as manages his/her own projects like the Waldvogel Viaduct).



**Table IV – Supervisor to Employee Ratio**

Department	CODE & Non-Represented Total	Supervise?		Number of Employees Supervised	Number of Employees Per Supervisor
		No	Yes		
Citizens Complaint/Internal Audit	9	6	3	8	2.7
City Manager's Office	57	32	25	168	6.7
Enterprise Technology Solutions	68	49	19	73	3.8
Finance	61	41	20	80	4.0
Fire	17	13	4	16	4.0
Health	140	92	48	386	8.0
Human Resources	19	15	4	18	4.5
Law	61	54	7	60	8.6
Parks	45	19	26	137	5.3
Planning & Buildings	31	19	12	62	5.2
Police	40	24	16	75	4.7
Public Services	60	24	36	313	8.7
Recreation	57	10	47	932	19.8
Retirement	10	7	3	9	3.0
Sewers	264	163	101	452	4.5
Trade & Development	42	31	11	69	6.3
Transportation & Engineering	88	41	47	155	3.3
Water Works	180	76	104	441	4.2
<b>Grand Total</b>	<b>1,249</b>	<b>716</b>	<b>533</b>	<b>3,454</b>	<b>6.5</b>

6. Table V summarizes the budget changes between the FY 2015 Approved Budget and the Approved FY 2015 Budget Update for training and non-local travel in the General Fund and All Funds. Much of the training and travel approved is for certification and professional needs or to allow for economic development opportunities.

**Table V – Training and Non-Local Travel Comparison**

	FY 2015 Approved Budget	Approved FY 2015 Budget Update	\$ Change	% Change
Training - General Fund	\$ 96,724	\$ 97,257	\$ 533	0.55%
Training - Non-General Funds	\$ 871,488	\$ 1,010,391	\$ 138,903	15.94%
<b>Training - All Funds</b>	<b>\$ 968,212</b>	<b>\$ 1,107,648</b>	<b>\$ 139,436</b>	<b>14.40%</b>
Non-Local Travel - General Fund	\$ 53,761	\$ 53,138	\$ (623)	-1.15%
Non-Local Travel - Non-General Funds	\$ 529,748	\$ 551,556	\$ 21,808	4.12%
<b>Non-Local Travel - All Funds</b>	<b>\$ 583,509</b>	<b>\$ 604,694</b>	<b>\$ 21,185</b>	<b>3.63%</b>

7. Fuel costs are budgeted at \$3.64 per gallon. The Administration continues to use fuel hedging as a tool to help with level budgeting for fuel purchases in FY 2015; however, fuel hedging is not a long-term savings method since the City will ultimately pay for variances in the fuel price.



- 8. Snow removal and winter operations will still be focused toward the goal of treating all City streets within 24 hours of a snow event. The City is currently negotiating the FY 2015 granular salt contract and anticipates an increase over the FY 2014 average of \$54.24 per ton. In addition, the City is continuing its investment in beet juice, which adheres to road surfaces longer and can reduce the need for repeated treatment trips over the same roadway, as well as calcium chloride, which can melt snow and ice faster than salt at lower temperatures.
- 9. The Approved FY 2015 Budget Update includes funds for the following cultural heritage events:

Event	Event Cost Share
Black Family Reunion	10%
Opening Day Parade	10%
Juneteenth	10%

City Council approved and filed Doc#200701075 on February 28, 2008, establishing the above three 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 Approved CY 2008 Budget Update; however, there is no funding in the Approved FY 2015 Budget Update for the competitive process due to limited General Fund resources.

- 10. The budgeted Human Services funding in the Approved FY 2015 Budget Update totals \$2.9 million, which represents 0.8% of the FY 2015 estimated General Fund revenue of \$358.2 million. The funding includes: Human Services Agencies (\$1.6 million); Center for Closing the Health Gap (\$500,000); Cincinnati Human Relations Commission (\$284,050); Cincinnati Works Hand-Up Initiative (\$250,000); Tech Ready Apprentices in Commercial Construction (TRACC) Program (\$150,000); Ex-Felon Pilot Program (\$100,000); and Cincinnati State (\$50,000).



**REVENUES**

**General Fund**

The General Fund revenue estimate for FY 2015 in Table VI totals \$358.2 million, which is a 1.9% increase over the FY 2014 Estimate of \$351.4 million. The four major General Fund revenue components include City Income Tax, Property Tax, State Shared Revenues, and Casino Tax, which together comprise approximately 86.0% of General Fund revenue for FY 2015.

**Table VI – FY 2014-2015 General Fund Revenue Estimates (in \$000's)**

Category	2013	2014	2014	%	Approved	%
	Actual	Approved	Estimate	Change	2015 Update	Change
Income Taxes	\$127,873	\$246,934	\$250,056	1.3%	\$257,917	3.1%
Property Taxes	12,018	26,241	26,014	-0.9%	28,990	11.4%
State Shared Revenues	11,957	15,922	18,998	19.3%	13,170	-30.7%
Casino Tax	2,327	10,000	8,364	-16.4%	8,000	-4.3%
Investments	1,376	2,250	2,253	0.1%	2,400	6.5%
Other Revenues	18,978	45,909	45,731	-0.4%	47,714	4.3%
<b>Total Revenues</b>	<b>\$174,529</b>	<b>\$347,256</b>	<b>\$351,415</b>	<b>1.2%</b>	<b>\$358,191</b>	<b>1.9%</b>

*City Income Tax*

City Income Tax revenue is budgeted to increase by \$7.9 million, or 3.1% in FY 2015 over the FY 2014 Estimate. It is expected that the FY 2014 City Income Tax will be approximately \$3.1 million, or 1.3%, more than the FY 2014 Approved Budget. This increase is due to a slight improvement in the local economy and employment.

The General Fund receives 1.55% of the 2.1% locally levied tax applied to gross salaries, wages, and other personal service compensation earned by residents of the City and earnings of non-residents earned in the City. It also applies to net income of business organizations for business conducted in the City. The income tax is the largest single source of General Fund revenue and accounts for approximately 72.0% of those revenues in FY 2015.

*Property Tax*

Property taxes are levied on real property, which consists of residential, commercial, and industrial property. The City Charter authorizes a property tax levy of up to 6.1 mills for General Fund operating purposes. In recent years, City Council approved the rollback of property taxes for the operating budget. Based on property value estimates from the Hamilton County Auditor, the calendar year (CY) 2015 property tax millage for operating purposes is 5.6 mills. The CY 2014 millage rate is 5.7 mills. The 5.6 millage rate will yield \$29.0 million in property tax revenue, which is the same revenue as in CY 2014. Property tax is the second largest revenue source at approximately 8.1% of the FY 2015 General Fund estimated revenue. The property tax is the second largest single source at approximately 8.1% of the FY 2014 General Fund revenue.



### *State Shared Revenues*

State Shared Revenues are the third largest single source of General Fund revenue accounting for approximately 3.7% of General Fund revenues for FY 2015. There is one major source of these revenues: the Local Government Fund.

The Local Government Fund revenues consist of portions of the State income, sales and use, public utilities, and corporate franchise taxes allocated to a fund for distribution to local governments. For FY 2015, the total allocated to the City is approximately \$13.2 million. As a result of legislative changes, revenues received from the Local Government Fund have decreased by over 50.0% percent from 2008 to 2014.

Previously, the Estate Tax was part of State Shared Revenues. The tax was discontinued in 2013 per state legislative action, and all revenue expected through the tax has been collected. In CY 2012 this source brought in \$21.4 million to the General Fund.

### *Casino Tax*

The opening of four casinos throughout Ohio resulted in a new revenue stream for the General Fund that began in 2012. Revenue of \$10.0 million was forecasted for each year of the FY 2014-2015 Biennial Budget; however, actual revenue is under that target amount. In FY 2014, it is estimated Casino Tax will generate \$8.4 million, or 16.4% under the target. Casino Tax revenue for FY 2015 is forecasted at \$8.0 million. Casino Tax accounts for 2.2% of the General Fund revenue in FY 2015 representing the fourth largest single source.

### *Investments*

Investment earnings on short-term interim funds, which account for 0.7% of the General Fund revenue for FY 2015, are expected to increase by \$147,000 in 2015. This level of return is due to the low interest rate environment that is expected to remain through FY 2015. The FY 2015 estimate is based on an expected 1.0% return on the City's investment portfolio.

### *Other Revenues*

This category includes charges for services, admissions taxes, licenses and permits, parking and traffic fines, and miscellaneous revenues. These various revenues comprise 13.3% of the General Fund revenues in FY 2015.

## **Restricted Funds**

The Financial Summary section of this document provides a detailed summary of each of the Principal Restricted Funds. The Principal Restricted Funds Approved FY 2015 Budget Update is \$5.5 million lower or 0.9% less than the FY 2015 Approved Budget. The following restricted fund revenue changes in the Approved FY 2015 Budget Update are highlighted below because the change is +/- \$1.0 million when compared to the FY 2015 Approved Budget.

### *Bond Retirement*

The revenue supporting the Bond Retirement Fund's Approved FY 2015 Budget Update is \$1.9 million higher than the FY 2015 Approved Budget. The additional revenue is the result of a property tax millage increase from 6.25 mills to 6.50 mills that became effective on January 1, 2014, for debt service for capital infrastructure projects.



### *Health Services*

The Approved FY 2015 Budget Update includes a \$1.1 million increase in revenues for the Health Services Fund. This increase relates to projected payment for services provided to existing and new clients that will be insured with the implementation of the Affordable Care Act.

### *Income Tax Transit*

This fund accumulates the proceeds from 0.3% of the Income Tax established for City transit needs and transportation-related functions. Revenues supporting the Income Tax Transit Fund's Approved FY 2015 Budget Update is \$1.2 million higher than the FY 2015 Approved Budget. This increase is due to a slight improvement in the local economy and employment.

### *Parking System Facilities*

The total projected revenue in the Parking System Facilities fund is estimated to increase by \$3.6 million due primarily to revenue generated from the operation of the Pogue's Garage.

## **Water Works Fund**

A \$7.9 million decrease in the Water Works revenues relates to reduced demand. The Greater Cincinnati Water Works' (GCWW) Approved FY 2015 Budget Update includes a rate increase of 4.0%, effective January 1, 2015. With a rate increase of 4.0%, the average inside the City customer's quarterly bill would increase from \$57.65 to \$59.86 or \$2.21 per quarter or about 2.5 cents per day, (based on an average usage of 148.6 gallons per day). A rate increase at this level is necessary for GCWW to maintain compliance with bond covenants and bond rating criteria. Continued support for the approved rate increases is necessary for stabilizing long-term finances. The last water rate increase was approved by the City Council on May 30, 2013 and went into effect on January 1, 2014.

## **REVENUE ENHANCEMENTS FY 2015**

### **General Fund**

#### *Fire Inspection Permit Fee*

The Cincinnati Fire Department (CFD) inspects and issues permits to industrial and commercial locations that utilize practices or chemicals that represent a fire risk. The safety permit must be renewed annually and the CFD issues an average of 1,900 permits each year for these locations. The Approved FY 2015 Budget Update includes a \$25 increase to the current cost of the permits from \$100 to \$125, which will result in \$47,500 of additional revenue in the General Fund.

The actual expense for the CFD to conduct the inspections and issue the permits, when adjusted for employee time and materials, is \$128. An increase in the cost of the permit to \$125 will align the cost of the permit with the actual expense of the service. Additionally, the increase will have a minimal impact on the affordability of the inspection to the commercial and industrial locations that require the annual permits.

#### *Buildings Inspection Fee*

The Approved FY 2015 Budget Update includes a one-time 5.0% adjustment to the building permit fees. The fees have not been increased since 2009. Based on the Engineering News Record Construction Cost Index (ENRCI) for this period, an eight percent fee increase would be appropriate. This one-time 5.0% adjustment



would generate approximately \$325,000 of additional revenue in FY 2015 in the General Fund. The Approved FY 2015 Budget Update includes an annual adjustment of one percent each year for the next five years beginning in 2016. This is less than the ENRCI Index average, which has been a two percent increase each year.

### *Planning Division Fees*

The Approved FY 2015 Budget Update includes several new Planning fees and increases to existing Planning fees. If approved, deed stamps, subdivision plats, historic reviews, zone changes, planned development-concept plan, planned development-final development, certificate of appropriateness fees could increase resulting in \$23,000 of additional revenue for FY 2015. The additional revenue calculation is based on requests for these services in 2013. A new fee is proposed for notwithstanding ordinances. In total, additional revenue of \$27,000 would be realized based on 2013 requests for these services.

### *Security Alarm Registration Fee*

The Approved FY 2015 Budget Update includes changes to the Municipal Code in regards to Security Alarm Registrations. Per the current False Alarm Ordinance, only alarm companies (such as ADT, Guardian, etc.) pay a registration fee to the City, which is currently \$250 annually. Alarm users (residential and non-residential users) must register their alarm systems with the City but there is no fee charged for the registration. There are approximately 4,500 residential alarm users and 4,500 non-residential alarm users registered with the City. This proposal would implement a biennial fee of \$50 for residential alarm users and \$100 for non-residential alarm users. This would generate approximately \$112,500 in annual General Fund revenue for residential alarm registrations and \$225,000 in annual General Fund revenue for non-residential alarm registrations. This would also provide a definitive confirmation of registration. The Municipal Code currently includes a fine structure for false alarms on registered systems starting with the third false alarm during a 365 day period. The fine for a third false alarm is \$50 and escalates to \$800 for 11 or more false alarms during a 365 day period. Unregistered systems are charged \$100 for the first false alarm call which is waived if they register immediately and \$800 for additional false alarms if they remain unregistered. These fees are consistent with other similar-sized municipalities across the country and most alarm users never reach the threshold for false alarm charges. However, for those with repeated false alarms, there is a significant amount of fines that go unpaid (almost 45.0%) regardless of collection efforts. For these repeat offenders, this graduated fine structure has not served as an adequate deterrent to actively reduce the number of false alarm calls that require service from the Cincinnati Police Department (CPD). Annual estimates are that as many as 80.0% of alarm calls received by the City are false alarms. To address this issue, the proposal would also implement non-response protocols in addition to the fines. This would mean that after the first response on an unregistered alarm or after a certain unpaid balance is reached by a registered alarm user, the CPD would suspend alarm response to that alarm user until the system is registered and the balance is paid. This would enable the department to more efficiently deploy resources by mitigating the need to respond to repeated false alarm calls for service from alarm users who refuse to comply with the provisions of the ordinance.

### *Special Events Registration Fees*

The Approved FY 2015 Budget Update includes implementing a Special Events Registration Fee. The CPD does not currently charge a special event permit fee for the administrative resources used in issuing special events permits or services provided at a special event. The Registration Fee would generate approximately \$45,000 in General Fund revenue annually.



### Other Funds

#### *800 MHz Radio User Fee*

Enterprise Technology Solutions (ETS) currently has 3,197 radio units, of which 133 are currently not charged a fee. The Approved FY 2015 Budget Update includes a fee for the 133 radio units that are not currently charged for using the City's radio system. The fee is \$235 annually per radio or \$19.58 per month. This fee will result in \$32,000 of additional revenue to support ETS's radio services. In comparison, Hamilton County charges all of their users \$22.50 per month or \$270 annually, per radio. This increase would apply to some non-City users of the system.

#### *One Cent Increase in Urban Forestry Street Tree Assessment*

The Approved FY 2015 Budget Update includes a one cent rate increase from \$0.18 to \$0.19 per linear front foot for the Urban Forestry Street Tree Assessment. This fee increase is estimated to result in \$100,000 of additional revenue in the Operations and Maintenance agency of Parks. The property owners will generate \$75,000 of new revenue and the City's General Fund will pay \$25,000 for all city, state, and federally owned properties. The one cent increase is needed to handle the backlog of dead and dying street trees due to the Emerald Ash Borer infestation. The Street Tree Assessment has not been raised since 2009.

## EXPENDITURES

### General Fund

The FY 2015 General Fund Continuation Budget (a budget to provide the same level of services in FY 2015 as in FY 2014 and includes anticipated inflationary increases and assumptions for wage increases), totaled \$376.5 million. The Continuation Budget exceeded revenue projections by \$21.1 million. To address the \$21.1 million shortfall, General Fund operating expenditures were reduced by a net \$18.3 million, which included \$23.6 million of reductions offset by \$5.3 million of expenditure increases. In addition, General Fund revenues were increased by \$2.8 million. This resulted in a structurally balanced Approved FY 2015 General Fund Budget Update that totals \$358.2 million.





Table VII - General Fund FY 2015 Continuation Budget and Approved FY 2015 Budget Update Comparison

(\$ in Millions)	FY 2015 Continuation Budget	Approved FY 2015 Budget Update
<b>Revenues</b>		
On-going	\$355.4	\$355.4
Revenue Enhancements	\$0.0	\$2.8
<b>Total General Fund Revenues</b>	<b>\$355.4</b>	<b>\$358.2</b>
<b>Expenditures</b>		
Public Safety Total	\$222.8	\$218.8
Non-Public Safety Total	\$124.8	\$115.0
<b>Total Departmental Budgets</b>	<b>\$347.6</b>	<b>\$333.7</b>
Non-Departmental Total	\$22.2	\$22.8
Transfers Out	\$6.7	\$1.7
<b>Total General Fund Expenditures</b>	<b>\$376.5</b>	<b>\$358.2</b>
<b>Net Increase (Decrease)</b>	<b>(\$21.1)</b>	<b>\$0.0</b>

Public safety departments comprised a total of \$222.8 million and non-public safety departments comprised a total of \$124.8 million of the Continuation Budget. In contrast, the Approved FY 2015 Budget Update totals \$358.2 million and includes \$218.8 million for public safety departments and \$115.0 million for non-public safety departments. The public safety departments and non-public safety departments reflect budget decreases of \$4.0 million or 1.8% and \$9.9 million or 7.9%, respectively.

Expenditure decreases total \$23.6 million and include:

*-\$7.1 million: Change in Employer Contribution to the Cincinnati Retirement System*

The Approved FY 2015 General Fund Budget includes a 14% employer contribution rate to the Cincinnati Retirement System (CRS). We are committed to make a historically significant contribution of up to \$100 million from the health care trust to the pension trust as permitted by law. This infusion alone would increase the funding level to 68% and would provide a FY 2015 contribution that exceeds the annual required contribution by \$24.4 million. On March 19, 2014, the City Council approved an ordinance (Ord. No. 0038-2014) to set in motion a plan for pension reform that would eliminate the unfunded liability and achieve 100.0% CRS funding over the next 30 years. The pension reform plan authorizes the City Manager to enter into a global consent decree in federal court and take any reasonable actions affecting the long-term stability of CRS. The 14.0% contribution rate matches the current contribution rate for employees in the Ohio Public Employees Retirement System (OPERS) and represents the Administration’s commitment to a long-term stabilized contribution rate.

*-\$3.0 million: Transfer of Some Focus 52 Projects to Capital Budget*

The transfer of funding for some of the Focus 52 projects is approved to provide a resource for the General Fund.



### *-\$2.7 million: Transfer of Expenditures to Other Eligible Funds*

The transfer of expenditures to other eligible funding sources will save the General Fund \$2.7 million in FY 2015 when compared to the Continuation Budget. Examples of such transfers include the reimbursement of an additional \$900,000 for Emergency Communications Center staff and expenses from the 911 Cell Phone Fees Fund and the one-time shift of \$300,000 in expenditures to the Recreation Special Activities Fund to support recreation center operations and aquatics. A transfer of FTE positions to other eligible funding sources across multiple departments results in a savings of \$1.2 million for FY 2015. The transfer of miscellaneous expenditures to other eligible funding sources will save an additional \$300,000 in FY 2015.

### *-\$2.0 million: No Payment to TIF*

The City pays the Cincinnati Public Schools (CPS) \$5.0 million annually as compensation for additional property tax revenues CPS would have received if the City had not authorized tax exemptions for certain projects. In 2011, the City borrowed \$5.0 million from TIF funds to make the payment to CPS and the repayment schedule calls for \$2.0 million to be paid in FY 2015. This payment will not be made in FY 2015.

### *-\$1.7 million: Salary and Benefits for Current Employees*

This includes additional savings when compared to the Continuation Budget related to the implementation of a one-month health care insurance premium holiday as well as a one-year dental/vision insurance premium holiday for some employees. The balance within the Health Care Fund is sufficient to provide the holiday for the employer health care premiums.

### *-\$1.5 million: Elimination of Vacant Positions*

This includes the elimination of 20.5 vacant FTE in miscellaneous positions across multiple departments which will result in savings of \$1.5 million in FY 2015 when compared to the Continuation Budget.

### *-\$1.3 million: Reduction for Ice Control Materials*

An amount of \$1.3 million will be saved in FY 2015 for ice control materials in the Department of Public Services. This amount was included in the Continuation Budget, but is no longer recommended as the department is budgeting for an average winter. Additional resources for winter operations, if needed, will be transferred to the Public Services Department.

### *-\$1.1 million: Vacant Position Savings*

Holding miscellaneous positions vacant across multiple departments for all or part of FY 2015 will result in savings of \$1.1 million in FY 2015 when compared to the Continuation Budget.

### *-\$1.0 million: Miscellaneous Non-Personnel/Adjustments to Costs*

The reduction of miscellaneous non-personnel items and adjustments to costs within numerous departments will result in savings of \$1.0 million in FY 2015 when compared to the Continuation Budget. Examples of some of the non-personnel items reduced include, but are not limited to, training, non-local travel, computer hardware, computer software and licenses, utilities, replacement recycling carts, and miscellaneous contractual services. A \$360,700 reduction in solid waste disposal costs is realized in the Department of Public Services without a reduction in service.



*-\$825,000: Police Department Savings*

A reduction in the Police Department's budget of \$825,000 in personnel and benefits savings (including longevity, shift differential, lump sum payments) and non-personnel reductions (including wearing apparel) related to the attrition of sworn officers is included.

*-\$605,000: Fire Department Reduction in Overtime*

Increased sworn strength from the FY 2013 SAFER grant recruit class is expected to reduce the need for overtime in FY 2015 in the Fire Department.

*-\$530,000: Fleet Services*

The Approved FY 2015 Budget Update includes savings of \$530,000 in multiple departments for charges for fuel and automotive repairs.

*-\$240,000: Services/Outside Entity Funding*

This primarily includes reductions in recycling services in the Office of Environment and Sustainability. A reduction of 5.0% to the Cincinnati Human Relations Commission (CHRC) is also included in FY 2015 when compared to the Continuation Budget.

Expenditure increases total \$5.3 million and include:

*+\$2.7 million: Service Enhancements*

When compared to the Continuation Budget, this primarily includes an increase of \$800,000 for the Police Department's Lateral Transfer class for Police Officers which has been increased from 15 members to 23 members and an increase of \$200,000 for recruiting costs for a planned Police Recruit Class in FY 2016. Operating costs for Smale Riverfront Park totaling \$800,000 are included as well as a \$200,000 increase for non-reimbursable expenses for a 50 member Fire Recruit Class scheduled to graduate in November 2014. Other increases include \$200,000 for additional Sanitation Helpers in the Department of Public Services, \$100,000 for the re-opening of two swimming pools in the Recreation Department, and \$75,000 for a Special Assistant to the City Manager to combat poverty.

*+\$1.5 million: Increase in Outside Entity Funding*

This includes increased funding totaling \$1.5 million to provide resources for outside programs including Cintrifuse (\$400,000); Center for Closing the Health Gap (\$300,000); Cincinnati Works Hand-Up Initiative (\$250,000); Tech Ready Apprentices in Commercial Construction (TRACC) Program (\$150,000); CincyTech (\$100,000); Ex-Felon Pilot Program (\$100,000); Media Bridges (\$100,000); Cincinnati State (\$50,000); and Citizen Engagement (\$25,000).

*+\$820,000: Wage Increases for AFSCME and CODE Members*

When compared to the Continuation Budget, this includes a 1.5% Cost-of-Living Adjustment (COLA) for AFSCME and CODE bargaining units. These pay increases are retroactive to FY 2014.

*+\$250,000: Reserve for Contingencies*

When compared to the Continuation Budget, a \$250,000 increase for the Reserve for Contingencies, which will provide resources for unexpected needs that arise in FY 2015.



Table VIII provides a comparison of each department's General Fund FY 2015 Continuation Budget to the Approved FY 2015 Budget Update.

**Table VIII - General Fund FY 2015 Continuation Budget and Approved FY 2015 Budget Update Comparison**

	FY 2015 Continuation Budget	Approved FY 2015 Budget Update	% Change FY 2015 Cont. to FY 2015 App.
Police	\$ 128,584,360	\$ 126,098,640	-1.9%
Fire	94,187,157	92,657,380	-1.6%
<b>Public Safety Sub-Total</b>	<b>\$ 222,771,517</b>	<b>\$ 218,756,020</b>	<b>-1.8%</b>
Health	\$ 20,992,882	\$ 18,666,300	-11.1%
Public Services	20,906,204	18,402,640	-12.0%
Recreation	16,877,094	15,593,990	-7.6%
City Manager's Office	16,172,057	14,529,710	-10.2%
Parks	8,205,176	8,329,400	1.5%
Finance	7,358,099	6,566,440	-10.8%
Trade & Development	6,877,274	7,665,250	11.5%
Law	6,196,770	5,628,020	-9.2%
Planning & Buildings	6,094,431	5,666,920	-7.0%
Enterprise Technology Solutions	5,134,325	4,476,000	-12.8%
Transportation & Engineering	3,834,312	3,355,570	-12.5%
City Council	1,988,947	2,043,260	2.7%
Human Resources	1,985,678	1,780,800	-10.3%
Citizen Complaint & Internal Audit	827,312	851,460	2.9%
Clerk of Council	722,532	743,750	2.9%
Office of the Mayor	670,290	655,200	-2.3%
<b>Non-Public Safety Sub-Total</b>	<b>\$ 124,843,383</b>	<b>\$ 114,954,710</b>	<b>-7.9%</b>
<b>Total Departmental Budgets</b>	<b>\$ 347,614,900</b>	<b>\$ 333,710,730</b>	<b>-4.0%</b>
<b>Non-Departmental</b>	<b>\$ 22,249,300</b>	<b>\$ 22,808,500</b>	<b>2.5%</b>
<b>Transfers Out</b>	<b>\$ 6,672,000</b>	<b>\$ 1,672,000</b>	<b>-74.9%</b>
<b>Total General Fund Budget</b>	<b>\$ 376,536,200</b>	<b>\$ 358,191,230</b>	<b>-4.9%</b>

**Restricted Funds**

The Approved FY 2015 Principal Restricted Funds Operating Expenditure Budget Update decreased \$5.5 million from the FY 2015 Approved Budget. This is primarily due to expenditure decreases in the Water Works Fund, Income Tax-Infrastructure Fund, and the Metropolitan Sewer District Fund. These decreases are offset by increases in the Bond Retirement Fund, the Parking System Facilities Fund, the Income Tax Transit Fund, and other funds. The following restricted fund expenditure changes in the Approved FY 2015 Budget Update are highlighted below because the change is +/- \$1.0 million when compared to the FY 2015 Approved Budget.



### *Bond Retirement*

Expenditures for the Bond Retirement Fund vary annually depending on the amount of principal and interest to be paid and refunds. The Approved FY 2015 Budget Update includes a \$5.7 million increase relating to notes issued in FY 2014 that mature during FY 2015 and the advancement of funds to capital projects prior to the bond sale in FY 2015.

### *Income Tax Transit*

This fund accumulates the proceeds of the 0.3% of the Income Tax established for City transit needs and transportation-related functions. The City contracts with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system. The Approved FY 2015 Budget Update includes a \$1.6 million increase over the FY 2015 Approved Budget to support SORTA's requested budget for calendar years 2014 and 2015.

### *Income Tax-Infrastructure*

The Income Tax Infrastructure Fund's expenditures decreased \$1.5 million primarily due to a citywide decrease in personnel and benefit costs. Sundry contractual services were also lower for the Income Tax Infrastructure Fund.

### *Metropolitan Sewer District*

The \$11.8 million decrease in the Metropolitan Sewer District Fund is partially due to projected savings from the Joint Utility Management Plan (JUMP) shared services agreement with the Greater Cincinnati Water Works (GCWW) and the Stormwater Management Utility (SMU). Efficiencies in administrative areas such as Human Resources, Financial Management, and Information Technology are anticipated to lead to cost savings. The implementation of this plan is ongoing; more will be known during CY 2014 regarding the full potential for cost savings as the initial cost allocation plan is implemented.

### *Parking Systems Facilities*

The Parking Systems Facilities Fund expenditures increased \$3.1 million mainly in three areas: 1) Pogue's Garage, 2) on-street parking modernization, and 3) parking consulting services. The Pogue's Garage increase relates to increased operational expenses. All of the expenses related to the purchase of the property and its operations were funded by capital resources. The City of Cincinnati purchased the Pogue's Garage and Tower Place Mall in March 2013 with the intention of developing the property. The future development of the Pogue's Garage has been delayed, and the City will need to operate the garage until it is scheduled for development. The increase in on-street parking modernization relates to improved on-street parking technology. Finally, parking consulting services are increased due to the study of the Parking Facilities System for the purpose of enhancing revenue and improving efficiency in the division.

### *Water Works*

The \$3.1 million decrease in the Water Works Fund is primarily due to efficiencies in contractual services and reduced materials and supplies. The Water Works Fund has eliminated 13 positions as well as held positions vacant to create savings for FY 2015.

## **Other Funds**

"Other Restricted Funds" are typically grants or single purpose funds and are 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 64.

## Budget Update Detail

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The Approved FY 2015 Other Restricted Funds Budget Update totals \$32.9 million, which is a decrease of \$71,040, or 0.2% less than the FY 2015 Approved Budget. The following funds reflect an increase of \$300,000 or more in the Approved FY 2015 Budget Update when compared to the Approved FY 2015 Budget.

<i>911 Cell Phone Fees</i>	\$1,055,540
<i>Home Health Services</i>	\$946,020
<i>Federal Health Program Income</i>	\$334,590

These increases are offset by various decreases in other restricted funds, including the following that have budget reductions in excess of \$275,000 when compared to the Approved FY 2015 Budget.

<i>County Law Enforcement Applied Regionally</i>	(\$422,310)
<i>Cincinnati Area Geographic Information System</i>	(\$315,230)
<i>Cincinnati Abatement Project</i>	(\$310,900)
<i>Park Donations/Special Activities</i>	(\$276,180)



## Budget Update Detail All Funds Operating Budget

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Update
General Fund	360,377,900	363,531,760	356,519,230	(7,012,530)
<b>Principal Restricted Funds</b>				
Water Works	136,571,110	141,537,530	138,433,700	(3,103,830)
Parking System Facilities	8,416,020	9,368,000	12,506,700	3,138,700
Convention Center	7,942,490	8,154,810	8,022,100	(132,710)
General Aviation	1,842,130	1,880,530	1,815,420	(65,110)
Municipal Golf	6,996,020	6,457,100	6,428,630	(28,470)
Stormwater Management	10,057,950	10,182,650	10,204,660	22,010
Bond Retirement	113,179,780	92,678,670	98,340,320	5,661,650
Street Const Maint & Repair	9,816,110	10,120,030	9,717,320	(402,710)
Income Tax-Infrastructure	17,245,760	17,671,420	16,179,580	(1,491,840)
Community Dev Block Grant	2,950,780	2,997,690	3,225,370	227,680
Municipal Motor Vehicle Lic Tx	2,697,630	2,776,700	2,674,480	(102,220)
Sawyer Point	1,117,110	1,120,150	1,129,790	9,640
Recreation Special Activities	3,826,400	3,897,380	4,182,750	285,370
Health Services	5,731,430	5,888,420	6,520,300	631,880
Metropolitan Sewer District	227,241,600	243,062,460	231,306,950	(11,755,510)
Income Tax Transit	49,539,660	48,916,310	50,480,130	1,563,820
<b>Principal Restricted Total</b>	<b>605,171,980</b>	<b>606,709,850</b>	<b>601,168,200</b>	<b>(5,541,650)</b>
Other Restricted Funds	33,362,050	32,793,540	32,864,580	71,040
<b>Grand Total</b>	<b>998,911,930</b>	<b>1,003,035,150</b>	<b>990,552,010</b>	<b>(12,483,140)</b>

# Budget Update Detail

## Other Restricted Funds Operating Budget by Fund



Fund - Fund Name	2014 Budget	2015 Budget	2015 Approved	Change 2015 Budget to 2015 Approved
314 - Special Events	75,000	0	75,000	75,000
317 - Urban Dev Property Operations	319,100	329,670	329,670	0
319 - Contributions For Recreation	204,130	209,850	234,780	24,930
324 - Recreation Fed Grant Project	446,290	456,590	456,590	0
326 - Park Donations/Spec Activities	698,260	703,270	427,090	(276,180)
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	433,090	442,290	318,460	(123,830)
332 - Krohn Conservatory	649,360	655,470	521,510	(133,960)
333 - Krohn Conservatory Trustee	40,000	41,330	40,000	(1,330)
336 - Telecommunications Services	0	0	45,000	45,000
349 - Urban Renewal Debt Retirement	620,070	646,630	599,830	(46,800)
350 - Public Health Research	1,770,190	1,784,590	1,690,770	(93,820)
353 - Home Health Services	4,060,800	4,158,140	5,104,160	946,020
354 - Household Sewage Treatment System Fees	34,380	35,360	46,000	10,640
360 - Blue Ash Property Operation	7,500	7,500	7,500	0
363 - Solid Waste Disposal Control	90,050	90,210	88,220	(1,990)
364 - 911 Cell Phone Fees	2,489,870	2,245,870	3,301,410	1,055,540
367 - Criminal Actv Forfeiture Fed	5,000	100	100	0
369 - Criminal Actv Forfeiture State	506,200	70,000	70,000	0
370 - Drug Offender Fines Forfeiture	279,700	100,050	100,050	0
372 - DUI Enforcement	22,500	5,500	5,500	0
378 - Sexually Transmitted Diseases	73,690	74,610	2,320	(72,290)
379 - Std/HIV Prevention Training	60	30	30	0
380 - Lead Poisoning Control	80,370	83,400	0	(83,400)
381 - Cincinnati Abatement Project	1,406,040	1,418,810	1,107,910	(310,900)
391 - Women & Infants Food Grnt Prog	3,254,740	3,182,710	2,954,330	(228,380)
394 - State Health Program Income	78,550	80,760	114,270	33,510
412 - Food Service License Fees	1,139,700	1,158,090	1,062,670	(95,420)
413 - Swimming Pool License Fees	89,170	90,140	79,650	(10,490)
415 - Immunization Action Plan	296,960	301,080	300,790	(290)
418 - Federal Health Program Income	1,759,250	1,779,610	2,114,200	334,590
420 - Public Employee Assistance Pro	477,660	482,000	462,050	(19,950)
425 - Heart Health In Ham County	141,690	145,140	106,100	(39,040)
444 - Armlerder Projects	0	0	39,310	39,310
446 - Health Network	415,780	427,590	410,670	(16,920)
448 - Health Care For The Homeless	127,540	126,270	120,270	(6,000)
449 - Cinti Area Geographic Info Sys	4,033,990	4,139,210	3,823,980	(315,230)
454 - Metropolitan Medical Response - Grant Funds	93,870	98,220	0	(98,220)
457 - CLEAR	4,628,750	4,694,130	4,271,820	(422,310)
631 - Buildings Code Sales	6,480	6,690	6,690	0
749 - Retirement	35,220	39,920	39,920	0
791 - Sidewalk Assessments	49,930	51,020	(770)	(51,790)
792 - Forestry Assessments	1,838,650	1,831,160	1,884,410	53,250
793 - Blem Assessment	552,470	570,530	472,320	(98,210)
<b>Other Restricted Total</b>	<b>33,362,050</b>	<b>32,793,540</b>	<b>32,864,580</b>	<b>71,040</b>





## Non-Departmental

Non-departmental accounts contain expenditures that are important to the operation of the City government that do not fall within the functional assignment of any department or agency, or which provide for expenditures related to more than one department or agency.

## Non-Departmental Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Non-Departmental Benefits</b>				
Prior Year Pension Obligations	7,449,770	8,157,740	8,082,760	(74,980)
Public Employee Assistance Program	414,220	425,180	425,090	(90)
Workers Compensation	5,148,960	2,574,590	2,574,450	(140)
Police and Firefighters Insurance	300,000	300,000	300,000	0
Unemployment Compensation	520,000	520,000	520,000	0
Lump Sum Payments	600,000	600,000	600,000	0
City Council Staff Benefits	0	0	0	0
<b>Non-Departmental Benefits Total</b>	<b>14,432,950</b>	<b>12,577,510</b>	<b>12,502,300</b>	<b>(75,210)</b>
General Fund Overhead	7,750,050	7,750,050	7,750,050	0
<b>Non-Departmental Accounts</b>				
Audit and Examiner's Fees	405,720	305,720	305,720	0
Hamco Treasurer & Auditor Fees	600,000	600,000	600,000	0
County Clerk Fees	350,000	350,000	350,000	0
Election Expense	525,000	110,000	110,000	0
Judgments Against the City	900,000	900,000	900,000	0
Enterprise Software and Licenses	2,966,970	2,876,700	2,914,980	38,280
Memberships & Lobbyists	213,400	213,400	213,400	0
HUD Section 108 Debt Service	509,090	550,000	748,340	198,340
Mayor's Office Obligations	80,000	113,300	113,300	0
Manager's Office Obligations	100,000	100,000	100,000	0
Downtown Spec Improve District	112,000	112,000	112,000	0
ETS Information Infrastructure Security	0	0	220,000	220,000
Cincinnati Public Schools	5,000,000	5,000,000	5,000,000	0
Cincinnati Music Hall	100,000	100,000	100,000	0
Port Authority of Greater Cincinnati	592,700	700,000	700,000	0
Property Investment Reim. Agreements	2,500,000	2,100,000	2,100,000	0
<b>Non-Departmental Accounts Total</b>	<b>14,954,880</b>	<b>14,131,120</b>	<b>14,587,740</b>	<b>456,620</b>
Reserve for Contingencies	675,000	800,000	1,050,590	250,590
<b>Total</b>	<b>37,812,880</b>	<b>35,258,680</b>	<b>35,890,680</b>	<b>632,000</b>



### CAPITAL BUDGET

**Table IX – Approved FY 2015 Capital Budget Update**

(In \$ Millions)	FY 2015 Approved	FY 2015 Update	\$ Change FY 2015 Update/ FY 2015 Approved	% Change FY 2015 Update/ FY 2015 Approved
General Capital	\$53.1	\$61.0	\$7.9	14.9%
Restricted Fund Capital	332.1	267.1	(65.0)	-19.6%
Special Revenue Capital	0.3	0.3	0.0	0.0%
Matching Capital	21.1	11.0	(10.1)	-47.9%
<b>Total All Funds Capital Budget:</b>	<b>\$406.6</b>	<b>\$339.4</b>	<b>(\$67.2)</b>	<b>-16.5%</b>

The FY 2015 All Funds Capital Budget Update of \$339.4 million represents a \$67.2 million, or 16.5% decrease from the Approved FY 2015 All Funds Capital Budget of \$406.6 million. Table IX above compares the Approved FY 2015 Capital Budget Update with the Approved FY 2015 Capital Budget.

The Approved FY 2015 General Capital Budget Update of \$61.0 million is \$7.9 million greater than the Approved FY 2015 General Capital Budget of \$53.1 million. The Approved FY 2015 General Capital Budget Update expenditures include reductions to thirty projects totaling \$6.7 million, the elimination of funding for twenty-eight projects totaling \$11.0 million, an increase of \$8.5 million to nine existing projects, and fourteen new projects totaling \$17.1 million.

The \$65.0 million or 19.6% decrease in the Approved FY 2015 Restricted Funds Capital Budget Update of \$267.1 million compared to the Approved FY 2015 Restricted Funds Capital Budget of \$332.1 million is primarily related to a net \$68.6 million decrease in the Metropolitan Sewer District Fund, which is partially offset by approved increases in the Water Works Capital Fund (\$3.1 million) and Stormwater Management Utilities Fund (\$0.5 million).

Please note: The Metropolitan Sewer District did not change its fiscal year (which aligns with the calendar year) to align with the City’s new fiscal year (July 1st through June 30th); therefore the Approved FY 2015 Restricted Funds Capital Budget Update includes Calendar Year 2014 (January 1st through December 31st) capital project amounts. The Capital Budget for the Metropolitan Sewer District is annually approved by the Hamilton County Board of County Commissioners each December. The Approved FY 2015 Restricted Funds Capital Budget Update for the Metropolitan Sewer District matches the Capital Budget approved by the Hamilton County Board of County Commissioners.

The amount of \$0.3 million for Special Revenue matches the amount included in the Approved FY 2015 Capital Budget. This revenue is from the Special Housing Permanent Improvement Fund. For Matching Capital, the amount of \$11.0 million is \$10.1 million less than the amount included in the Approved FY 2015 Capital Budget. This decrease is primarily related to reductions in Congestion Mitigation Air Quality (\$8.0 million) and Surface Transportation Program (\$7.2 million) resources, which is partially offset by an increase in Ohio Public Works Commission (\$3.0 million) resources. Matching Capital resources are comprised of grant funding from the State for street rehabilitation and Federal Aviation Administration grant funding for airport improvements.



## Budget Update Detail

### ALL FUNDS CAPITAL BUDGET SUMMARY – UPDATE

Department	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	\$ Change 2015 Approved to 2015 Update	% Change 2015 Approved to 2015 Update
City Manager	1,516,000	665,600	806,700	141,100	21.20%
Enterprise Services	330,000	330,000	330,000	0	0.00%
Enterprise Technology Solutions	1,718,800	1,759,200	189,450	(1,569,750)	(89.23)%
Finance	10,000	0	0	0	0.00%
Fire	1,257,600	310,700	168,100	(142,600)	(45.90)%
Health	291,900	309,000	251,700	(57,300)	(18.54)%
Parks	1,638,100	2,792,700	6,000,000	3,207,300	114.85%
Planning and Buildings	77,100	81,700	0	(81,700)	(100.00)%
Police	325,000	0	949,000	949,000	0.00%
Public Services	25,099,300	14,555,600	9,040,080	(5,515,520)	(37.89)%
Recreation	5,642,600	4,829,900	5,408,500	578,600	11.98%
Sewers	308,274,600	280,691,900	212,646,240	(68,045,660)	(24.24)%
Trade and Development	7,794,100	5,902,800	11,458,100	5,555,300	94.11%
Transportation & Engineering	16,179,400	22,601,900	27,453,670	4,851,770	21.47%
Water Works	48,191,700	50,292,000	53,360,000	3,068,000	6.10%
<b>TOTAL ALL DEPARTMENTS</b>	<b>418,346,200</b>	<b>385,123,000</b>	<b>328,061,540</b>	<b>(57,061,460)</b>	<b>(14.82)</b>

## Budget Update Detail

### CONSOLIDATED PLAN BUDGET



Table X - CY 2014 Consolidated Plan Budget Update and Reconciliation

GRANT	CY 2013	CY 2014	
		Estimate	CY 2014 Actual
CDBG	\$12,415,577	\$10,883,878	\$12,359,989
HOME	2,773,232	1,928,915	2,249,044
ESG	821,284	689,591	915,979
HOPWA	745,152	546,555	672,639
<b>Consolidated Plan Budget Total</b>	<b>\$16,755,224</b>	<b>\$14,048,939</b>	<b>\$16,197,651</b>

The Calendar Year (CY) 2014 Consolidated Plan Budget Update and Reconciliation totals \$16.2 million. The CY 2014 Consolidated Plan Budget is a net increase of \$2.1 million over the CY 2014 Estimated Annual Action Plan amount. This net increase includes an increase of \$1.5 million in the Community Development Block Grant (CDBG) allocation, an increase of \$320,129 in the HOME Investment Partnerships Program Grant (HOME) allocation, an increase of \$226,388 in the Emergency Solutions Grant (ESG) allocation, and an increase of \$126,084 in the Housing Opportunities for Persons with AIDS Grant (HOPWA) allocation. A list of project appropriations is included in the Exhibits beginning on page 371 of this document. The resources in the CY 2014 Consolidated Plan Budget Update and Reconciliation are based on final grant funding and locally generated resources such as program income, operating savings, and the reallocation (sunset) of prior year unused funding.



## FINANCIAL SUMMARIES

The City of Cincinnati's Operating Budget is developed by fund. By law, each fund is balanced to resources. This Financial Summary includes the following sections:

### Operating Budget by Fund and All Funds Operating Budget Summary Tables

Operating Budget by Fund on page 70 lists the Approved FY 2014 Budget, the Approved FY 2015 Budget, and the Approved FY 2015 Budget Update by fund. It also includes the change from the Approved FY 2015 Budget to the Approved FY 2015 Budget Update. *Note: This table does not include \$1.7 million Transfers In which, if included, would result in a General Fund total of \$358.2 million and a Grand total of \$992.3 million in the Approved FY 2015 Budget Update column.*

All Funds Operating Budget Summary on page 71 is similar to the Operating Budget by Fund, but it provides the budget comparison by department rather than by fund.

*Note: Both tables include some Community Development Block Grant (CDBG) funding related to planning and administration which is reported in the Consolidated Plan Budget.*

### General Fund

The General Fund Multi-Year Forecast is provided and described along with a graph depicting carryover balance trends since 1999. One table follows.

General Fund Budget Summary on page 74 lists the General Fund Approved FY 2014 Budget, the Approved FY 2015 Budget, and the Approved FY 2015 Budget Update by department. It also includes a change from the Approved FY 2015 Budget to the Approved FY 2015 Budget Update. *Note: This table does not include \$1.7 million Transfers In which, if included, would result in a General Fund total of \$358.2 million in the Approved FY 2015 Budget Update column.*

### Financial Summaries

Financial summaries for each Principal Restricted Fund are provided on page 75.

# Budget Update Detail

## Operating Budget by Fund



	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Update
General Fund	360,377,900	363,531,760	356,519,230	(7,012,530)
<b>Principal Restricted Funds</b>				
Water Works	136,571,110	141,537,530	138,433,700	(3,103,830)
Parking System Facilities	8,416,020	9,368,000	12,506,700	3,138,700
Convention Center	7,942,490	8,154,810	8,022,100	(132,710)
General Aviation	1,842,130	1,880,530	1,815,420	(65,110)
Municipal Golf	6,996,020	6,457,100	6,428,630	(28,470)
Stormwater Management	10,057,950	10,182,650	10,204,660	22,010
Bond Retirement	113,179,780	92,678,670	98,340,320	5,661,650
Street Const Maint & Repair	9,816,110	10,120,030	9,717,320	(402,710)
Income Tax-Infrastructure	17,245,760	17,671,420	16,179,580	(1,491,840)
Community Dev Block Grant	2,950,780	2,997,690	3,225,370	227,680
Municipal Motor Vehicle Lic Tx	2,697,630	2,776,700	2,674,480	(102,220)
Sawyer Point	1,117,110	1,120,150	1,129,790	9,640
Recreation Special Activities	3,826,400	3,897,380	4,182,750	285,370
Health Services	5,731,430	5,888,420	6,520,300	631,880
Metropolitan Sewer District	227,241,600	243,062,460	231,306,950	(11,755,510)
Income Tax Transit	49,539,660	48,916,310	50,480,130	1,563,820
<b>Principal Restricted Total</b>	<b>605,171,980</b>	<b>606,709,850</b>	<b>601,168,200</b>	<b>(5,541,650)</b>
Other Restricted Funds	33,362,050	32,793,540	32,864,580	71,040
<b>Grand Total</b>	<b>998,911,930</b>	<b>1,003,035,150</b>	<b>990,552,010</b>	<b>(12,483,140)</b>



## Budget Update Detail

### All Funds Operating Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Update
City Council	2,029,600	2,048,110	2,043,260	(4,850)
Office of the Mayor	530,560	526,110	655,200	129,090
Clerk of Council	747,690	740,080	743,750	3,670
City Manager	17,916,670	18,011,410	18,513,870	502,460
Citizen Complaint and Internal Audit	839,240	845,070	851,460	6,390
Enterprise Services	15,602,210	16,768,730	19,791,790	3,023,060
Enterprise Technology Solutions	14,301,570	14,525,570	13,102,530	(1,423,040)
Finance	121,619,670	101,389,760	106,121,020	4,731,260
Fire	95,247,680	95,680,440	92,657,380	(3,023,060)
Health	40,147,980	42,018,660	40,586,060	(1,432,600)
Human Resources	2,226,550	2,246,560	2,074,190	(172,370)
Law	6,226,050	6,348,350	5,826,760	(521,590)
Parks	14,841,550	15,208,000	15,463,320	255,320
Planning and Buildings	6,511,160	6,674,850	6,128,690	(546,160)
Police	125,981,850	126,174,310	126,274,290	99,980
Public Services	37,543,200	38,597,860	37,184,130	(1,413,730)
Recreation	28,028,290	28,142,980	27,395,170	(747,810)
Sewers	230,495,680	246,574,650	234,707,560	(11,867,090)
Trade and Development	7,346,910	7,511,120	9,425,820	1,914,700
Transportation & Engineering	11,268,380	11,593,300	10,585,230	(1,008,070)
Water Works	132,771,560	137,907,780	134,729,850	(3,177,930)
SORTA	48,875,000	48,242,770	49,800,000	1,557,230
<b>Department Total</b>	<b>961,099,050</b>	<b>967,776,470</b>	<b>954,661,330</b>	<b>(13,115,140)</b>
Non-Departmental Benefits	14,432,950	12,577,510	12,502,300	(75,210)
General Fund Overhead	7,750,050	7,750,050	7,750,050	0
Non-Departmental Accounts	14,954,880	14,131,120	14,587,740	456,620
Reserve for Contingencies	675,000	800,000	1,050,590	250,590
<b>Non-Departmental Budgets Total</b>	<b>37,812,880</b>	<b>35,258,680</b>	<b>35,890,680</b>	<b>632,000</b>
	<b>998,911,930</b>	<b>1,003,035,150</b>	<b>990,552,010</b>	<b>(12,483,140)</b>

## Budget Update Detail

### General Fund



The Approved FY 2015 Budget Update for the General Fund is approved in the context of a multi-year financial forecast of resources and expenditures. Table XI depicts a Multi-Year (six-year) General Fund budget forecast that includes the two most recently completed fiscal cycles (FY 2012 and FY 2013), the current FY 2014 Estimate, the Approved FY 2015 Budget Update, and two future fiscal years (FY 2016 and FY 2017). Note: The FY 2014 Estimate is based on a projection of revenue and expenditures and does not reflect budget appropriation.

**Table XI: General Fund Multi-Year Forecast 2012 - 2017**

Cash Basis ( <i>\$ in Thousands</i> )	2012 Actual	2013* Actual	2014 Estimate	Approved 2015 Budget Update	2016 Forecast	2017 Forecast
Total Revenues	\$344,949	\$174,533	\$351,414	\$358,191	\$364,184	\$371,182
Total Expenditures	\$355,420	\$175,522	\$373,166	\$356,519	\$362,512	\$367,510
Revenues over Expenditures	(\$10,471)	(\$989)	(\$21,752)	\$1,672	\$1,672	\$3,672
Transfers						
Transfers In	\$11,723	\$3,046	\$68	\$0	\$0	\$0
Transfers Out	(\$3,497)	(\$500)	(\$5,060)	(\$1,672)	(\$1,672)	(\$3,672)
Total Transfers	\$8,226	\$2,546	(\$4,992)	(\$1,672)	(\$1,672)	(\$3,672)
Revenue Net of Expenditures and Transfers	(\$2,245)	\$1,557	(\$26,744)	\$0	\$0	\$0
Cancellation of Prior Year's Encumbrances	\$881	\$2,460	\$5,060	\$0	\$0	\$0
Fund Balance at Beginning of Year	\$30,860	\$22,276	\$26,613	\$4,929	\$4,929	\$4,929
Fund Balance at End of Year	\$22,276	\$26,293	\$4,929	\$4,929	\$4,929	\$4,929

\*FY 2013, commonly referred to as a stub year, represents a six-month, partial fiscal year related to the City's change in fiscal year from January 1 through December 31 to July 1 through June 30.

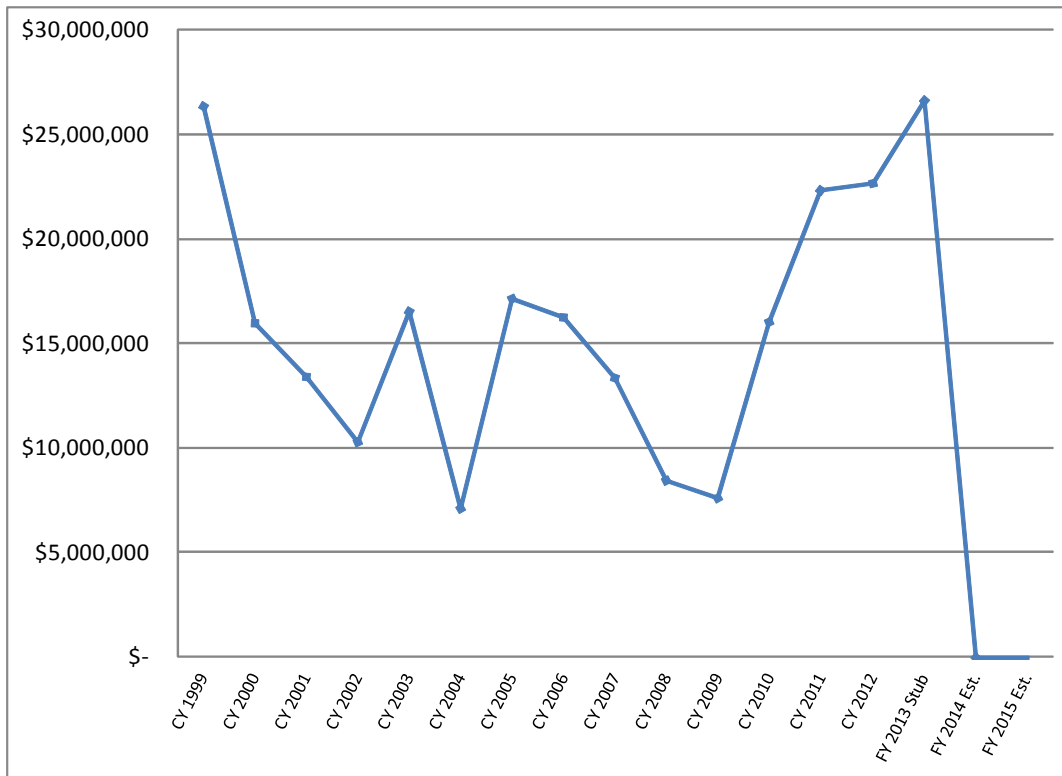
The Approved FY 2015 General Fund Budget Update is structurally balanced. The forecast shows revenues growing at a faster pace than expenditures. Revenues are projected to grow an average of 1.8% from FY 2015 and FY 2017. The average expenditure growth rate for the same period is forecasted at 1.5%. It should be noted that these revenues will need to be adjusted based on the results of a new Economic Forecast which will be conducted in FY 2015.

The Approved FY 2015 Budget Update does not rely on carryover balances or one-time revenue sources to support ongoing expenditures. Graph I shows the General Fund's historic use of carryover balance to support the annual budget. At the end of FY 2014, \$4.9 million is projected as carryover; however, these projected funds are not included in the Approved FY 2015 Budget Update. Once confirmed during the annual financial audit, recommendations for using the carryover will be developed.





**Graph I: General Fund Carryover Balance Trends**



# Budget Update Detail

## General Fund Budget Summary



	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Update
City Council	2,029,600	2,048,110	2,043,260	(4,850)
Office of the Mayor	530,560	526,110	655,200	129,090
Clerk of Council	747,690	740,080	743,750	3,670
City Manager	14,876,160	15,258,720	14,529,710	(729,010)
Citizen Complaint and Internal Audit	839,240	845,070	851,460	6,390
Enterprise Technology Solutions	5,198,820	5,209,470	4,476,000	(733,470)
Finance	7,148,540	7,374,010	6,566,440	(807,570)
Fire	95,153,810	95,582,220	92,657,380	(2,924,840)
Health	19,713,840	21,078,190	18,666,300	(2,411,890)
Human Resources	1,911,330	1,922,140	1,780,800	(141,340)
Law	5,999,490	6,111,050	5,628,020	(483,030)
Parks	7,295,820	7,567,090	8,329,400	762,310
Planning and Buildings	6,013,860	6,165,300	5,666,920	(498,380)
Police	125,168,450	125,998,660	126,098,640	99,980
Public Services	18,399,930	18,827,350	18,402,640	(424,710)
Recreation	16,100,160	16,627,780	15,593,990	(1,033,790)
Trade and Development	5,648,130	5,813,660	7,665,250	1,851,590
Transportation & Engineering	3,130,510	3,245,090	3,355,570	110,480
<b>Department Total</b>	<b>335,905,940</b>	<b>340,940,100</b>	<b>333,710,730</b>	<b>(7,229,370)</b>
Non-Departmental Benefits	9,756,890	8,616,260	8,544,230	(72,030)
Non-Departmental Accounts	14,340,070	13,475,400	13,513,680	38,280
Reserve for Contingencies	375,000	500,000	750,590	250,590
<b>Non-Departmental Budgets Total</b>	<b>24,471,960</b>	<b>22,591,660</b>	<b>22,808,500</b>	<b>216,840</b>
<b>Grand Total</b>	<b>360,377,900</b>	<b>363,531,760</b>	<b>356,519,230</b>	<b>(7,012,530)</b>



The following pages provide a discrete description of each Principal Restricted Fund and show the changes in revenue and expenditures for each Principal Restricted Fund for the Approved FY 2015 Budget Update compared to the Approved FY 2015 budget. The tables also show the FY 2013 Actual and FY 2014 Estimate.



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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).

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	15,353,930	31,302,170	30,396,970	32,380,930	1,983,960
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	10,322,060	21,332,150	21,640,060	21,537,090	(102,980)
Revenue from Other Agencies	2,407,090	8,033,720	7,879,650	7,938,590	58,940
Charges for Services	0	0	0	0	0
Miscellaneous	10,470	75,000,000	35,000,000	35,000,000	0
<b>Revenue Subtotal</b>	<b>28,093,550</b>	<b>135,668,040</b>	<b>94,916,680</b>	<b>96,856,610</b>	<b>1,939,920</b>
Prior Year Cancellations	8,360	9,260	0	0	0
Transfers In	9,587,900	29,365,430	27,082,540	0	(27,082,540)
<b>Subtotal</b>	<b>9,596,260</b>	<b>29,374,690</b>	<b>27,082,540</b>	<b>0</b>	<b>(27,082,540)</b>
<b>Total Revenues/Resources</b>	<b>37,689,810</b>	<b>165,042,730</b>	<b>121,999,220</b>	<b>96,856,610</b>	<b>(25,142,620)</b>
<b>Expenditures/Uses</b>					
Personnel Services	71,250	217,410	241,910	274,590	32,680
Employee Benefits	37,510	111,270	123,930	96,340	(27,590)
Other Expenses	447,960	2,361,100	2,312,830	2,194,390	(118,440)
Properties	0	0	0	0	0
Debt Service	15,166,470	110,500,000	90,000,000	95,775,000	5,775,000
<b>Expenditures Subtotal</b>	<b>15,723,190</b>	<b>113,189,780</b>	<b>92,678,670</b>	<b>98,340,320</b>	<b>5,661,650</b>
Transfers Out	9,087,900	26,869,290	0	0	0
<b>Subtotal</b>	<b>9,087,900</b>	<b>26,869,290</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>24,811,090</b>	<b>140,059,070</b>	<b>92,678,670</b>	<b>98,340,320</b>	<b>5,661,650</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>12,878,720</b>	<b>24,983,660</b>	<b>29,320,550</b>	<b>(1,483,710)</b>	<b>(30,804,270)</b>
FY Beginning Balance	35,604,190	48,482,910	44,269,240	73,466,570	29,197,330
FY Ending Balance	48,482,910	73,466,570	73,589,790	71,982,860	(1,606,930)
Ending Fund Balance as a % of Revenue	128.64	44.51	60.32	74.32	14.00

# Budget Update Detail

## FINANCIAL SUMMARIES



### 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.

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	655,320	1,200,000	1,200,000	1,200,000	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	48,520	167,100	182,310	172,800	(9,510)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	3,070,210	5,589,550	5,975,030	6,016,550	41,530
Miscellaneous	990,100	414,890	355,000	401,190	46,190
Revenue Subtotal	4,764,150	7,371,540	7,712,340	7,790,540	78,210
Prior Year Cancellations	2,210	280	0	0	0
Transfers In	0	93,700	0	0	0
Subtotal	2,210	93,980	0	0	0
Total Revenues/Resources	4,766,360	7,465,520	7,712,340	7,790,540	78,210
<b>Expenditures/Uses</b>					
Personnel Services	25,900	59,330	62,300	61,210	(1,090)
Employee Benefits	11,900	27,330	28,690	31,450	2,760
Other Expenses	4,008,280	7,785,470	7,995,020	7,860,640	(134,380)
Properties	0	0	0	0	0
Debt Service	12,960	70,360	68,800	68,800	0
Expenditures Subtotal	4,059,040	7,942,490	8,154,810	8,022,100	(132,710)
Transfers Out	570,000	979,000	230,000	230,000	0
Subtotal	570,000	979,000	230,000	230,000	0
Total Expenditures/Uses	4,629,040	8,921,490	8,384,810	8,252,100	(132,710)
Net Increase (Decrease) in Fund Balance	137,320	(1,455,970)	(672,470)	(461,560)	210,920
FY Beginning Balance	2,243,760	2,381,080	1,762,120	925,110	(837,010)
FY Ending Balance	2,381,080	925,110	1,089,650	463,550	(626,100)
Ending Fund Balance as a % of Revenue	49.96	12.39	14.13	5.95	(8.18)



## 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.

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	16,520	25,000	25,000	25,000	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	994,310	2,025,000	2,025,000	2,025,000	0
Miscellaneous	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>1,010,830</b>	<b>2,050,000</b>	<b>2,050,000</b>	<b>2,050,000</b>	<b>0</b>
Prior Year Cancellations	82,130	30	0	0	0
Transfers In	0	1,350	0	0	0
<b>Subtotal</b>	<b>82,130</b>	<b>1,380</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>1,092,960</b>	<b>2,051,380</b>	<b>2,050,000</b>	<b>2,050,000</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	303,740	703,780	709,200	710,270	1,070
Employee Benefits	120,970	353,780	352,170	273,040	(79,130)
Other Expenses	294,680	622,850	639,400	652,350	12,950
Properties	2,660	112,000	115,710	115,710	0
Debt Service	12,420	68,790	64,050	64,050	0
<b>Expenditures Subtotal</b>	<b>734,470</b>	<b>1,861,200</b>	<b>1,880,530</b>	<b>1,815,420</b>	<b>(65,110)</b>
Transfers Out	0	602,600	629,100	629,100	0
<b>Subtotal</b>	<b>0</b>	<b>602,600</b>	<b>629,100</b>	<b>629,100</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>734,470</b>	<b>2,463,800</b>	<b>2,509,630</b>	<b>2,444,520</b>	<b>(65,110)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>358,490</b>	<b>(412,420)</b>	<b>(459,630)</b>	<b>(394,520)</b>	<b>65,110</b>
FY Beginning Balance	2,165,230	2,523,720	1,865,590	2,111,300	245,710
FY Ending Balance	2,523,720	2,111,300	1,405,960	1,716,780	310,820
Ending Fund Balance as a % of Revenue	230.91	102.92	68.58	83.75	15.17

# Budget Update Detail

## FINANCIAL SUMMARIES



### Health Services

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

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	2,545,820	5,402,000	5,642,000	6,768,950	1,126,950
Miscellaneous	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>2,545,820</b>	<b>5,402,000</b>	<b>5,642,000</b>	<b>6,768,950</b>	<b>1,126,950</b>
Prior Year Cancellations	80	500	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>80</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>2,545,900</b>	<b>5,402,500</b>	<b>5,642,000</b>	<b>6,768,950</b>	<b>1,126,950</b>
<b>Expenditures/Uses</b>					
Personnel Services	1,111,700	2,418,430	2,438,800	2,688,860	250,060
Employee Benefits	508,910	1,260,220	1,249,020	1,028,630	(220,390)
Other Expenses	1,061,790	2,143,950	2,200,600	2,802,810	602,210
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>2,682,400</b>	<b>5,822,600</b>	<b>5,888,420</b>	<b>6,520,300</b>	<b>631,880</b>
Transfers Out	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>2,682,400</b>	<b>5,822,600</b>	<b>5,888,420</b>	<b>6,520,300</b>	<b>631,880</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(136,500)</b>	<b>(420,100)</b>	<b>(246,420)</b>	<b>248,650</b>	<b>495,070</b>
FY Beginning Balance	767,810	631,310	537,870	211,210	(326,660)
FY Ending Balance	631,310	211,210	291,450	459,860	168,410
Ending Fund Balance as a % of Revenue	24.80	3.91	5.17	6.79	1.62





## 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.

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	24,749,570	48,397,860	48,707,010	49,919,370	1,212,360
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	35,590	55,000	65,000	60,000	(5,000)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	150	0	0	0	0
Miscellaneous	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>24,785,310</b>	<b>48,452,860</b>	<b>48,772,010</b>	<b>49,979,370</b>	<b>1,207,360</b>
Prior Year Cancellations	10,940	0	0	0	0
Transfers In	0	740	0	0	0
<b>Subtotal</b>	<b>10,940</b>	<b>740</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>24,796,250</b>	<b>48,453,600</b>	<b>48,772,010</b>	<b>49,979,370</b>	<b>1,207,360</b>
<b>Expenditures/Uses</b>					
Personnel Services	34,110	74,860	67,400	73,650	6,250
Employee Benefits	3,360	22,830	20,060	20,350	290
Other Expenses	24,237,200	49,456,720	48,828,850	50,386,130	1,557,280
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>24,274,670</b>	<b>49,554,410</b>	<b>48,916,310</b>	<b>50,480,130</b>	<b>1,563,820</b>
Transfers Out	0	100,000	100,000	100,000	0
<b>Subtotal</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>24,274,670</b>	<b>49,654,410</b>	<b>49,016,310</b>	<b>50,580,130</b>	<b>1,563,820</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>521,580</b>	<b>(1,200,810)</b>	<b>(244,300)</b>	<b>(600,760)</b>	<b>(356,460)</b>
FY Beginning Balance	6,191,610	6,713,190	3,253,990	5,512,380	2,258,390
FY Ending Balance	6,713,190	5,512,380	3,009,690	4,911,620	1,901,930
Ending Fund Balance as a % of Revenue	27.07	11.38	6.17	9.83	3.66

# Budget Update Detail

## FINANCIAL SUMMARIES



### 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.

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	8,249,860	16,132,620	16,235,670	16,639,790	404,120
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	8,280	0	0	0	0
Charges for Services	57,910	0	0	0	0
Miscellaneous	30,310	0	0	0	0
Revenue Subtotal	8,346,360	16,132,620	16,235,670	16,639,790	404,120
Prior Year Cancellations	72,700	100,010	0	0	0
Transfers In	0	0	0	0	0
Subtotal	72,700	100,010	0	0	0
Total Revenues/Resources	8,419,060	16,232,630	16,235,670	16,639,790	404,120
<b>Expenditures/Uses</b>					
Personnel Services	3,863,740	8,256,160	8,223,830	8,195,640	(28,190)
Employee Benefits	1,960,170	4,648,900	4,567,760	3,382,830	(1,184,930)
Other Expenses	1,875,270	4,797,970	4,867,790	4,589,070	(278,720)
Properties	0	11,640	12,040	12,040	0
Debt Service	0	0	0	0	0
Expenditures Subtotal	7,699,180	17,714,670	17,671,420	16,179,580	(1,491,840)
Transfers Out	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Expenditures/Uses	7,699,180	17,714,670	17,671,420	16,179,580	(1,491,840)
Net Increase (Decrease) in Fund Balance	719,880	(1,482,040)	(1,435,750)	460,210	1,895,960
FY Beginning Balance	6,977,730	7,697,610	5,010,350	6,215,570	1,205,220
FY Ending Balance	7,697,610	6,215,570	3,574,600	6,675,780	3,101,180
Ending Fund Balance as a % of Revenue	91.43	38.29	22.02	40.12	18.10



## 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.

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	32,020	28,000	40,000	40,000	0
Courts & Use of Money & Property	1,248,660	2,150,000	2,150,000	2,150,000	0
Revenue from Other Agencies	895,920	0	0	0	0
Charges for Services	251,258,680	257,044,000	279,100,000	279,100,000	0
Miscellaneous	6,624,940	961,000	500,000	500,000	0
<b>Revenue Subtotal</b>	<b>260,060,220</b>	<b>260,183,000</b>	<b>281,790,000</b>	<b>281,790,000</b>	<b>0</b>
Prior Year Cancellations	4,702,170	637,110	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>4,702,170</b>	<b>637,110</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>264,762,390</b>	<b>260,820,110</b>	<b>281,790,000</b>	<b>281,790,000</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	31,099,380	33,651,610	35,434,030	31,156,660	(4,277,370)
Employee Benefits	15,048,840	17,489,310	19,317,140	12,771,630	(6,545,510)
Other Expenses	58,472,570	64,704,000	65,643,710	66,222,060	578,350
Properties	3,903,890	5,696,680	5,867,580	7,156,600	1,289,020
Debt Service	89,943,950	105,700,000	116,800,000	114,000,000	(2,800,000)
<b>Expenditures Subtotal</b>	<b>198,468,630</b>	<b>227,241,600</b>	<b>243,062,460</b>	<b>231,306,950</b>	<b>(11,755,510)</b>
Transfers Out	62,180,000	60,000,000	60,000,000	60,000,000	0
<b>Subtotal</b>	<b>62,180,000</b>	<b>60,000,000</b>	<b>60,000,000</b>	<b>60,000,000</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>260,648,630</b>	<b>287,241,600</b>	<b>303,062,460</b>	<b>291,306,950</b>	<b>(11,755,510)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>4,113,760</b>	<b>(26,421,490)</b>	<b>(21,272,460)</b>	<b>(9,516,950)</b>	<b>11,755,510</b>
FY Beginning Balance	75,279,530	79,393,290	24,710,350	52,971,800	28,261,450
FY Ending Balance	79,393,290	52,971,800	3,437,890	43,454,850	40,016,960
Ending Fund Balance as a % of Revenue	29.99	20.31	1.22	15.42	14.20

# Budget Update Detail

## FINANCIAL SUMMARIES



### 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.

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	5,100	13,000	13,000	12,000	(1,000)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	2,656,260	6,387,000	6,387,000	5,888,000	(499,000)
Miscellaneous	9,170	0	0	0	0
Revenue Subtotal	2,670,530	6,400,000	6,400,000	5,900,000	(500,000)
Prior Year Cancellations	63,900	183,190	0	0	0
Transfers In	0	100	0	0	0
Subtotal	63,900	183,290	0	0	0
Total Revenues/Resources	2,734,430	6,583,290	6,400,000	5,900,000	(500,000)
<b>Expenditures/Uses</b>					
Personnel Services	108,880	283,090	287,350	288,550	1,200
Employee Benefits	43,980	124,110	124,100	93,850	(30,250)
Other Expenses	2,876,840	6,240,500	5,695,260	5,695,840	580
Properties	0	0	0	0	0
Debt Service	38,930	356,060	350,390	350,390	0
Expenditures Subtotal	3,068,630	7,003,760	6,457,100	6,428,630	(28,470)
Transfers Out	0	0	0	0	0
Subtotal	0	0	0	0	0
Total Expenditures/Uses	3,068,630	7,003,760	6,457,100	6,428,630	(28,470)
Net Increase (Decrease) in Fund Balance	(334,200)	(420,470)	(57,100)	(528,630)	(471,530)
FY Beginning Balance	1,360,160	1,025,960	310,510	605,490	294,980
FY Ending Balance	1,025,960	605,490	253,410	76,860	(176,550)
Ending Fund Balance as a % of Revenue	37.52	9.20	3.96	1.30	(2.66)



## 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.

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	1,254,950	2,535,000	2,535,000	2,535,000	0
Charges for Services	11,490	0	0	0	0
Miscellaneous	37,220	0	0	0	0
<b>Revenue Subtotal</b>	<b>1,303,660</b>	<b>2,535,000</b>	<b>2,535,000</b>	<b>2,535,000</b>	<b>0</b>
Prior Year Cancellations	30	111,010	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>30</b>	<b>111,010</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>1,303,690</b>	<b>2,646,010</b>	<b>2,535,000</b>	<b>2,535,000</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	643,390	1,232,950	1,228,810	1,248,880	20,070
Employee Benefits	275,450	753,980	753,280	586,600	(166,680)
Other Expenses	326,290	756,420	794,610	839,000	44,390
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>1,245,130</b>	<b>2,743,350</b>	<b>2,776,700</b>	<b>2,674,480</b>	<b>(102,220)</b>
Transfers Out	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>1,245,130</b>	<b>2,743,350</b>	<b>2,776,700</b>	<b>2,674,480</b>	<b>(102,220)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>58,560</b>	<b>(97,340)</b>	<b>(241,700)</b>	<b>(139,480)</b>	<b>102,220</b>
FY Beginning Balance	916,210	974,770	692,480	877,430	184,950
FY Ending Balance	974,770	877,430	450,780	737,950	287,170
Ending Fund Balance as a % of Revenue	74.77	33.16	17.78	29.11	11.33

# Budget Update Detail

## FINANCIAL SUMMARIES



### Parking System Facilities

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

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	49,870	60,500	77,500	60,500	(17,000)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	5,679,860	12,600,750	8,961,550	12,600,750	3,639,200
Miscellaneous	1,540	0	0	0	0
Revenue Subtotal	5,731,270	12,661,250	9,039,050	12,661,250	3,622,200
Prior Year Cancellations	124,040	20,380	0	0	0
Transfers In	0	965,020	0	0	0
Subtotal	124,040	985,400	0	0	0
<b>Total Revenues/Resources</b>	<b>5,855,310</b>	<b>13,646,650</b>	<b>9,039,050</b>	<b>12,661,250</b>	<b>3,622,200</b>
<b>Expenditures/Uses</b>					
Personnel Services	686,480	1,655,360	1,683,750	1,629,780	(53,970)
Employee Benefits	360,530	948,340	982,780	788,900	(193,880)
Other Expenses	2,918,130	5,476,790	4,704,640	8,091,200	3,386,560
Properties	0	0	0	0	0
Debt Service	111,020	1,235,530	1,996,830	1,996,820	(10)
Expenditures Subtotal	4,076,160	9,316,020	9,368,000	12,506,700	3,138,700
Transfers Out	0	2,524,000	100,000	100,000	0
Subtotal	0	2,524,000	100,000	100,000	0
<b>Total Expenditures/Uses</b>	<b>4,076,160</b>	<b>11,840,020</b>	<b>9,468,000</b>	<b>12,606,700</b>	<b>3,138,700</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>1,779,150</b>	<b>1,806,630</b>	<b>(428,950)</b>	<b>54,550</b>	<b>483,500</b>
FY Beginning Balance	7,363,490	9,142,640	6,605,170	10,949,270	4,344,100
FY Ending Balance	9,142,640	10,949,270	6,176,220	11,003,820	4,827,600
Ending Fund Balance as a % of Revenue	156.14	80.23	68.33	86.91	18.58



## 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.

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	43,000	99,500	99,500	99,500	0
Revenue from Other Agencies	25,280	70,000	70,000	70,000	0
Charges for Services	1,786,320	3,164,500	3,164,500	3,164,500	0
Miscellaneous	3,490	1,000	1,000	1,000	0
<b>Revenue Subtotal</b>	<b>1,858,090</b>	<b>3,335,000</b>	<b>3,335,000</b>	<b>3,335,000</b>	<b>0</b>
Prior Year Cancellations	15,070	19,110	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>15,070</b>	<b>19,110</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>1,873,160</b>	<b>3,354,110</b>	<b>3,335,000</b>	<b>3,335,000</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	673,080	2,340,790	2,394,640	2,555,610	160,970
Employee Benefits	80,030	261,620	241,830	294,550	52,720
Other Expenses	556,000	1,217,150	1,247,750	1,319,430	71,680
Properties	0	12,720	13,160	13,160	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>1,309,110</b>	<b>3,832,280</b>	<b>3,897,380</b>	<b>4,182,750</b>	<b>285,370</b>
Transfers Out	500,000	0	0	0	0
<b>Subtotal</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>1,809,110</b>	<b>3,832,280</b>	<b>3,897,380</b>	<b>4,182,750</b>	<b>285,370</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>64,050</b>	<b>(478,170)</b>	<b>(562,380)</b>	<b>(847,750)</b>	<b>(285,370)</b>
FY Beginning Balance	2,218,160	2,282,210	786,290	1,804,040	1,017,780
FY Ending Balance	2,282,210	1,804,040	223,910	956,290	732,380
Ending Fund Balance as a % of Revenue	121.84	53.79	6.71	28.67	21.96

# Budget Update Detail

## FINANCIAL SUMMARIES



### Sawyer Point

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

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	12,410	23,980	23,380	23,380	0
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	351,260	700,630	701,620	701,620	0
Miscellaneous	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>363,670</b>	<b>724,610</b>	<b>725,000</b>	<b>725,000</b>	<b>0</b>
Prior Year Cancellations	3,360	0	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>3,360</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>367,030</b>	<b>724,610</b>	<b>725,000</b>	<b>725,000</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	56,960	443,600	447,000	448,010	1,010
Employee Benefits	17,630	176,460	175,600	166,130	(9,470)
Other Expenses	121,500	499,080	497,550	515,650	18,100
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>196,090</b>	<b>1,119,140</b>	<b>1,120,150</b>	<b>1,129,790</b>	<b>9,640</b>
Transfers Out	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>196,090</b>	<b>1,119,140</b>	<b>1,120,150</b>	<b>1,129,790</b>	<b>9,640</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>170,940</b>	<b>(394,530)</b>	<b>(395,150)</b>	<b>(404,790)</b>	<b>(9,640)</b>
FY Beginning Balance	1,546,040	1,716,980	1,113,730	1,322,450	208,720
FY Ending Balance	1,716,980	1,322,450	718,580	917,660	199,080
Ending Fund Balance as a % of Revenue	467.80	182.51	99.11	126.57	27.46





## 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.

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	48,890	107,000	107,000	60,540	(46,460)
Revenue from Other Agencies	0	0	0	0	0
Charges for Services	5,475,550	9,400,000	9,400,000	10,387,120	987,120
Miscellaneous	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>5,524,440</b>	<b>9,507,000</b>	<b>9,507,000</b>	<b>10,447,660</b>	<b>940,660</b>
Prior Year Cancellations	199,510	34,560	0	0	0
Transfers In	0	740,450	0	0	0
<b>Subtotal</b>	<b>199,510</b>	<b>775,010</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>5,723,950</b>	<b>10,282,010</b>	<b>9,507,000</b>	<b>10,447,660</b>	<b>940,660</b>
<b>Expenditures/Uses</b>					
Personnel Services	678,600	1,824,540	1,820,770	1,907,810	87,040
Employee Benefits	385,360	1,067,380	1,037,250	949,850	(87,400)
Other Expenses	2,148,150	6,402,660	6,542,140	6,536,510	(5,630)
Properties	36,340	87,050	82,000	110,000	28,000
Debt Service	26,790	719,690	700,490	700,490	0
<b>Expenditures Subtotal</b>	<b>3,275,240</b>	<b>10,101,320</b>	<b>10,182,650</b>	<b>10,204,660</b>	<b>22,010</b>
Transfers Out	0	1,261,000	900,000	1,400,000	500,000
<b>Subtotal</b>	<b>0</b>	<b>1,261,000</b>	<b>900,000</b>	<b>1,400,000</b>	<b>500,000</b>
<b>Total Expenditures/Uses</b>	<b>3,275,240</b>	<b>11,362,320</b>	<b>11,082,650</b>	<b>11,604,660</b>	<b>522,010</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>2,448,710</b>	<b>(1,080,310)</b>	<b>(1,575,650)</b>	<b>(1,157,000)</b>	<b>418,650</b>
FY Beginning Balance	4,261,200	6,709,910	2,719,750	5,629,600	2,909,850
FY Ending Balance	6,709,910	5,629,600	1,144,100	4,472,600	3,328,500
Ending Fund Balance as a % of Revenue	117.23	54.75	12.03	42.81	30.78

# Budget Update Detail

## FINANCIAL SUMMARIES



### 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.

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0
Revenue from Other Agencies	4,571,990	9,336,770	9,448,480	9,448,480	0
Charges for Services	24,450	0	0	0	0
Miscellaneous	100,390	0	0	0	0
<b>Revenue Subtotal</b>	<b>4,696,830</b>	<b>9,336,770</b>	<b>9,448,480</b>	<b>9,448,480</b>	<b>0</b>
Prior Year Cancellations	150	278,730	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>150</b>	<b>278,730</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>4,696,980</b>	<b>9,615,500</b>	<b>9,448,480</b>	<b>9,448,480</b>	<b>0</b>
<b>Expenditures/Uses</b>					
Personnel Services	2,593,390	4,616,150	4,597,790	4,823,150	225,360
Employee Benefits	1,348,490	2,866,350	2,815,530	2,079,960	(735,570)
Other Expenses	1,069,750	2,628,540	2,688,320	2,795,820	107,500
Properties	5,260	17,800	18,390	18,390	0
Debt Service	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>5,016,890</b>	<b>10,128,840</b>	<b>10,120,030</b>	<b>9,717,320</b>	<b>(402,710)</b>
Transfers Out	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>5,016,890</b>	<b>10,128,840</b>	<b>10,120,030</b>	<b>9,717,320</b>	<b>(402,710)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(319,910)</b>	<b>(513,340)</b>	<b>(671,550)</b>	<b>(268,840)</b>	<b>402,710</b>
FY Beginning Balance	2,628,830	2,308,920	1,265,110	1,795,580	530,470
FY Ending Balance	2,308,920	1,795,580	593,560	1,526,740	933,180
Ending Fund Balance as a % of Revenue	49.16	18.67	6.28	16.16	9.88



## 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.

	2013 Actual	2014 Estimate	2015 Approved	2015 Approved Update	Change 2015 Approved to 2015 Update
<b>Revenue/Resources</b>					
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Courts & Use of Money & Property	486,460	484,040	1,549,080	498,560	(1,050,520)
Revenue from Other Agencies	222,600	546,960	568,430	552,430	(16,000)
Charges for Services	62,394,810	137,853,700	148,684,580	140,764,130	(7,920,450)
Miscellaneous	834,140	1,410,060	370,260	1,452,360	1,082,100
<b>Revenue Subtotal</b>	<b>63,938,010</b>	<b>140,294,760</b>	<b>151,172,350</b>	<b>143,267,480</b>	<b>(7,904,870)</b>
Prior Year Cancellations	602,660	4,013,360	0	0	0
Transfers In	0	0	0	0	0
<b>Subtotal</b>	<b>602,660</b>	<b>4,013,360</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>64,540,670</b>	<b>144,308,120</b>	<b>151,172,350</b>	<b>143,267,480</b>	<b>(7,904,870)</b>
<b>Expenditures/Uses</b>					
Personnel Services	13,604,120	29,023,210	32,254,160	30,808,910	(1,445,250)
Employee Benefits	6,306,400	14,715,460	16,750,170	11,827,410	(4,922,760)
Other Expenses	16,243,780	37,635,990	41,715,270	41,278,040	(437,230)
Properties	435,210	1,001,150	1,034,280	1,034,280	0
Debt Service	21,475,600	46,680,320	49,783,650	53,485,060	3,701,410
<b>Expenditures Subtotal</b>	<b>58,065,110</b>	<b>129,056,130</b>	<b>141,537,530</b>	<b>138,433,700</b>	<b>(3,103,830)</b>
Transfers Out	11,685,000	12,651,600	14,963,000	5,727,410	(9,235,590)
<b>Subtotal</b>	<b>11,685,000</b>	<b>12,651,600</b>	<b>14,963,000</b>	<b>5,727,410</b>	<b>(9,235,590)</b>
<b>Total Expenditures/Uses</b>	<b>69,750,110</b>	<b>141,707,730</b>	<b>156,500,530</b>	<b>144,161,110</b>	<b>(12,339,420)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(5,209,440)</b>	<b>2,600,390</b>	<b>(5,328,180)</b>	<b>(893,630)</b>	<b>4,434,550</b>
FY Beginning Balance	60,280,120	55,070,680	53,021,070	57,671,070	4,650,000
FY Ending Balance	55,070,680	57,671,070	47,692,890	56,777,440	9,084,550
Ending Fund Balance as a % of Revenue	85.33	39.96	31.55	39.63	8.08



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The “All Funds Operating Budget Summary” table on page 96 lists, by department, the 2015 Approved Budget (as part of the 2014-2015 Biennial Budget) compared to the 2015 Approved Update. *Notes: This table does not include internal service funds because the revenue is received from interdepartmental billing for services. It would be a “double count” of costs to include internal service funds within the All Funds Operating Budget Summary. This table includes some Community Development Block Grant (CDBG) funding related to planning and administration, which is reported in the Consolidated Plan Budget. The Consolidated Plan Budget is not included in the Approved FY 2015 Budget Update; however, the City Council approved Calendar Year (CY) 2014 Consolidated Plan Budget is included in this document for reference. This table does not include \$1.7 million of Transfers Out which, if included, would result in an All Funds total of \$992.3 million in the 2015 Approved Update column.*

The “General Fund Budget Summary” table on page 97 lists, by department, the 2015 Approved Budget (as part of the 2014-2015 Biennial Budget) compared to the 2015 Approved Update. *Note: This table does not include \$1.7 million of Transfers Out which, if included, would result in a General Fund total of \$358.2 million in the 2015 Approved Update column.*

The “Approved Staffing Plan” table on page 98 lists, by department, the number of full-time equivalent (FTE) positions in 2013, 2014, and 2015 in the General Fund, Other Funds, and All Funds. Presented at the bottom of the “Staffing Plan” is a breakdown of the total number of authorized FTE for the Police Sworn, Fire Sworn, and Non-Sworn. The table is followed by a Staffing Plan section, which provides additional details and comparison of the Approved FY 2015 Budget Update to the Approved FY 2015 Budget.

Departmental Budgets begin on page 103, with each Departmental Budget separated by a tab. The layout of the Departmental Budget sheets is described below.

### Mission Statement

The mission of the department is provided.

### Organizational Chart

This chart describes how the department is organized.

### Departmental Budget Summary

This section provides a departmental total expenditure budget table that includes the 2014 Approved Budget and 2015 Approved Budget (from the 2014-2015 Biennial Budget), and the 2015 Approved Update (also known as the Approved FY 2015 Budget Update), as well as changes from the 2015 Approved Budget and the 2015 Approved Update. The expenditure budget is summarized by one of the following major expenditure categories:

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

Employee Benefits – includes fringe benefits such as pension contribution and health care, dental, and eye insurances.



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

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

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

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

If the department has any capital projects, an amount will be reflected in the Capital Projects row.

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

### Department Programs

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

### Program Summaries

Each of the program summaries will include the program name, a description of the program, as well as the program goal.

### Program Budget Summary

Like the Departmental Budget Summary, the Program Budget Summary provides a program total expenditure budget table that includes the 2014 Approved and 2015 Approved (from the 2014-2015 Biennial Budget), and the 2015 Approved Update as well as changes from the 2015 Approved and the 2015 Approved Update. The expenditures are summarized by the major expenditures described previously. In addition, the Operating Total, Internal Service Funds, Capital Projects, Program Revenue and Total Full-time Equivalent Positions related to the program are included.

### Adjustments to Costs to Maintain Current Program Services

This section reflects any changes that have been made that are required to maintain current services, such as inflation. Each change to the budget, whether an increase (positive number) or a decrease (negative number), is reflected along with the FTE related to the change, and a brief description of the change.

### On-going (or One-time) Significant Program Changes

This section reflects any changes above or below the budget. In other words, the change impacts the level of service provided in FY 2014. Changes may either be an increase or a decrease to the budget. This section includes the amount of the budget change, any FTE related change, the fund (s) impacted by the change, as well as a brief description of the change.



## Performance Measures

**Performance Objectives** is a benchmark of effective performance that describes the types of work, specific projects or goals that the program intends to achieve.

Following the program's Performance Objective, the specific Unit of Measure is shown to illustrate how the objective is measured (i.e. by "Unit"). The 2012 Actual performance, 2014 Target, and the 2015 Target are provided.

# Departmental Budgets

## All Funds Operating Budget Summary



	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Update
City Council	2,029,600	2,048,110	2,043,260	(4,850)
Office of the Mayor	530,560	526,110	655,200	129,090
Clerk of Council	747,690	740,080	743,750	3,670
City Manager	17,916,670	18,011,410	18,513,870	502,460
Citizen Complaint and Internal Audit	839,240	845,070	851,460	6,390
Enterprise Services	15,602,210	16,768,730	19,791,790	3,023,060
Enterprise Technology Solutions	14,301,570	14,525,570	13,102,530	(1,423,040)
Finance	121,619,670	101,389,760	106,121,020	4,731,260
Fire	95,247,680	95,680,440	92,657,380	(3,023,060)
Health	40,147,980	42,018,660	40,586,060	(1,432,600)
Human Resources	2,226,550	2,246,560	2,074,190	(172,370)
Law	6,226,050	6,348,350	5,826,760	(521,590)
Parks	14,841,550	15,208,000	15,463,320	255,320
Planning and Buildings	6,511,160	6,674,850	6,128,690	(546,160)
Police	125,981,850	126,174,310	126,274,290	99,980
Public Services	37,543,200	38,597,860	37,184,130	(1,413,730)
Recreation	28,028,290	28,142,980	27,395,170	(747,810)
Sewers	230,495,680	246,574,650	234,707,560	(11,867,090)
Trade and Development	7,346,910	7,511,120	9,425,820	1,914,700
Transportation & Engineering	11,268,380	11,593,300	10,585,230	(1,008,070)
Water Works	132,771,560	137,907,780	134,729,850	(3,177,930)
SORTA	48,875,000	48,242,770	49,800,000	1,557,230
<b>Department Total</b>	<b>961,099,050</b>	<b>967,776,470</b>	<b>954,661,330</b>	<b>(13,115,140)</b>
Non-Departmental Benefits	14,432,950	12,577,510	12,502,300	(75,210)
General Fund Overhead	7,750,050	7,750,050	7,750,050	0
Non-Departmental Accounts	14,954,880	14,131,120	14,587,740	456,620
Reserve for Contingencies	675,000	800,000	1,050,590	250,590
<b>Non-Departmental Budgets Total</b>	<b>37,812,880</b>	<b>35,258,680</b>	<b>35,890,680</b>	<b>632,000</b>
	<b>998,911,930</b>	<b>1,003,035,150</b>	<b>990,552,010</b>	<b>(12,483,140)</b>





## Departmental Budgets General Fund Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Update
City Council	2,029,600	2,048,110	2,043,260	(4,850)
Office of the Mayor	530,560	526,110	655,200	129,090
Clerk of Council	747,690	740,080	743,750	3,670
City Manager	14,876,160	15,258,720	14,529,710	(729,010)
Citizen Complaint and Internal Audit	839,240	845,070	851,460	6,390
Enterprise Technology Solutions	5,198,820	5,209,470	4,476,000	(733,470)
Finance	7,148,540	7,374,010	6,566,440	(807,570)
Fire	95,153,810	95,582,220	92,657,380	(2,924,840)
Health	19,713,840	21,078,190	18,666,300	(2,411,890)
Human Resources	1,911,330	1,922,140	1,780,800	(141,340)
Law	5,999,490	6,111,050	5,628,020	(483,030)
Parks	7,295,820	7,567,090	8,329,400	762,310
Planning and Buildings	6,013,860	6,165,300	5,666,920	(498,380)
Police	125,168,450	125,998,660	126,098,640	99,980
Public Services	18,399,930	18,827,350	18,402,640	(424,710)
Recreation	16,100,160	16,627,780	15,593,990	(1,033,790)
Trade and Development	5,648,130	5,813,660	7,665,250	1,851,590
Transportation & Engineering	3,130,510	3,245,090	3,355,570	110,480
<b>Department Total</b>	<b>335,905,940</b>	<b>340,940,100</b>	<b>333,710,730</b>	<b>(7,229,370)</b>
Non-Departmental Benefits	9,756,890	8,616,260	8,544,230	(72,030)
Non-Departmental Accounts	14,340,070	13,475,400	13,513,680	38,280
Reserve for Contingencies	375,000	500,000	750,590	250,590
<b>Non-Departmental Budgets Total</b>	<b>24,471,960</b>	<b>22,591,660</b>	<b>22,808,500</b>	<b>216,840</b>
<b>Grand Total</b>	<b>360,377,900</b>	<b>363,531,760</b>	<b>356,519,230</b>	<b>(7,012,530)</b>

# Departmental Budgets

## Staffing Plan - Update



	General Fund			Restricted Funds			All Funds		
	2013	2014	2015	2013	2014	2015	2013	2014	2015
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	9.00	0.00	0.00	0.00	8.00	8.00	9.00
Clerk of Council	7.00	7.00	7.00	0.00	0.00	0.00	7.00	7.00	7.00
City Manager	48.63	163.00	167.50	8.37	13.75	14.00	57.00	176.75	181.50
Citizen Complaint and Internal Audit	10.00	9.00	9.00	0.00	0.00	0.00	10.00	9.00	9.00
Enterprise Services	0.00	0.00	0.00	36.85	35.80	35.80	36.85	35.80	35.80
Enterprise Technology Solutions	49.00	46.75	49.75	50.00	47.80	35.80	99.00	94.55	85.55
Finance	71.49	68.67	66.04	31.46	32.09	30.46	102.95	100.76	96.50
Fire	825.00	823.00	882.00	1.00	1.00	0.00	826.00	824.00	882.00
Health	224.63	209.21	208.78	183.98	190.38	218.60	408.61	399.59	427.38
Human Resources	19.10	19.10	18.10	3.00	3.00	3.00	22.10	22.10	21.10
Law	61.20	58.20	62.20	8.00	8.00	8.00	69.20	66.20	70.20
Parks	126.83	125.83	172.05	67.40	65.40	71.40	194.23	191.23	243.45
Planning and Buildings	65.00	65.00	64.00	6.00	6.00	6.00	71.00	71.00	70.00
Police	1,349.00	1,155.00	1,217.00	0.00	0.00	0.00	1,349.00	1,155.00	1,217.00
Public Services	141.00	144.00	138.00	301.00	294.00	297.00	442.00	438.00	435.00
Recreation	271.27	260.25	277.86	147.26	141.79	137.91	418.53	402.04	415.77
Sewers	0.00	0.00	0.00	770.00	721.46	737.25	770.00	721.46	737.25
Trade and Development	41.50	54.50	52.50	21.40	25.40	28.40	62.90	79.90	80.90
Transportation & Engineering	13.65	21.00	20.00	159.35	150.40	153.40	173.00	171.40	173.40
Water Works	0.00	0.00	0.00	625.06	631.81	620.68	625.06	631.81	620.68
<b>Total</b>	<b>3,359.30</b>	<b>3,264.51</b>	<b>3,447.78</b>	<b>2,420.13</b>	<b>2,368.08</b>	<b>2,397.70</b>	<b>5,779.43</b>	<b>5,632.59</b>	<b>5,845.48</b>
Police Sworn	1,006.00	975.00	1,035.00	0.00	0.00	0.00	1,006.00	975.00	1,035.00
Fire Sworn	794.00	796.00	854.00	0.00	0.00	0.00	794.00	796.00	854.00
Non-Sworn	1,559.30	1,493.51	1,559.78	2,420.13	2,368.08	2,397.70	3,979.43	3,861.59	3,957.48



**STAFFING PLAN**

The City will increase the overall number of funded positions in the FY 2015 Update Budget by 188.6 Full-Time Equivalents (FTE). As shown in Table XII, the total number of FTE will increase from the 5,656.9 budgeted in the Approved FY 2015 Budget to 5,845.5 in the FY 2015 Budget Update. This total increase equates to an addition of 186.1 FTE in the General Fund and an increase of 2.5 FTE in the Restricted Funds. The increase in FTE is primarily due to the following: 1) Police – an increase in sworn officers and the addition of a recruit class; 2) Fire – a federally funded recruit class; 3) Parks – completion of the west side Smale Riverfront Park and an increase in seasonal, part-time employment; 4) Recreation – an increase in part-time outdoor recreation maintenance; 5) the increase of a Council Aide in the Mayor’s Office; 6) the addition of a Special Assistant to combat Poverty in the City Manager’s Office; and 7) an increase in restricted fund grant positions in the Health Department.

**Table XII – FY 2015 Budget Update City Staffing Plan**

	FY 2015 Approved Budget	FY 2015 Approved Update	Change From Approved FY 2015
<i>(in Full Time Equivalents, FTE)</i>			
General Fund	3,261.7	3,447.8	186.1
Restricted Funds	2,395.2	2,397.7	2.5
<b>Total City Staffing</b>	<b>5,656.9</b>	<b>5,845.5</b>	<b>188.6</b>

Table XIII provides a comparison of the filled and vacant FTE eliminated from programs in the FY 2015 Budget Update in the General Fund and Restricted Funds. No filled positions are identified for elimination in the FY 2015 Budget Update. However, 20.5 vacant General Fund positions are eliminated and 18.7 vacant Restricted Fund positions are eliminated. These position eliminations will be offset with increases in other programs as described above. Therefore, while 39.2 FTE have been identified for elimination, total FTE increases by 188.6 in the FY 2015 Budget Update.

**Table XIII – FY 2015 Budget Update Position Reduction**

	Filled Reductions	Vacant Reductions	Total Reductions
<i>(in Full Time Equivalents, FTE)</i>			
General Fund	-	(20.5)	(20.5)
Restricted Funds	-	(18.7)	(18.7)
<b>Total City Staffing</b>	<b>-</b>	<b>(39.2)</b>	<b>(39.2)</b>

Table XIV provides a comparison public safety and non-public safety FTE in the FY 2015 Budget Update. Public Safety positions increase by 120.0 FTE primarily due to an increase in recruit classes and an increase in sworn Police staff. In contrast, non-public safety positions increase by 68.6 FTE. This increase can be attributed primarily to increases in Parks and Recreation staff.

# Departmental Budgets

## Staffing Plan - Update



**Table XIV – Approved FY 2015 Budget Update All Funds Public Safety FTE / Non-Public Safety FTE**

	<b>FY 2015 Approved Budget</b>	<b>FY 2015 Budget Update</b>	<b>Change From Approved FY 2015</b>
<i>(in Full Time Equivalents, FTE)</i>			
Public Safety FTE	1,979.0	2,099.0	120.0
Non-Public Safety FTE	<u>3,677.9</u>	<u>3,747.3</u>	<u>69.4</u>
<b>Total All Fund FTE</b>	<b>5,656.9</b>	<b>5,846.3</b>	<b>189.4</b>

As shown in Table XV, sworn positions within the Police Department increase by 60.0 FTE in the FY 2015 Budget Update for a total of 1,035.0 sworn FTE. Sworn FTE within the Fire Department increases by 58.0 FTE for a total of 854.0 sworn FTE. Therefore, total sworn public safety FTE increases by 118.0.

**Table XV – FY 2015 Budget Update Sworn Authorized Strength Staffing Summary**

	<b>FY 2015 Approved Budget</b>	<b>FY 2015 Budget Update</b>	<b>Change From Approved FY 2015</b>
<i>(in Full Time Equivalents, FTE)</i>			
Police Sworn	975.0	1,035.0	(60.0)
Fire Sworn	<u>796.0</u>	<u>854.0</u>	<u>(58.0)</u>
<b>Total Sworn</b>	<b>1,771.0</b>	<b>1,889.0</b>	<b>118.0</b>

Table XVI shows the changes in position counts relative to the 2000 Approved Budget. Public Safety positions decrease by 86.9 FTE or 4.0%. Non-public safety positions decrease by 798.7 or 17.6%.

**Table XVI – All Funds FTE Change 2000-2015**

	<b>FY 2000 Approved Budget</b>	<b>FY 2015 Budget Update</b>	<b>Change From FY 2000</b>	<b>% Change From FY 2000</b>
<i>(in Full Time Equivalents, FTE)</i>				
Public Safety FTE	2,185.9	2,099.0	(86.9)	-4.0%
Non-Public Safety FTE	<u>4,545.2</u>	<u>3,746.5</u>	<u>(798.7)</u>	<u>-17.6%</u>
<b>Total All Funds FTE</b>	<b>6,731.1</b>	<b>5,845.5</b>	<b>(885.6)</b>	<b>-13.1%</b>

The change in General Fund positions is more significant. Non-Public Safety General Fund positions decline by 624.4 FTE or 31.6% relative to the 2000 Approved Budget.



**Table XVII – General Fund FTE Change 2000-2015**

	<b>FY 2000 Approved Budget</b>	<b>FY 2015 Budget Update</b>	<b>Change From FY 2000</b>	<b>% Change From FY 2000</b>
<i>(in Full Time Equivalents, FTE)</i>				
Public Safety FTE	2,185.9	2,099.0	(86.9)	-4.0%
Non-Public Safety FTE	<u>1,973.2</u>	<u>1,348.8</u>	<u>(624.4)</u>	<u>-31.6%</u>
<b>Total General Fund FTE</b>	<b>4,159.1</b>	<b>3,447.8</b>	<b>(711.3)</b>	<b>-17.1%</b>

The Departmental Budgets section of this document provides a detailed description of each 2015 FTE change by department.

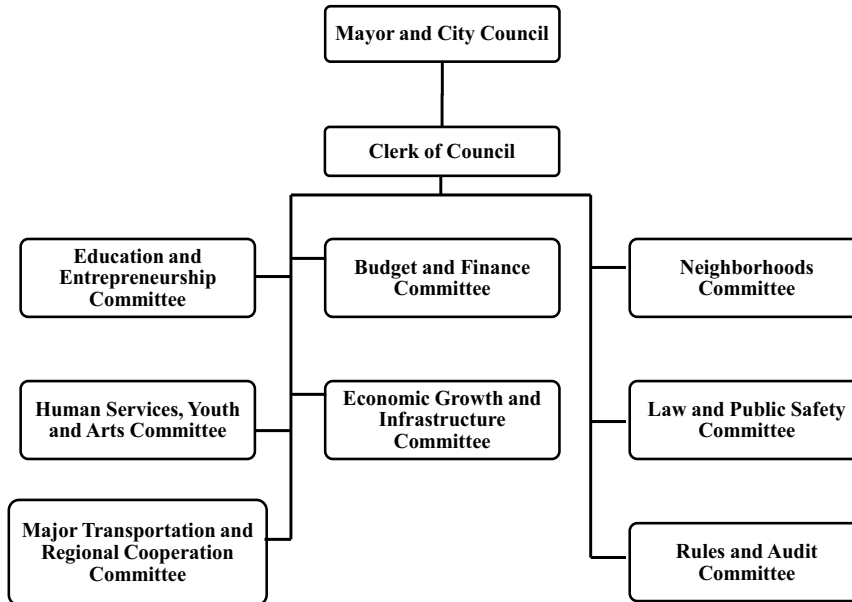


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## City Council

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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,414,410	1,420,890	1,420,890	0
Employee Benefits	572,170	582,220	575,840	(6,380)
Other Expenses	43,020	45,000	46,530	1,530
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,029,600</b>	<b>2,048,110</b>	<b>2,043,260</b>	<b>(4,850)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>35,391,650</b>	<b>34,841,650</b>	<b>34,907,840</b>	<b>66,190</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>0.00</b>



**Department Programs**

1. City Councilmembers

**Program Summaries**

**Program 1: City Councilmembers**

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

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

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,414,410	1,420,890	1,420,890	0
Employee Benefits	572,170	582,220	575,840	(6,380)
Other Expenses	43,020	45,000	46,530	1,530
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,029,600</b>	<b>2,048,110</b>	<b>2,043,260</b>	<b>(4,850)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,029,600</b>	<b>2,048,110</b>	<b>2,043,260</b>	<b>(4,850)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Program Services**

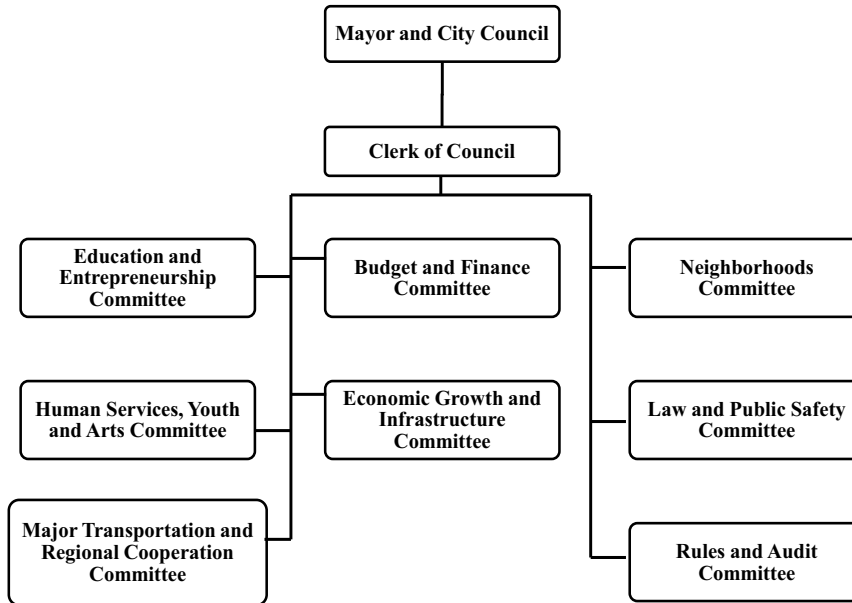
Budget	FTE	Fund	Description
(4,850)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a decrease in benefit costs. There is no change in FTE.





## 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	398,510	403,350	521,380	118,030
Employee Benefits	102,710	94,610	114,660	20,050
Other Expenses	29,340	28,150	19,160	(8,990)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>530,560</b>	<b>526,110</b>	<b>655,200</b>	<b>129,090</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>530,560</b>	<b>526,110</b>	<b>655,200</b>	<b>129,090</b>
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	9.00	1.00

# 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	398,510	403,350	521,380	118,030
Employee Benefits	102,710	94,610	114,660	20,050
Other Expenses	29,340	28,150	19,160	(8,990)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>530,560</b>	<b>526,110</b>	<b>655,200</b>	<b>129,090</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>530,560</b>	<b>526,110</b>	<b>655,200</b>	<b>129,090</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>1.00</b>

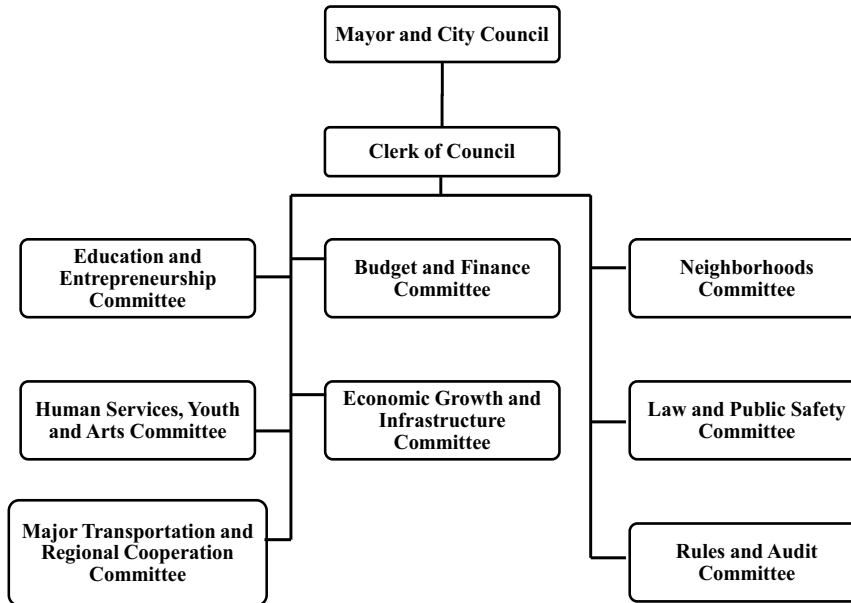
#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
129,090	1.00	All Funds	This program reflects an all funds increase, which is due to realignment of personnel. The change in FTE is related to the addition of a council assistant position.



## 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	331,380	334,670	375,730	41,060
Employee Benefits	160,890	168,140	106,810	(61,330)
Other Expenses	255,420	237,270	261,210	23,940
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>747,690</b>	<b>740,080</b>	<b>743,750</b>	<b>3,670</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>747,690</b>	<b>740,080</b>	<b>743,750</b>	<b>3,670</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>

# 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	331,380	334,670	375,730	41,060
Employee Benefits	160,890	168,140	106,810	(61,330)
Other Expenses	255,420	237,270	261,210	23,940
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>747,690</b>	<b>740,080</b>	<b>743,750</b>	<b>3,670</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>747,690</b>	<b>740,080</b>	<b>743,750</b>	<b>3,670</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>

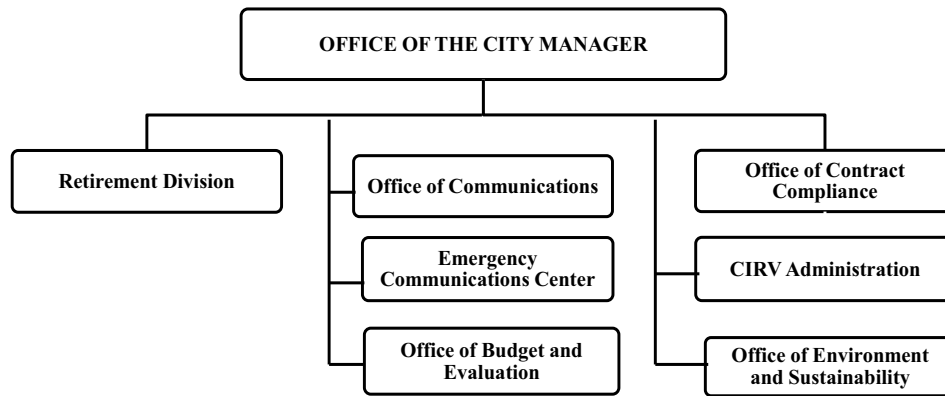
### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
3,670	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the elimination of position vacancy allowance, and an increase in non-personnel expenses, such as data processing, expert services, and advertising. There is no change in FTE.



## 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.



When compared to the Approved FY 2015 Budget, the Approved FY 2015 Operating Budget Update for the City Manager's Office increases by 2.6%. This increase primarily results from an increase in personnel costs in the Emergency Communications Center related to an increase in overtime and reduced vacancies. Additionally, the Office of Contract Compliance is increased due to additional costs in FY 2015 for the disparity study.

### Departmental Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	8,943,030	8,954,250	9,824,520	870,270
Employee Benefits	3,994,270	4,018,970	3,191,950	(827,020)
Other Expenses	4,979,370	5,038,190	5,497,400	459,210
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>17,916,670</b>	<b>18,011,410</b>	<b>18,513,870</b>	<b>502,460</b>
Internal Service Funds	191,060	199,880	181,700	(18,180)
<b>Total</b>	<b>18,107,730</b>	<b>18,211,290</b>	<b>18,695,570</b>	<b>484,280</b>
Capital Projects	1,516,000	665,600	806,700	141,100
Consolidated Plan Projects	0	0	0	0
Program Revenue	4,800,000	4,800,000	4,685,000	(115,000)
Total Full-time Equivalent Positions	176.75	176.75	181.50	4.75

# Departmental Budgets

City Manager



## Department Programs

- |                               |   |
|-------------------------------|---|
| 1. Retirement Division        | 5. Office of Budget and Evaluation          |
| 2. Emergency Communications   | 6. Office of Environment and Sustainability |
| 3. Office of the City Manager | 7. Office of Contract Compliance            |
| 4. Office of Communications   | 8. CIRV Administration                      |

## Program Summaries

### Program 1: Retirement Division

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

**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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>9.75</b>	<b>9.75</b>	<b>10.00</b>	<b>0.25</b>

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
0	0.25	All Funds	The Operating Budget for the Retirement Division program is developed separately from that of the rest of the City organization and is subject to the approval of the Retirement Board. Only the FTE of the Division are reflected here. The increase in FTE reflects a part-time position becoming full-time.



## Performance Measures

### Performance Objective

Process and pay monthly pension checks for approximately 4,200 retirees on the first business day of each month.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of pension checks issued on established pay dates.	Percentage	100.00	100.00	100.00

# Departmental Budgets

## City Manager



### Program 2: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	6,484,750	6,343,590	7,180,210	836,620
Employee Benefits	3,046,780	2,993,010	2,475,970	(517,040)
Other Expenses	795,180	805,520	676,430	(129,090)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>10,326,710</b>	<b>10,142,120</b>	<b>10,332,610</b>	<b>190,490</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>10,326,710</b>	<b>10,142,120</b>	<b>10,332,610</b>	<b>190,490</b>
Capital Projects	850,000	0	700,000	700,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,500,000	1,500,000	1,400,000	(100,000)
Total Full-time Equivalent Positions	130.00	130.00	130.00	0.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
192,570	0.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in overtime and a decrease in position vacancy savings, which is partially offset by a citywide net decrease in personnel and benefit costs. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(2,080)	0.00	General Fund	This represents a decrease in fleet repairs.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(857,000)	0.00	General Fund	This represents an increase in reimbursements from the 911 Cell Phone Fees Fund.
857,000	0.00	911 Cell Phone Fees	

### Performance Measures

#### Performance Objective

Maintain an effective processing time for emergency police, fire, and medical incoming calls to dispatch.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 9-1-1 calls answered in 10 seconds or less.	Percentage	78.00	90.00	90.00





## Departmental Budgets

City Manager

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of fire/medical calls, from call received to dispatch, processed in less than 90 seconds.	Percentage	77.11	90.00	90.00

# Departmental Budgets

## City Manager



### Program 3: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	808,970	863,940	896,810	32,870
Employee Benefits	287,040	318,630	149,120	(169,510)
Other Expenses	72,650	72,340	105,140	32,800
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,168,660</b>	<b>1,254,910</b>	<b>1,151,070</b>	<b>(103,840)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,168,660</b>	<b>1,254,910</b>	<b>1,151,070</b>	<b>(103,840)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>12.00</b>	<b>3.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(184,860)	2.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE is attributable to the appointment of a Project Executive for the Cincinnati Streetcar and the temporary appointment of an additional Assistant to the City Manager.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(8,910)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.
(12,230)	0.00	General Fund	This represents an increase in reimbursement from the Department of Trade and Development for work on development projects.
25,000	0.00	General Fund	This represents an increase in costs related to citizen engagement.
77,160	1.00	General Fund	This represents the addition of a position responsible for poverty reduction initiatives.



**Program 4: 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	296,040	308,430	283,740	(24,690)
Employee Benefits	128,380	137,150	116,250	(20,900)
Other Expenses	225,180	140,220	321,800	181,580
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>649,600</b>	<b>585,800</b>	<b>721,790</b>	<b>135,990</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>649,600</b>	<b>585,800</b>	<b>721,790</b>	<b>135,990</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,800,000	2,800,000	2,800,000	0
Total Full-time Equivalent Positions	5.00	5.00	5.50	0.50

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
36,140	0.50	All Funds	This program reflects an all funds increase, which is primarily due to an adjustment in reimbursement for program employees. The increase in FTE is attributable to the increase of part-time staffing for video production services.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(150)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.
100,000	0.00	General Fund	This represents an increase to fund the operation of public access cable channels for community programming in FY 2015.

**Performance Measures**

**Performance Objective**

Resolve complaints received against Time Warner Cable.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of complaints received against Time Warner Cable that are resolved.	Percentage	95.00	95.00	95.00

# Departmental Budgets

## City Manager



### Performance Objective

Improve departmental participation in electronic communications with the public.

		2012	2014	2015
	Unit of Measure	Actual	Target	Target
Percentage increase in agency participation.	Percentage	20.00	10.00	10.00



**Program 5: 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	772,520	811,860	851,680	39,820
Employee Benefits	284,740	305,700	249,560	(56,140)
Other Expenses	102,290	153,770	156,920	3,150
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,159,550</b>	<b>1,271,330</b>	<b>1,258,160</b>	<b>(13,170)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,159,550</b>	<b>1,271,330</b>	<b>1,258,160</b>	<b>(13,170)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	12.00	12.00	12.00	0.00

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
23,710	0.00	All Funds	This program reflects an all funds increase, which is primarily due to increased costs related to information technology contract services. There is no change in FTE.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(8,610)	0.00	General Fund	This represents greater reimbursement for work related to budgeting for infrastructure repair and replacement.
8,610	0.00	Income Tax-Infrastructure	
(36,880)	0.00	General Fund	This represents a decrease in services related to maintenance for the Cincinnati Budget System (CBS).

**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage increase in the number of 'Outstanding' ratings received from GFOA.	Percentage	N/A	260.00	N/A

# Departmental Budgets

## City Manager



### Program 6: Office of Environment and Sustainability

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

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

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	224,110	237,490	221,450	(16,040)
Employee Benefits	83,860	90,280	61,480	(28,800)
Other Expenses	2,959,600	3,023,070	2,994,560	(28,510)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,267,570</b>	<b>3,350,840</b>	<b>3,277,490</b>	<b>(73,350)</b>
Internal Service Funds	191,060	199,880	181,700	(18,180)
<b>Total</b>	<b>3,458,630</b>	<b>3,550,720</b>	<b>3,459,190</b>	<b>(91,530)</b>
Capital Projects	666,000	665,600	106,700	(558,900)
Consolidated Plan Projects	0	0	0	0
Program Revenue	500,000	500,000	485,000	(15,000)
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
230,930	1.00	All Funds	This program reflects an all funds increase, which is primarily due to the increase costs related to the continuation of services that were restored after the FY 2014 Biennial Budget adoption. An increase in FTE is attributable to the addition of an Energy Manager position.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
2,030	0.00	General Fund	This represents an increase in fleet repairs and fuel.
(25,000)	0.00	General Fund	This represents a reimbursement from the Metropolitan Sewer District for the management of a storm water diversion and capture project.
(95,140)	0.00	General Fund	This represents a position vacancy allowance for a vacant Energy Manager position.
(160,270)	0.00	General Fund	This represents a reduction in funding for temporary personnel and database management fees related to the Recycling program as well as a cost savings negotiated with the service contractor.
(1,750)	0.00	General Fund	This represents the reduction of a contract with the Civic Garden Center.
(12,000)	0.00	General Fund	This represents a reduction in the allocation for new and replacement recycling carts.
(12,160)	0.00	General Fund	This represents a reduction in the use of temporary employment services.



**Performance Measures**

**Performance Objective**

Provide city-wide environmental outreach and communication.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage increase in the number of individuals receiving OES communication each year.	Percentage	38.00	5.00	5.00

**Performance Objective**

Enhance city-wide energy management and climate protection practices.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage increase in the number of buildings in the City that are LEED certified.	Percentage	49.00	20.00	20.00
Percentage of the Climate Protection Action Plan's recommendations implemented in accordance with the schedule contained therein.	Percentage	60.00	60.00	60.00

**Performance Objective**

Promote a green fleet throughout the City.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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	2012 Actual	2014 Target	2015 Target
Percentage of City Facilities where an environmental compliance audit was completed in the past calendar year.	Percentage	15.00	33.00	33.00

# Departmental Budgets

## City Manager



### Program 7: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	347,730	379,760	364,150	(15,610)
Employee Benefits	159,380	169,980	127,410	(42,570)
Other Expenses	257,470	257,760	682,280	424,520
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>764,580</b>	<b>807,500</b>	<b>1,173,840</b>	<b>366,340</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>764,580</b>	<b>807,500</b>	<b>1,173,840</b>	<b>366,340</b>
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	6.00	0.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(61,110)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
24,960	0.00	General Fund	This represents an increase for a contract for Small Business Enterprise (SBE) tracking software assistance and maintenance.
(48,560)	0.00	General Fund	This represents time spent by employees on infrastructure projects to be reimbursed by Income Tax - Infrastructure Fund 302.
48,560	0.00	Income Tax-Infrastructure	
402,490	0.00	General Fund	This represents the FY 2015 funding of the Disparity Study.

### 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	2012 Actual	2014 Target	2015 Target
Percentage of four Outreach Activities to SBE vendors completed.	Percentage	100.00	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	2012 Actual	2014 Target	2015 Target
Percentage of all bid documents, proposals, and contracts that contain appropriate language.	Percentage	100.00	100.00	100.00

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of vendor payroll reports submitted to Contract Compliance for examination that were reviewed.	Percentage	100.00	95.00	95.00

# Departmental Budgets

## City Manager



### Program 8: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	8,910	9,180	26,480	17,300
Employee Benefits	4,090	4,220	12,160	7,940
Other Expenses	567,000	585,510	560,270	(25,240)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>580,000</b>	<b>598,910</b>	<b>598,910</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>580,000</b>	<b>598,910</b>	<b>598,910</b>	<b>0</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(25,640)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to contract services savings.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
25,640	0.00	General Fund	This represents an increase to reimbursements related to the CIRV program.

### Performance Measures

#### Performance Objective

Empower affected communities with strategies to change norms and expectations toward violence.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Train five communities in the Moral Voice and aftercare/maintenance strategies.	Percentage	N/A	100.00	100.00

#### Performance Objective

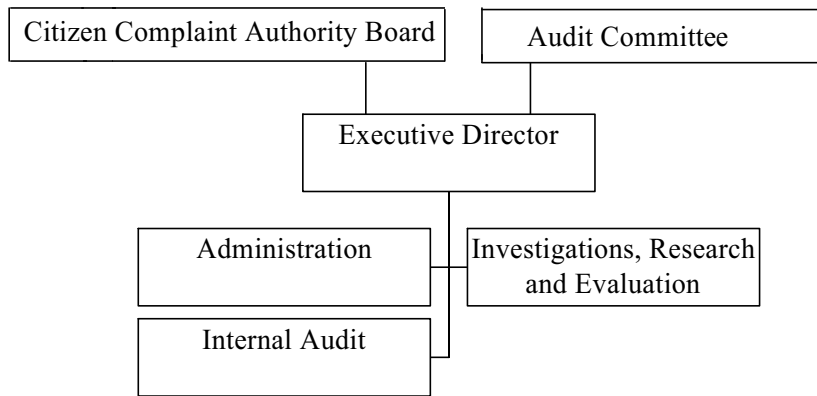
Provide a life change system for group/gang members to transition to a violence free pro-social lifestyle.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Identify and recruit at least 500 new individuals to services.	Percentage	N/A	100.00	100.00



## 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	567,960	558,340	624,710	66,370
Employee Benefits	215,840	210,280	193,120	(17,160)
Other Expenses	55,440	76,450	33,630	(42,820)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>839,240</b>	<b>845,070</b>	<b>851,460</b>	<b>6,390</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>839,240</b>	<b>845,070</b>	<b>851,460</b>	<b>6,390</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00</b>

## Departmental Budgets

### Citizen Complaint and Internal Audit



## Department Programs

1. Investigations, Research, and Evaluation
2. Administration
3. 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	106,400	70,210	128,430	58,220
Employee Benefits	39,300	17,820	50,160	32,340
Other Expenses	25,550	48,320	13,620	(34,700)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>171,250</b>	<b>136,350</b>	<b>192,210</b>	<b>55,860</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>171,250</b>	<b>136,350</b>	<b>192,210</b>	<b>55,860</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
55,860	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a decrease in position vacancy allowance. These increases are partially offset by a decrease in miscellaneous non-personnel items. There is no change in FTE.

## 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	2012 Actual	2014 Target	2015 Target
Percentage of investigations completed within 60 days.	Percentage	100.00	100.00	100.00



**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	219,360	233,460	236,830	3,370
Employee Benefits	64,450	72,330	57,190	(15,140)
Other Expenses	15,820	15,150	12,030	(3,120)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>299,630</b>	<b>320,940</b>	<b>306,050</b>	<b>(14,890)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>299,630</b>	<b>320,940</b>	<b>306,050</b>	<b>(14,890)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(14,890)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs, and a decrease in miscellaneous non-personnel line items. There is no change in FTE.

**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of investigations assigned within 48 business hours of initial complaint.	Percentage	100.00	100.00	100.00

## Departmental Budgets

### Citizen Complaint and Internal Audit



#### Program 3: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	242,200	254,670	259,450	4,780
Employee Benefits	112,090	120,130	85,770	(34,360)
Other Expenses	14,070	12,980	7,980	(5,000)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>368,360</b>	<b>387,780</b>	<b>353,200</b>	<b>(34,580)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>368,360</b>	<b>387,780</b>	<b>353,200</b>	<b>(34,580)</b>
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
(34,580)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs, and a decrease in miscellaneous non-personnel line items. There is no change in FTE.

#### Performance Measures

##### Performance Objective

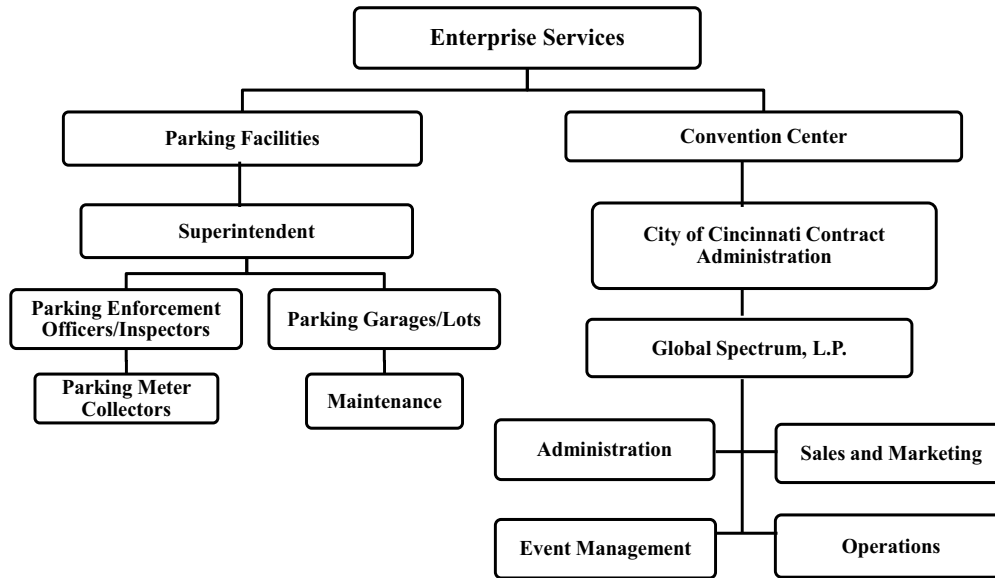
To ensure audits on the approved audit work plan are completed within the scheduled time period.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of approved audit work plan completed.	Percentage	0.00	90.00	90.00



## Enterprise Services

The mission of the Department of Enterprise Services is to contribute to the economic growth and stability of Cincinnati by providing a premier convention center facility and professional management of the City's parking assets.



### Departmental Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,658,730	1,689,200	1,670,250	(18,950)
Employee Benefits	843,750	882,660	717,270	(165,390)
Other Expenses	11,793,840	12,131,240	15,338,650	3,207,410
Properties	0	0	0	0
Debt Service	1,305,890	2,065,630	2,065,620	(10)
<b>Operating Total</b>	<b>15,602,210</b>	<b>16,768,730</b>	<b>19,791,790</b>	<b>3,023,060</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>15,602,210</b>	<b>16,768,730</b>	<b>19,791,790</b>	<b>3,023,060</b>
Capital Projects	330,000	330,000	330,000	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	16,834,690	16,751,390	20,451,790	3,700,400
<b>Total Full-time Equivalent Positions</b>	<b>35.80</b>	<b>35.80</b>	<b>35.80</b>	<b>0.00</b>

## 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	59,330	62,300	61,210	(1,090)
Employee Benefits	27,260	28,620	31,380	2,760
Other Expenses	7,485,470	7,695,020	7,560,640	(134,380)
Properties	0	0	0	0
Debt Service	70,360	68,800	68,800	0
<b>Operating Total</b>	<b>7,642,420</b>	<b>7,854,740</b>	<b>7,722,030</b>	<b>(132,710)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>7,642,420</b>	<b>7,854,740</b>	<b>7,722,030</b>	<b>(132,710)</b>
Capital Projects	230,000	230,000	230,000	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	7,795,640	7,712,340	7,790,540	78,200
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
(132,710)	0.00	All Funds	This program reflects a Convention Center Fund decrease, which is primarily due to a decrease in the Convention Center management contract from fewer events. Personnel services reflect reimbursement to City agencies for support provided to the Convention Center.

## 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	2012 Actual	2014 Target	2015 Target
Customer satisfaction rating of 4.5 or more of customers surveyed.	Whole Number	4.54	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	2012 Actual	2014 Target	2015 Target
Fund balance as a percent of revenue.	Percentage	28.50	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	2012 Actual	2014 Target	2015 Target
Percentage reduction in the amount of energy used by the Convention Center within one year.	Percentage	11.60	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	2012 Actual	2014 Target	2015 Target
Percentage utilization of Small Business Enterprise firms based on contract values.	Percentage	44.30	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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	902,500	919,790	916,160	(3,630)
Employee Benefits	534,000	557,180	442,600	(114,580)
Other Expenses	658,860	669,440	1,726,390	1,056,950
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,095,360</b>	<b>2,146,410</b>	<b>3,085,150</b>	<b>938,740</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,095,360</b>	<b>2,146,410</b>	<b>3,085,150</b>	<b>938,740</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	9,039,050	9,039,050	2,300,000	(6,739,050)
Total Full-time Equivalent Positions	22.00	22.00	22.00	0.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(83,310)	0.00	All Funds	This program reflects a Parking System Facilities Fund decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The decrease is partially offset by an increase in credit card processing costs. There is no change in FTE. (Note: The On-Street Parking program revenue amounts in the FY 2014 Approved Budget and the FY 2015 Approved Budget reflect the total departmental revenue in the amount of \$9,039,050 in each year in error. The revenue for the On-Street Parking program is actually \$2,552,000 in each year. The decrease in program revenue between the FY 2015 Approved Budget and the FY 2015 Update is actually \$252,000.)

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
1,022,700	0.00	Parking System Facilities	This represents an increase for improved on-street parking technology.
(650)	0.00	Parking System Facilities	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.

## Performance Measures

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	323,080	325,310	315,370	(9,940)
Employee Benefits	142,620	148,570	115,870	(32,700)
Other Expenses	3,598,070	3,713,950	5,894,590	2,180,640
Properties	0	0	0	0
Debt Service	1,235,530	1,996,830	1,996,820	(10)
<b>Operating Total</b>	<b>5,299,300</b>	<b>6,184,660</b>	<b>8,322,650</b>	<b>2,137,990</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,299,300</b>	<b>6,184,660</b>	<b>8,322,650</b>	<b>2,137,990</b>
Capital Projects	100,000	100,000	100,000	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	10,300,000	10,300,000
<b>Total Full-time Equivalent Positions</b>	<b>9.80</b>	<b>9.80</b>	<b>9.80</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
49,900	0.00	All Funds	This program reflects a Parking System Facilities Fund increase, which is primarily due to increases in credit card processing costs and parking garage management expenses. The increase is partially offset by a citywide net decrease in personnel and benefit costs. There is no change in FTE. (Note: The Off-Street Parking program revenue amounts in the 2014 Approved Budget and the 2015 Approved Budget reflect an amount of \$0 in each year in error. The revenue for the Off-Street Parking program is actually \$6,408,800 in each year. The change in program revenue between the FY 2015 Approved Budget and the FY 2015 Update is actually \$3,891,200.)

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
2,094,000	0.00	Parking System Facilities	This represents an increase for the operational expenses of the Pogue's Garage.
(5,910)	0.00	Parking System Facilities	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.

### 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	2012 Actual	2014 Target	2015 Target
Turnover ratio.	Ratio	1.24:1	1.22:1	1.22:1

## 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	373,820	381,800	377,510	(4,290)
Employee Benefits	139,870	148,290	127,420	(20,870)
Other Expenses	51,440	52,830	157,030	104,200
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>565,130</b>	<b>582,920</b>	<b>661,960</b>	<b>79,040</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>565,130</b>	<b>582,920</b>	<b>661,960</b>	<b>79,040</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	61,250	61,250
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
(20,960)	0.00	All Funds	This program reflects a Parking System Facilities Fund decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE. (Note: The Parking Business Services program revenue amounts in the 2014 Approved Budget and the 2015 Approved Budget reflect an amount of \$0 in each year in error. The revenue for the Parking Business Services program is actually \$78,250 in each year. The decrease in program revenue between the FY 2015 Approved Budget and the FY 2015 Approved Update is actually \$17,000.)

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
100,000	0.00	Parking System Facilities	This represents an increase for the consulting services necessary to conduct a study of the Parking Facilities System for ways to enhance revenue and improve efficiencies.

## Performance Measures

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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	2012 Actual	2014 Target	2015 Target
Percentage response to customer service requests within 24 hours.	Percentage	100.00	100.00	100.00

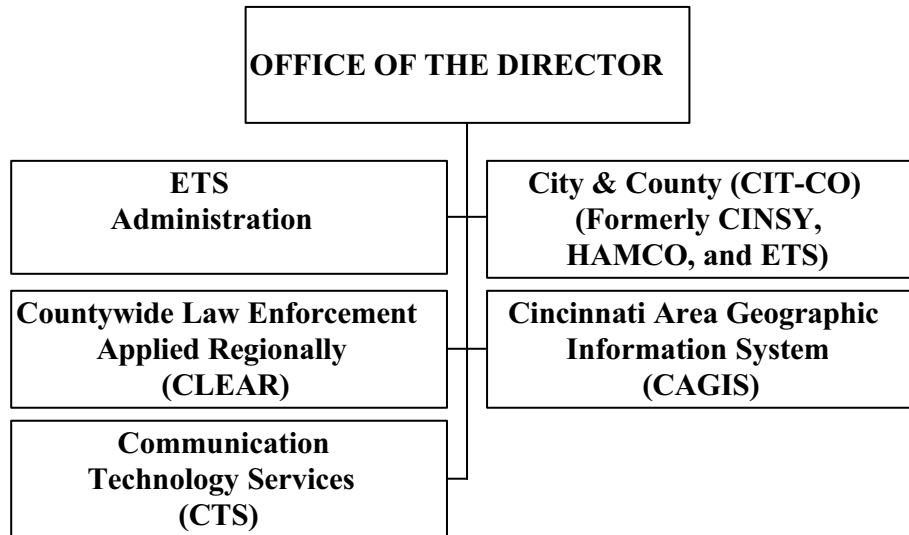


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## Enterprise Technology Solutions

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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	5,655,950	5,640,350	5,513,160	(127,190)
Employee Benefits	2,386,790	2,503,720	1,614,090	(889,630)
Other Expenses	6,222,830	6,345,500	5,939,280	(406,220)
Properties	36,000	36,000	36,000	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>14,301,570</b>	<b>14,525,570</b>	<b>13,102,530</b>	<b>(1,423,040)</b>
Internal Service Funds	3,659,870	3,761,260	2,702,700	(1,058,560)
<b>Total</b>	<b>17,961,440</b>	<b>18,286,830</b>	<b>15,805,230</b>	<b>(2,481,600)</b>
Capital Projects	1,718,800	1,759,200	189,450	(1,569,750)
Consolidated Plan Projects	0	0	0	0
Program Revenue	123,000	123,000	122,000	(1,000)
Total Full-time Equivalent Positions	94.55	93.55	85.55	(8.00)



**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	308,780	273,000	79,160	(193,840)
Employee Benefits	148,190	150,260	1,740	(148,520)
Other Expenses	303,440	313,060	281,440	(31,620)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>760,410</b>	<b>736,320</b>	<b>362,340</b>	<b>(373,980)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>760,410</b>	<b>736,320</b>	<b>362,340</b>	<b>(373,980)</b>
Capital Projects	56,300	105,900	0	(105,900)
Consolidated Plan Projects	0	0	0	0
Program Revenue	80,000	80,000	80,000	0
<b>Total Full-time Equivalent Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>3.00</b>	<b>(6.00)</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
162,530	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a decrease in personnel reimbursements from General Capital. There is no change in FTE in order to maintain current services.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(536,510)	(6.00)	General Fund	This reduction represents the transfer out of 6.0 FTE to CIT-CO and CTS Operations.





## Performance Measures

### Performance Objective

Ensure payment of responsive vendor invoices within 14 days.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of CFS transactions entered for payment of a responsive invoice within 14 days of receipt.	Percentage	N/A	95.00	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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,155,340	1,155,190	1,067,470	(87,720)
Employee Benefits	467,130	481,500	309,760	(171,740)
Other Expenses	2,839,860	2,895,860	2,735,970	(159,890)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>4,462,330</b>	<b>4,532,550</b>	<b>4,113,200</b>	<b>(419,350)</b>
Internal Service Funds	96,770	97,760	430	(97,330)
<b>Total</b>	<b>4,559,100</b>	<b>4,630,310</b>	<b>4,113,630</b>	<b>(516,680)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	16.00	15.00	13.00	(2.00)

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(419,350)	(1.00)	All Funds	This program reflects an all funds decrease, which is primarily due to reductions in non-personnel items such as technical repairs and overhead charges. The decrease in FTE in order to maintain current services is due to the elimination of one Computer System Analyst.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(95,960)	(1.00)	Regional Computer Center	This reduction represents the transfer out of 1.0 FTE to CTS Operations.

## 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	2012 Actual	2014 Target	2015 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,529,070	1,582,060	1,470,050	(112,010)
Employee Benefits	632,000	676,450	470,290	(206,160)
Other Expenses	2,443,350	2,489,040	2,491,990	2,950
Properties	36,000	36,000	36,000	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>4,640,420</b>	<b>4,783,550</b>	<b>4,468,330</b>	<b>(315,220)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>4,640,420</b>	<b>4,783,550</b>	<b>4,468,330</b>	<b>(315,220)</b>
Capital Projects	58,500	59,450	59,450	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>19.00</b>	<b>19.00</b>	<b>18.00</b>	<b>(1.00)</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(315,220)	(1.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The decrease in FTE is due to the elimination of a Computer Systems Analyst position.

**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	2012 Actual	2014 Target	2015 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,558,570	1,543,100	2,037,040	493,940
Employee Benefits	666,370	698,080	574,740	(123,340)
Other Expenses	153,890	157,600	175,720	18,120
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,378,830</b>	<b>2,398,780</b>	<b>2,787,500</b>	<b>388,720</b>
Internal Service Funds	773,280	779,420	13,760	(765,660)
<b>Total</b>	<b>3,152,110</b>	<b>3,178,200</b>	<b>2,801,260</b>	<b>(376,940)</b>
Capital Projects	1,267,300	1,383,550	0	(1,383,550)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	25.55	25.55	27.75	2.20

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(272,330)	(5.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The decrease in FTE in order to maintain current services is due to the elimination of five positions within the Regional Computer Center Fund 702.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(50,000)	0.00	General Fund	This reduction represents the reimbursement of a portion of the EGov section staff's salaries from eligible Capital projects. This will limit resources available for the upgrade and modernization of the City's Internet and Intranet presence infrastructure.
(10,000)	0.00	General Fund	This reduction represents the decrease of expert services expenses related to this program.
(26,000)	0.00	General Fund	This reduction represents the decrease of PC hardware expenses related to this program.
(17,980)	0.00	General Fund	This reduction represents the decrease of software and licenses expenses related to this program.
(10,000)	0.00	General Fund	This reduction represents the use of the Regional Center Computer Fund 702 Citrix revenue to reimburse the General Fund 050.
10,000	0.00	Regional Computer Center	

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
775,050	8.00	General Fund	This increase represents the transfer in of eight positions to the CIT-CO Operations program from ETS Administration and CTS Operations. In addition, one position is transferred out to the CTS Operations program.
(100,330)	(0.80)	Regional Computer Center	



## 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	2012 Actual	2014 Target	2015 Target
Amount of savings due to increased efficiencies/deployments.	Dollar Amount	N/A	25,000.00	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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,104,190	1,087,000	859,440	(227,560)
Employee Benefits	473,100	497,430	257,560	(239,870)
Other Expenses	482,290	489,940	254,160	(235,780)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,059,580</b>	<b>2,074,370</b>	<b>1,371,160</b>	<b>(703,210)</b>
Internal Service Funds	2,789,820	2,884,080	2,688,510	(195,570)
<b>Total</b>	<b>4,849,400</b>	<b>4,958,450</b>	<b>4,059,670</b>	<b>(898,780)</b>
Capital Projects	336,700	210,300	130,000	(80,300)
Consolidated Plan Projects	0	0	0	0
Program Revenue	43,000	43,000	42,000	(1,000)
Total Full-time Equivalent Positions	25.00	25.00	23.80	(1.20)

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(524,140)	(1.00)	All Funds	This program reflects an all funds decrease and FTE decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The decrease in FTE in order to maintain current services is due to the elimination of one Information Technology Assistant position.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(25,000)	0.00	General Fund	This reduction represents the reimbursement of a portion of the Networks staff's salaries from eligible Capital projects. This will limit resources available for the upgrade and modernization of the City's fiber network and telephone infrastructure.
(35,000)	0.00	General Fund	This reduction represents the reimbursement of a portion of the Networks staff's salaries from eligible Capital projects. This will limit resources available for the upgrade and modernization of the City's fiber network and telephone infrastructure.
(30,000)	0.00	General Fund	This reduction represents the reimbursement of a portion of the Radio Upgrade staff's salaries from eligible Capital projects. This will limit resources available for the upgrade and modernization of the City's radio upgrade infrastructure.
(35,000)	0.00	General Fund	This reduction represents the reimbursement of a portion of the Disaster Recovery/Active Directory staff's salaries from eligible Capital projects. This will limit resources available for the disaster recovery and active directory maintenance for the City.
(15,000)	0.00	General Fund	This reduction represents the use of the Telecommunications Fund 336 to reimburse personal computing related personnel expenses in the General Fund 050.
15,000	0.00	Telecommunications Services	



**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(54,060)	0.00	General Fund	This reduction represents the transfer in of 3.0 FTE from ETS Administration and CLEAR Operations. It also represents the transfer of 3.2 FTE to CIT-CO Operations.
11,830	(0.20)	Regional Computer Center	

**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Amount of realized savings per month due to elimination of services that are no longer needed.	Dollar Amount	19,037.00	1,000.00	1,000.00



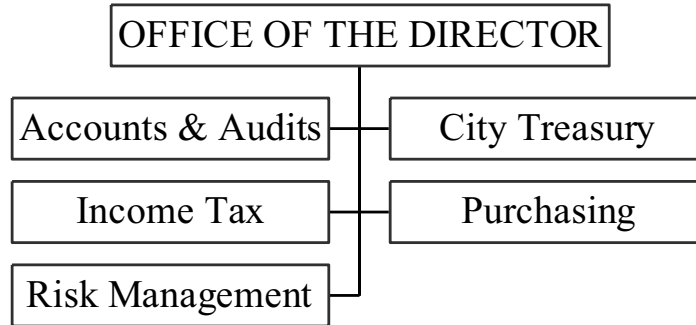
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## Finance

The mission of the Finance Department is to serve as a strong steward of public financial resources, contribute to the financial strength of the City, and provide quality financial services to customers. This mission is accomplished through the functions and duties of: the Office of the Director, Accounts & Audits, City Treasury, Income Tax, Purchasing, and Risk Management.



### Departmental Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	4,830,850	4,973,040	4,783,440	(189,600)
Employee Benefits	2,222,080	2,361,480	1,606,330	(755,150)
Other Expenses	4,066,740	4,055,240	3,956,250	(98,990)
Properties	0	0	0	0
Debt Service	110,500,000	90,000,000	95,775,000	5,775,000
<b>Operating Total</b>	<b>121,619,670</b>	<b>101,389,760</b>	<b>106,121,020</b>	<b>4,731,260</b>
Internal Service Funds	4,014,050	4,056,070	3,847,880	(208,190)
<b>Total</b>	<b>125,633,720</b>	<b>105,445,830</b>	<b>109,968,900</b>	<b>4,523,070</b>
Capital Projects	10,000	0	0	0
Consolidated Plan Projects	2,000	2,000	0	(2,000)
Program Revenue	276,188,260	281,765,200	286,288,850	4,523,650
Total Full-time Equivalent Positions	100.76	100.76	96.50	(4.26)

# Departmental Budgets

## Finance



### Department Programs

- |                                       |                        |
|---------------------------------------|------------------------|
| 1. Administration                     | 6. Risk Management     |
| 2. Financial Reporting and Monitoring | 7. Income Tax          |
| 3. Payroll Preparation                | 8. Procurement         |
| 4. Debt Management                    | 9. Printing and Stores |
| 5. Treasury Operations                |                        |

### Program Summaries

#### Program 1: Administration

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

**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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	320,450	335,010	299,270	(35,740)
Employee Benefits	103,280	113,330	79,680	(33,650)
Other Expenses	18,960	19,230	19,480	250
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>442,690</b>	<b>467,570</b>	<b>398,430</b>	<b>(69,140)</b>
Internal Service Funds	10,520	11,520	10,520	(1,000)
<b>Total</b>	<b>453,210</b>	<b>479,090</b>	<b>408,950</b>	<b>(70,140)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(69,140)	0.00	All Funds	This program reflects a net decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

### 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	2012 Actual	2014 Target	2015 Target
General Obligation Bond ratings of Aa1/AA+ or better.	Yes/No	Yes	Yes	Yes



**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,186,130	1,224,040	1,210,240	(13,800)
Employee Benefits	526,320	557,180	401,150	(156,030)
Other Expenses	419,540	433,310	464,540	31,230
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,131,990</b>	<b>2,214,530</b>	<b>2,075,930</b>	<b>(138,600)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,131,990</b>	<b>2,214,530</b>	<b>2,075,930</b>	<b>(138,600)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	18.01	18.01	17.00	(1.01)

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(66,930)	(0.01)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE in order to maintain current services.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(71,680)	(1.00)	General Fund	This reduction represents the elimination of an Accountant position.

**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	114,300	118,460	128,720	10,260
Employee Benefits	44,720	48,450	19,770	(28,680)
Other Expenses	6,900	7,150	7,150	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>165,920</b>	<b>174,060</b>	<b>155,640</b>	<b>(18,420)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>165,920</b>	<b>174,060</b>	<b>155,640</b>	<b>(18,420)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(18,420)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

### Performance Measures

#### Performance Objective

To issue all payroll checks on the established pay dates.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	166,150	192,620	229,220	36,600
Employee Benefits	87,740	104,790	82,310	(22,480)
Other Expenses	2,361,100	2,312,830	2,194,390	(118,440)
Properties	0	0	0	0
Debt Service	110,500,000	90,000,000	95,775,000	5,775,000
<b>Operating Total</b>	<b>113,114,990</b>	<b>92,610,240</b>	<b>98,280,920</b>	<b>5,670,680</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>113,114,990</b>	<b>92,610,240</b>	<b>98,280,920</b>	<b>5,670,680</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	20,532,150	20,840,060	20,737,090	(102,980)
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
5,670,680	0.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in debt service and fees and charges related to debt service. There is no change in FTE.

**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	2012 Actual	2014 Target	2015 Target
Percentage of debt service payments remitted on time.	Percentage	100.00	100.00	100.00

# Departmental Budgets



## Finance

### Program 5: Treasury Operations

**Description:** Performs cash management and banking activities, manages the City's investment portfolio, issues business licenses/permits, collects admissions taxes and transient occupancy tax, and pursues delinquent account collection.

**Goal:** To ensure that City funds are appropriately receipted and deposited, to promptly reconcile City bank accounts, to manage investment portfolios in accordance with the City's Investment Policy Statement, to promptly pursue the collection of delinquent accounts, to issue licenses in accordance with the Cincinnati Municipal Code, and to ensure all licenses are renewed in a timely manner.

### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	483,890	523,740	488,250	(35,490)
Employee Benefits	233,700	261,230	159,290	(101,940)
Other Expenses	429,380	410,960	417,290	6,330
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,146,970</b>	<b>1,195,930</b>	<b>1,064,830</b>	<b>(131,100)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,146,970</b>	<b>1,195,930</b>	<b>1,064,830</b>	<b>(131,100)</b>
Capital Projects	10,000	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	5,342,260	5,342,260	5,415,000	72,740
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(20,220)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(73,720)	0.00	General Fund	This reduction represents the position vacancy allowance for an Accountant Technician 3 position for FY 2015.
(37,170)	0.00	General Fund	This reduction represents the reduction of banking fees by passing costs on to non General Fund agencies and/or increasing the balance maintained in the bank account.

## 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	2012 Actual	2014 Target	2015 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	2012 Actual	2014 Target	2015 Target
Percentage of all payments made electronically.	Percentage	28.00	35.00	35.00

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of past due accounts referred between 120 and 130 days to the total number of past due accounts.	Percentage	75.00	75.00	75.00

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of license applications mailed 30 days prior to license expiration.	Percentage	99.00	98.00	98.00

**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	2012 Actual	2014 Target	2015 Target
Percentage of days deposits are delivered within one day relative to total number of business days.	Percentage	98.00	97.00	97.00

# Departmental Budgets



## Finance

### Program 6: Risk Management

**Description:** Monitors the City's insurance program. Provides employee safety services to departments in field audits and training. Provides employee health services. Maintains current benefits and workers' compensation rates.

**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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	138,060	142,630	142,630	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>138,060</b>	<b>142,630</b>	<b>142,630</b>	<b>0</b>
Internal Service Funds	1,863,610	1,892,390	1,734,320	(158,070)
<b>Total</b>	<b>2,001,670</b>	<b>2,035,020</b>	<b>1,876,950</b>	<b>(158,070)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,300,000	1,400,000	0	(1,400,000)
Total Full-time Equivalent Positions	14.00	14.00	13.75	(0.25)

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
0	(0.25)	All Funds	This program reflects an all funds decrease, which is primarily due to decreases in various non-personnel items. The decrease in FTE reflects minor personnel adjustments.

### 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	2012 Actual	2014 Target	2015 Target
Percentage of renewals where premium amount remained the same or was reduced.	Percentage	63.00	103.00	75.00

#### Performance Objective

To effectively manage the City's Workers Compensation Program.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Workers compensation rate per \$100 of payroll.	Dollar Amount	1.30	2.00	2.00





**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of employees participating in health and wellness program (an intra-City partnership).	Percentage	57.00	59.00	61.00

# Departmental Budgets



## Finance

### Program 7: Income Tax

**Description:** Provides taxpayer service and education, ensures taxpayer compliance with the City's tax code, pursues payment of past due tax liabilities, and processes income tax forms and payments.

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

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,936,410	1,946,290	1,790,400	(155,890)
Employee Benefits	921,250	958,480	631,880	(326,600)
Other Expenses	575,930	605,170	584,550	(20,620)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,433,590</b>	<b>3,509,940</b>	<b>3,006,830</b>	<b>(503,110)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,433,590</b>	<b>3,509,940</b>	<b>3,006,830</b>	<b>(503,110)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	2,000	2,000	0	(2,000)
Program Revenue	246,933,850	251,902,880	257,916,770	6,013,880
Total Full-time Equivalent Positions	34.75	34.75	31.75	(3.00)

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(295,850)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE in order to maintain current services.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(71,680)	(1.00)	General Fund	This reduction represents the elimination of an Accountant position.
(53,440)	(1.00)	General Fund	This reduction represents the elimination of a Clerk Typist 2 position.
(82,160)	(1.00)	General Fund	This reduction represents the elimination of an Accountant Position.

### Performance Measures

#### Performance Objective

To provide timely and effective customer service.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of incoming calls answered within 30 seconds.	Percentage	74.60	80.00	70.00
Percentage of customers who were satisfied or very satisfied with the Income Tax Division's services as indicated by the Customer Satisfaction Survey.	Percentage	80.70	80.00	75.00



**Program 8: Procurement**

**Description:** Performs procurement functions including competitive bids, reverse auctions, demolition bids, professional services proposals, procurement cards, citywide vendor registration, and record management for all City contracts.

**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	623,520	632,880	637,340	4,460
Employee Benefits	305,070	318,020	232,250	(85,770)
Other Expenses	116,870	123,960	126,220	2,260
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,045,460</b>	<b>1,074,860</b>	<b>995,810</b>	<b>(79,050)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,045,460</b>	<b>1,074,860</b>	<b>995,810</b>	<b>(79,050)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	80,000	80,000	20,000	(60,000)
Total Full-time Equivalent Positions	11.00	11.00	11.00	0.00

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(79,050)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

**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	2012 Actual	2014 Target	2015 Target
Percentage of contracts awarded within 90 days from start of bid process.	Percentage	80.00	85.00	75.00

## Departmental Budgets



### Finance

#### Program 9: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
Operating Total	0	0	0	0
Internal Service Funds	2,139,920	2,152,160	2,103,040	(49,120)
<b>Total</b>	<b>2,139,920</b>	<b>2,152,160</b>	<b>2,103,040</b>	<b>(49,120)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,000,000	2,200,000	2,200,000	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
0	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to reductions in postage and supply expenses.

#### Performance Measures

##### Performance Objective

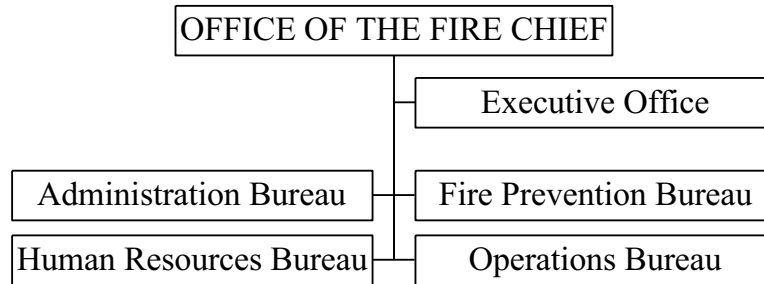
To provide high quality efficient supply ordering services to all City departments.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of office supply orders delivered within two business days of the purchase.	Percentage	98.00	97.00	98.00



## 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	57,667,320	57,872,960	58,157,030	284,070
Employee Benefits	28,849,210	28,824,740	25,762,940	(3,061,800)
Other Expenses	8,511,190	8,759,800	8,514,470	(245,330)
Properties	142,190	146,900	146,900	0
Debt Service	77,770	76,040	76,040	0
<b>Operating Total</b>	<b>95,247,680</b>	<b>95,680,440</b>	<b>92,657,380</b>	<b>(3,023,060)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>95,247,680</b>	<b>95,680,440</b>	<b>92,657,380</b>	<b>(3,023,060)</b>
Capital Projects	1,257,600	310,700	168,100	(142,600)
Consolidated Plan Projects	0	0	0	0
Program Revenue	8,410,890	7,123,000	7,353,000	230,000
Total Full-time Equivalent Positions	824.00	824.00	882.00	58.00

# 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	655,140	675,670	650,080	(25,590)
Employee Benefits	281,850	292,610	230,780	(61,830)
Other Expenses	45,080	46,580	45,510	(1,070)
Properties	20,070	20,730	20,730	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,002,140</b>	<b>1,035,590</b>	<b>947,100</b>	<b>(88,490)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,002,140</b>	<b>1,035,590</b>	<b>947,100</b>	<b>(88,490)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(88,490)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

### 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	2012 Actual	2014 Target	2015 Target
Percentage of grants applied for that do not require matching funds.	Percentage	75.00	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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,256,620	1,283,680	1,266,500	(17,180)
Employee Benefits	572,330	592,350	473,160	(119,190)
Other Expenses	451,990	500,500	500,930	430
Properties	72,650	75,060	75,060	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,353,590</b>	<b>2,451,590</b>	<b>2,315,650</b>	<b>(135,940)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,353,590</b>	<b>2,451,590</b>	<b>2,315,650</b>	<b>(135,940)</b>
Capital Projects	100,000	0	115,000	115,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	521,110	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(43,560)	1.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE in order to maintain current services reflects minor personnel adjustments.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(92,390)	(1.00)	Metropolitan Medical Response - Grant Funds	This represents a decrease related to the elimination of a grant funded Senior Administrative Specialist. The grant funding has expired.

**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	2012 Actual	2014 Target	2015 Target
Percentage of Advanced Life Support (ALS) runs responded to within 8 minutes or less.	Percentage	92.00	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	2012 Actual	2014 Target	2015 Target
Percentage of Basic Life Support (BLS) runs responded to within five minutes or less.	Percentage	63.00	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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,682,180	1,702,270	1,688,960	(13,310)
Employee Benefits	799,220	803,980	720,960	(83,020)
Other Expenses	278,930	286,820	285,330	(1,490)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,760,330</b>	<b>2,793,070</b>	<b>2,695,250</b>	<b>(97,820)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,760,330</b>	<b>2,793,070</b>	<b>2,695,250</b>	<b>(97,820)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	105,000	105,000	35,000	(70,000)
Total Full-time Equivalent Positions	21.00	21.00	21.00	0.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(97,820)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

#### 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	2012 Actual	2014 Target	2015 Target
Percentage of requests for the education of school children met (goal is 8,000 children).	Percentage	161.00	100.00	100.00
Percentage of Fire Prevention Bureau structure inspection goals completed (goal is 92,000).	Percentage	95.00	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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,000,770	1,015,230	923,550	(91,680)
Employee Benefits	447,330	454,770	310,310	(144,460)
Other Expenses	397,090	405,610	287,220	(118,390)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,845,190</b>	<b>1,875,610</b>	<b>1,521,080</b>	<b>(354,530)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,845,190</b>	<b>1,875,610</b>	<b>1,521,080</b>	<b>(354,530)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>13.00</b>	<b>13.00</b>	<b>61.00</b>	<b>48.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(371,570)	(2.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs and a realignment transfer of the Medical Director's contract expense to the Response program. The decrease in FTE in order to maintain current services reflects minor personnel adjustments.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
17,040	0.00	General Fund	This represents an increase for an online training solution for EMS personnel.
0	50.00	General Fund	This represents the addition of a 50 member recruit class scheduled to graduate in November 2014. The FY 2013 Staffing for Adequate Fire & Emergency Response (SAFER) Grant will reimburse the associated costs.

**Performance Measures**

**Performance Objective**

Maintain a low employee injury rate.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in recordable injuries based upon National Fire Protection Association (NFPA) standards.	Percentage	(9.00)	(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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	53,072,610	53,196,110	53,627,940	431,830
Employee Benefits	26,748,480	26,681,030	24,027,730	(2,653,300)
Other Expenses	7,338,100	7,520,290	7,395,480	(124,810)
Properties	49,470	51,110	51,110	0
Debt Service	77,770	76,040	76,040	0
<b>Operating Total</b>	<b>87,286,430</b>	<b>87,524,580</b>	<b>85,178,300</b>	<b>(2,346,280)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>87,286,430</b>	<b>87,524,580</b>	<b>85,178,300</b>	<b>(2,346,280)</b>
Capital Projects	1,157,600	310,700	53,100	(257,600)
Consolidated Plan Projects	0	0	0	0
Program Revenue	7,784,780	7,018,000	7,318,000	300,000
Total Full-time Equivalent Positions	764.00	764.00	774.00	10.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(1,588,980)	10.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. This is offset by the realignment of the Medical Director's contract expense from Human Resources. The increase in FTE represents additions to the department's sworn strength.

### On-Going Significant Program Changes

Budget	FTE	Fund	Description
53,560	0.00	General Fund	This increase provides for 50% of the salary and benefits for the Emergency Operations Center Technology Manager. The cost is shared with Hamilton County.
(365,790)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.
160,960	0.00	General Fund	This represents an increase for the non-reimbursed costs related to the addition of a 50 member recruit class into the sworn ranks upon their scheduled graduation in November 2014.
(605,980)	0.00	General Fund	This represents a decrease in the Response program allocation for overtime. Need for overtime has been reduced due the graduation of recent recruit classes.

## Performance Measures

### Performance Objective

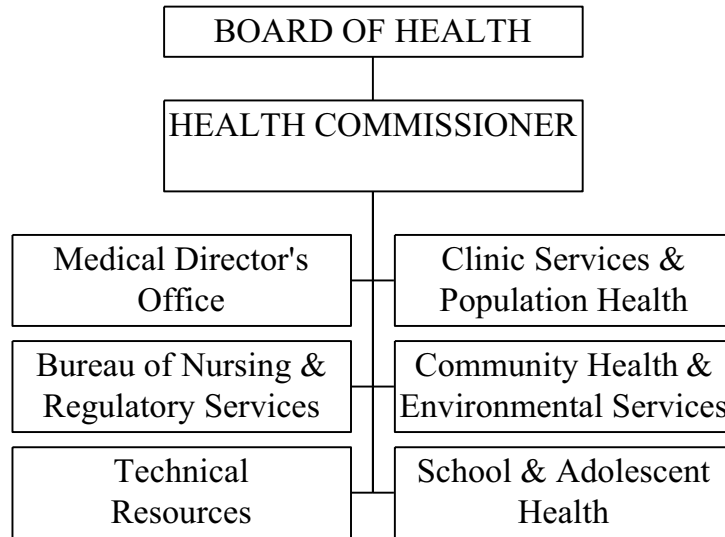
Maintain an effective level of fire protection to all citizens of Cincinnati by arriving at the scene of an emergency quickly.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of occurrences where fire response time is five minutes or less.	Percentage	71.00	90.00	90.00
Percentage of time 14 firefighters are on the scene of initial alarm in less then 9 minutes.	Percentage	76.00	90.00	90.00



## Health

To assist in achieving and sustaining the highest levels of health for the citizens of Cincinnati, and promoting 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	21,637,240	22,407,830	23,671,360	1,263,530
Employee Benefits	9,794,290	10,484,360	8,188,010	(2,296,350)
Other Expenses	8,596,320	9,008,770	8,605,990	(402,780)
Properties	0	0	3,000	3,000
Debt Service	120,130	117,700	117,700	0
<b>Operating Total</b>	<b>40,147,980</b>	<b>42,018,660</b>	<b>40,586,060</b>	<b>(1,432,600)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>40,147,980</b>	<b>42,018,660</b>	<b>40,586,060</b>	<b>(1,432,600)</b>
Capital Projects	291,900	309,000	251,700	(57,300)
Consolidated Plan Projects	510,000	510,000	495,000	(15,000)
Program Revenue	18,297,400	18,680,400	18,114,750	(565,650)
Total Full-time Equivalent Positions	399.59	399.59	427.38	27.79

# Departmental Budgets



## Health

### Department Programs

1. Health Administration
2. Health Centers
3. Community Health and Environmental Services
4. Maternal and Infant Health
5. School & Adolescent Health

### Program Summaries

#### Program 1: Health Administration

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

**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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	2,908,470	2,990,380	3,272,260	281,880
Employee Benefits	1,232,070	1,313,180	1,047,330	(265,850)
Other Expenses	1,182,200	1,255,170	1,196,430	(58,740)
Properties	0	0	3,000	3,000
Debt Service	120,130	117,700	117,700	0
<b>Operating Total</b>	<b>5,442,870</b>	<b>5,676,430</b>	<b>5,636,720</b>	<b>(39,710)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,442,870</b>	<b>5,676,430</b>	<b>5,636,720</b>	<b>(39,710)</b>
Capital Projects	291,900	309,000	251,700	(57,300)
Consolidated Plan Projects	0	0	0	0
Program Revenue	5,546,000	5,580,000	3,898,000	(1,682,000)
Total Full-time Equivalent Positions	49.75	49.75	52.50	2.75

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(39,710)	2.75	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in employee benefits and a decrease in miscellaneous non-personnel line items, partially offset by a decrease in position vacancy allowance, and an increase in other non-salary personnel costs. The increase in FTE is attributable to a mid-year restoration of personnel funding.

### Performance Measures

#### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customer service complaints responded to within 72 hours of receipt.	Percentage	100.00	N/A	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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	9,146,190	9,518,820	9,922,230	403,410
Employee Benefits	4,130,730	4,422,700	3,421,880	(1,000,820)
Other Expenses	3,927,920	4,235,010	4,296,090	61,080
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>17,204,840</b>	<b>18,176,530</b>	<b>17,640,200</b>	<b>(536,330)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>17,204,840</b>	<b>18,176,530</b>	<b>17,640,200</b>	<b>(536,330)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	5,508,000	5,748,000	7,099,950	1,351,950
Total Full-time Equivalent Positions	149.01	149.01	152.18	3.17

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(452,640)	4.17	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in employee benefits, partially offset by a decrease in position vacancy allowance, an increase in non-personnel line items and an increase in other non-salary personnel costs. The increase in FTE will maintain current services is attributable to the elimination of a higher salaried nurse position in order to create a greater number of necessary, lower paid medical assistant positions.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(83,680)	(1.00)	General Fund	This represents the reduction of one position in the Dental Sealant Program.

**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of patients rating Nurses and Medical Assistants as Friendly and Helpful at the good or excellent level on the Patient Satisfaction Survey.	Percentage	95.00	N/A	95.00

## Departmental Budgets



### Health

#### Program 3: Community Health and Environmental Services

**Description:** This program operates the Health Promotion grant, the Immunization Action Plan grant, the lead inspection and abatement program and grants, the Public Employee Assistance Program (PEAP), the Environmental Health programs, and Vital Records.

**Goal:** To monitor and improve the environmental health of the city of Cincinnati.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	3,698,180	3,878,740	3,660,700	(218,040)
Employee Benefits	1,645,790	1,812,560	1,221,900	(590,660)
Other Expenses	1,762,450	1,782,650	1,478,180	(304,470)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>7,106,420</b>	<b>7,473,950</b>	<b>6,360,780</b>	<b>(1,113,170)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>7,106,420</b>	<b>7,473,950</b>	<b>6,360,780</b>	<b>(1,113,170)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	510,000	510,000	495,000	(15,000)
Program Revenue	3,843,400	3,852,400	565,800	(3,286,600)
Total Full-time Equivalent Positions	82.48	82.48	80.80	(1.68)

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(475,930)	7.32	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in employee benefits, an increase in position vacancy allowance, and decreases in miscellaneous non-personnel line items, partially offset by an increase in deferred compensation costs. This increase in FTE will maintain current services is attributable to a mid-year restoration of personnel funding.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(112,790)	(2.00)	General Fund	This represents the reduction of two clerical positions in the Vital Records Program.
(524,460)	(7.00)	General Fund	This represents the reduction of seven positions in the Community Health and Environmental Services Program.

## 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	2012 Actual	2014 Target	2015 Target
Percentage increase in blood lead level screenings.	Percentage	1.00	N/A	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	2012 Actual	2014 Target	2015 Target
Percentage increase in the number of home health care visits.	Percentage	N/A	N/A	2.00

# Departmental Budgets



## Health

### Program 4: Maternal and Infant Health

**Description:** This program operates the Community Nursing program; the Women, Infants, and Children (WIC) grant, and the Reproductive Health grant.

**Goal:** To provide needed health care and other services to expectant mothers, infants, and pre-school children.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	3,253,840	3,334,260	2,972,320	(361,940)
Employee Benefits	1,532,660	1,619,390	1,077,180	(542,210)
Other Expenses	1,207,590	1,213,700	1,082,490	(131,210)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,994,090</b>	<b>6,167,350</b>	<b>5,131,990</b>	<b>(1,035,360)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,994,090</b>	<b>6,167,350</b>	<b>5,131,990</b>	<b>(1,035,360)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	1,265,000	1,265,000
<b>Total Full-time Equivalent Positions</b>	<b>71.95</b>	<b>71.95</b>	<b>66.80</b>	<b>(5.15)</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(841,380)	(2.65)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. In addition, this reflects a decrease in anticipated grant revenue, an increase in position vacancy allowance, and a reduction in non-personnel items. The decrease in FTE is attributable to a decline in state and federal grants for this program.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(193,990)	(2.50)	General Fund	This represents a reduction of 2.5 positions in the Home Health Services Program. The Health Department has applied for a \$1 million Healthy Start grant to address significant disparities in the health of mothers and babies. The outcome of the grant award will be known in the fall 2014.





**Program 5: School & Adolescent Health**

**Description:** School & Adolescent Health programs provide vision and hearing screenings, health assessments, medical referrals, immunizations, lead testing, and follow up for children who attend 43 targeted Cincinnati Public Schools.

**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	2,630,560	2,685,630	3,843,850	1,158,220
Employee Benefits	1,253,040	1,316,530	1,419,720	103,190
Other Expenses	516,160	522,240	552,800	30,560
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>4,399,760</b>	<b>4,524,400</b>	<b>5,816,370</b>	<b>1,291,970</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>4,399,760</b>	<b>4,524,400</b>	<b>5,816,370</b>	<b>1,291,970</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	3,400,000	3,500,000	5,286,000	1,786,000
Total Full-time Equivalent Positions	46.40	46.40	75.10	28.70

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
1,291,970	28.70	All Funds	This program reflects and all funds increase, which is primarily due to a significant increase in FTE related to a rapid expansion of school-based health programs funded by new federal grants and service fees.

**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	2012 Actual	2014 Target	2015 Target
Percentage of referrals resolved or in process.	Percentage	85.00	N/A	85.00

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of children receiving the recommended immunizations.	Percentage	93.00	N/A	93.00

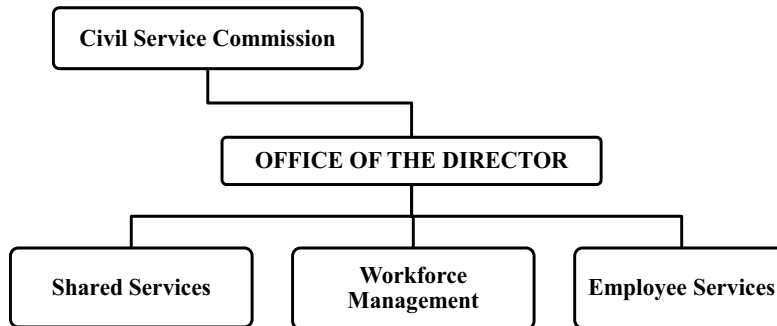


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## Human Resources

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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,384,590	1,381,560	1,379,850	(1,710)
Employee Benefits	564,890	568,370	396,040	(172,330)
Other Expenses	277,070	296,630	298,300	1,670
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,226,550</b>	<b>2,246,560</b>	<b>2,074,190</b>	<b>(172,370)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,226,550</b>	<b>2,246,560</b>	<b>2,074,190</b>	<b>(172,370)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>22.10</b>	<b>21.10</b>	<b>21.10</b>	<b>0.00</b>

# Departmental Budgets

## Human Resources



### Department Programs

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

### Program Summaries

#### Program 1: Workforce Management

**Description:** Responsible for the Workforce Management function of the organization which includes: position management; classification and compensation; talent acquisition (recruitment, hiring and selection); classification and salary studies; and assessments.

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

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	468,990	485,200	486,500	1,300
Employee Benefits	209,030	220,690	140,630	(80,060)
Other Expenses	82,170	90,920	91,840	920
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>760,190</b>	<b>796,810</b>	<b>718,970</b>	<b>(77,840)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>760,190</b>	<b>796,810</b>	<b>718,970</b>	<b>(77,840)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	9.10	9.10	9.10	0.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(77,840)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(43,830)	0.00	General Fund	This represents a transfer of staff and eligible expenses to the Income Tax-Infrastructure Fund 302.
43,830	0.00	Income Tax-Infrastructure	



## Performance Measures

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of exams that have been administered within 180 days of request.	Percentage	75.00	75.00	75.00

### Performance Objective

Develop current classification specifications online with suggested feedback capabilities.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of classification specifications posted online.	Percentage	99.20	100.00	100.00

## Departmental Budgets



### Human Resources

#### Program 2: Employee Services

**Description:** Responsible for Employee Services across the organization which includes: conflict resolution, legal compliance, talent management, labor negotiations, management, and administration, professional development, and organizational effectiveness.

**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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	414,190	433,380	365,980	(67,400)
Employee Benefits	150,080	160,670	102,360	(58,310)
Other Expenses	149,060	152,300	153,790	1,490
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>713,330</b>	<b>746,350</b>	<b>622,130</b>	<b>(124,220)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>713,330</b>	<b>746,350</b>	<b>622,130</b>	<b>(124,220)</b>
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
(124,220)	(1.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The change in FTE is due to the transfer of a Senior Human Resources Analyst from the Employee Services program to the Workforce Management program.

#### Performance Measures

##### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of employees receiving training on cultural inclusionary practices	Percentage	N/A	50.00	80.00



**Program 3: Shared Services**

**Description:** Responsible for policy design/management, IT strategic planning and management, website design/management, strategic partnerships, budget development/monitoring, HR analytics, marketing, public information requests, and compliance/auditing.

**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	269,370	221,020	295,260	74,240
Employee Benefits	111,960	86,780	87,030	250
Other Expenses	5,150	6,350	6,350	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>386,480</b>	<b>314,150</b>	<b>388,640</b>	<b>74,490</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>386,480</b>	<b>314,150</b>	<b>388,640</b>	<b>74,490</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>4.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
76,090	1.00	All Funds	This program reflects an all funds increase, which is due to realignment of personnel. The increase in FTE reflects program demand and personnel adjustments.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(1,600)	0.00	General Fund	This represents a reduction in training related expenses.

**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage decrease in number of CHRIS reporting errors.	Percentage	85.50	50.00	50.00

# Departmental Budgets



## Human Resources

### Program 4: Administration

**Description:** Oversight responsibility for the strategic direction of the Human Resources Department to include serving as the Secretary, Chief-Examiner.

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

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	232,040	241,960	232,110	(9,850)
Employee Benefits	93,820	100,230	66,020	(34,210)
Other Expenses	40,690	47,060	46,320	(740)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>366,550</b>	<b>389,250</b>	<b>344,450</b>	<b>(44,800)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>366,550</b>	<b>389,250</b>	<b>344,450</b>	<b>(44,800)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(44,800)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

### Performance Measures

#### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of Strategic Plan developed	Percentage	N/A	100.00	100.00

#### Performance Objective

To build a leadership development framework

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of Leadership Framework Developed	Percentage	N/A	50.00	75.00





**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of Charge for Change II Developed and Implemented	Percentage	N/A	50.00	100.00

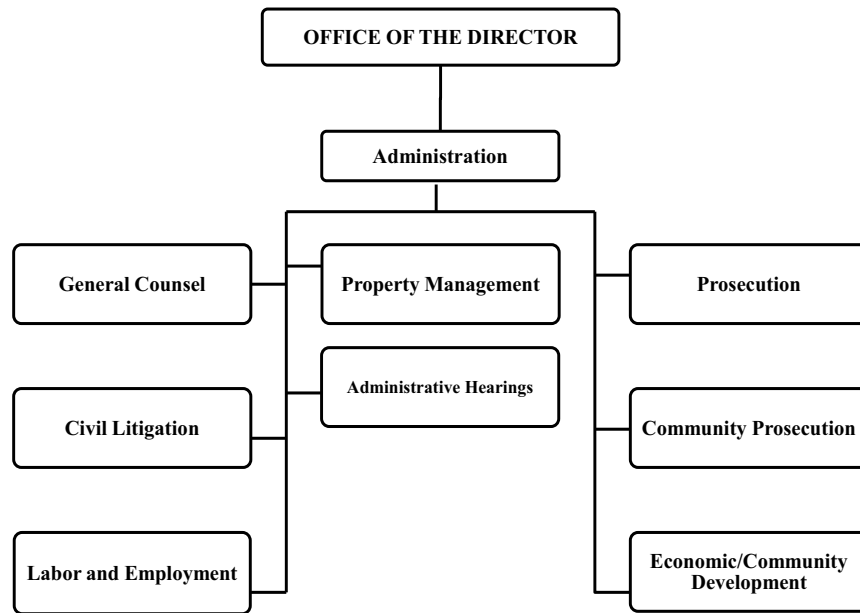


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**Law**

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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	3,943,370	4,029,960	4,015,660	(14,300)
Employee Benefits	1,581,510	1,660,680	1,152,950	(507,730)
Other Expenses	701,170	657,710	658,150	440
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>6,226,050</b>	<b>6,348,350</b>	<b>5,826,760</b>	<b>(521,590)</b>
Internal Service Funds	414,450	426,020	387,200	(38,820)
<b>Total</b>	<b>6,640,500</b>	<b>6,774,370</b>	<b>6,213,960</b>	<b>(560,410)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,582,500	1,150,000	1,175,000	25,000
Total Full-time Equivalent Positions	66.20	66.20	70.20	4.00

# Departmental Budgets



## Law

### Department Programs

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

### Program Summaries

#### Program 1: Administration

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

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

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	396,640	414,220	343,780	(70,440)
Employee Benefits	126,870	137,750	70,780	(66,970)
Other Expenses	13,420	14,020	14,180	160
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>536,930</b>	<b>565,990</b>	<b>428,740</b>	<b>(137,250)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>536,930</b>	<b>565,990</b>	<b>428,740</b>	<b>(137,250)</b>
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
(53,750)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(83,510)	0.00	General Fund	This represents position vacancy allowance for a Deputy City Solicitor.



**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	654,800	668,860	763,260	94,400
Employee Benefits	284,120	295,410	276,950	(18,460)
Other Expenses	253,340	194,640	194,800	160
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,192,260</b>	<b>1,158,910</b>	<b>1,235,010</b>	<b>76,100</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,192,260</b>	<b>1,158,910</b>	<b>1,235,010</b>	<b>76,100</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	542,500	650,000	575,000	(75,000)
Total Full-time Equivalent Positions	12.20	12.20	12.20	0.00

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
111,610	0.00	All Funds	This program reflects an all funds increase, which is primarily due to program demand. There is no change in FTE in order to maintain current services.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(35,510)	0.00	General Fund	This represents the position vacancy allowance of a Law Clerk.

## 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	261,690	265,210	184,460	(80,750)
Employee Benefits	121,900	124,710	45,910	(78,800)
Other Expenses	50,180	51,870	51,870	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>433,770</b>	<b>441,790</b>	<b>282,240</b>	<b>(159,550)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>433,770</b>	<b>441,790</b>	<b>282,240</b>	<b>(159,550)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	500,000	500,000	600,000	100,000
Total Full-time Equivalent Positions	5.00	5.00	4.00	(1.00)

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(159,550)	(1.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The change in FTE is due to the elimination of a Support Services Specialist.

#### Performance Measures

##### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of all civil code and environmental violations resolved within 90 days of receipt.	Percentage	80.00	80.00	80.00



**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	132,070	133,000	76,220	(56,780)
Employee Benefits	60,440	60,870	22,850	(38,020)
Other Expenses	8,740	9,050	9,070	20
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>201,250</b>	<b>202,920</b>	<b>108,140</b>	<b>(94,780)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>201,250</b>	<b>202,920</b>	<b>108,140</b>	<b>(94,780)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(94,780)	1.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. In addition, this decrease reflects a reduction in personnel reimbursements. The increase in FTE is attributable to program demand and personnel adjustments.

**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	2012 Actual	2014 Target	2015 Target
Percentage of criminal review filings completed by Law within 24 hours after notification by the inspectors from Community Development, Fire and Health.	Percentage	90.00	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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	526,150	538,440	532,500	(5,940)
Employee Benefits	166,880	179,740	100,630	(79,110)
Other Expenses	63,980	66,150	66,170	20
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>757,010</b>	<b>784,330</b>	<b>699,300</b>	<b>(85,030)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>757,010</b>	<b>784,330</b>	<b>699,300</b>	<b>(85,030)</b>
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	9.00	1.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(85,030)	1.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE is attributable to program demand and personnel adjustments.

#### 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	2012 Actual	2014 Target	2015 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	505,810	517,340	509,820	(7,520)
Employee Benefits	216,560	227,060	152,000	(75,060)
Other Expenses	127,570	131,850	131,890	40
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>849,940</b>	<b>876,250</b>	<b>793,710</b>	<b>(82,540)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>849,940</b>	<b>876,250</b>	<b>793,710</b>	<b>(82,540)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	8.00	1.00

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(82,540)	1.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The change in FTE is due to the transfer of personnel from one program to another.

**Performance Measures**

**Performance Objective**

Conduct five training sessions: including one session on Council Rules/parliamentary procedure with Law, Council and Clerk of Council; two trainings for City personnel on public records or ethics.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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

# Departmental Budgets



## Law

### 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	275,580	278,940	273,430	(5,510)
Employee Benefits	108,690	114,360	68,840	(45,520)
Other Expenses	70,000	72,360	72,380	20
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>454,270</b>	<b>465,660</b>	<b>414,650</b>	<b>(51,010)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>454,270</b>	<b>465,660</b>	<b>414,650</b>	<b>(51,010)</b>
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
(51,010)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

### 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	2012 Actual	2014 Target	2015 Target
Percentage of five yearly training sessions conducted for City agencies and departments on best employment practices, including employee rights and employee obligations.	Percentage	20.00	20.00	20.00



**Program 8: Prosecution**

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

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

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,145,440	1,164,680	1,284,910	120,230
Employee Benefits	479,180	501,340	416,010	(85,330)
Other Expenses	110,670	114,390	114,410	20
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,735,290</b>	<b>1,780,410</b>	<b>1,815,330</b>	<b>34,920</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,735,290</b>	<b>1,780,410</b>	<b>1,815,330</b>	<b>34,920</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>20.00</b>	<b>20.00</b>	<b>22.00</b>	<b>2.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
34,920	2.00	All Funds	This program reflects an all funds increase, which is primarily due to program demand. The increase in FTE also reflects program demand.

**Performance Measures**

**Performance Objective**

Enhance Police staff awareness of targeted crime reduction strategies.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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

## Departmental Budgets



### Law

#### Program 9: Property Management and Real Estate

**Description:** Manage, lease and sell all City owned or leased real property. In addition, appraise, negotiate and acquire all real property needed by the City.

**Goal:** Maintain the inventory of all City owned property.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	45,190	49,270	47,280	(1,990)
Employee Benefits	16,870	19,440	(1,020)	(20,460)
Other Expenses	3,270	3,380	3,380	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>65,330</b>	<b>72,090</b>	<b>49,640</b>	<b>(22,450)</b>
Internal Service Funds	414,450	426,020	387,200	(38,820)
<b>Total</b>	<b>479,780</b>	<b>498,110</b>	<b>436,840</b>	<b>(61,270)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	540,000	0	0	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
(22,450)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

#### Performance Measures

##### Performance Objective

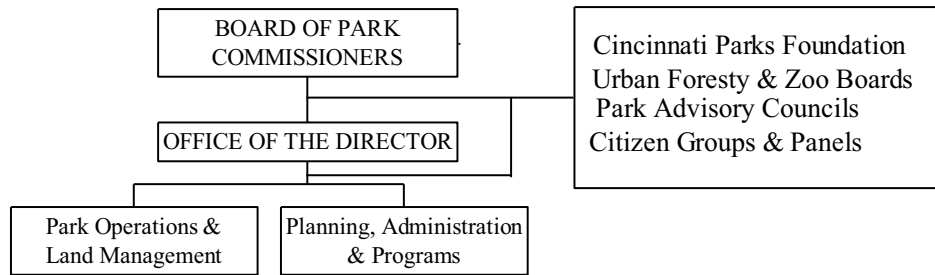
Continually focus on transfer opportunities of City-owned property to outside interests for development or redevelopment.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Number of ordinances related to property transfers submitted for City Council approval.	Whole Number	26.00	10.00	10.00



## Parks

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



### Departmental Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	6,853,530	7,006,180	7,627,960	621,780
Employee Benefits	3,017,900	3,175,620	2,424,580	(751,040)
Other Expenses	4,940,120	5,026,200	5,380,780	354,580
Properties	30,000	0	30,000	30,000
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>14,841,550</b>	<b>15,208,000</b>	<b>15,463,320</b>	<b>255,320</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>14,841,550</b>	<b>15,208,000</b>	<b>15,463,320</b>	<b>255,320</b>
Capital Projects	1,638,100	2,792,700	6,000,000	3,207,300
Consolidated Plan Projects	85,000	85,000	78,000	(7,000)
Program Revenue	1,856,110	1,879,860	1,882,360	2,500
Total Full-time Equivalent Positions	191.23	191.23	243.45	52.22

# 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	163,510	171,020	169,460	(1,560)
Employee Benefits	65,630	71,210	48,010	(23,200)
Other Expenses	650	680	680	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>229,790</b>	<b>242,910</b>	<b>218,150</b>	<b>(24,760)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>229,790</b>	<b>242,910</b>	<b>218,150</b>	<b>(24,760)</b>
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
(24,760)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

### Performance Measures

#### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of business plan performance targets met annually.	Percentage	100.00	90.00	90.00



**Program 2: Operations & Facility Management**

**Description:** This program provides the ongoing maintenance of the park system, which includes mowing, trimming, weeding, planting, watering, litter control and pruning according to the Park Board's maintenance standard guidelines.

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

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	4,529,040	4,608,660	5,144,920	536,260
Employee Benefits	2,054,840	2,141,700	1,755,990	(385,710)
Other Expenses	2,703,140	2,755,630	3,001,550	245,920
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>9,287,020</b>	<b>9,505,990</b>	<b>9,902,460</b>	<b>396,470</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>9,287,020</b>	<b>9,505,990</b>	<b>9,902,460</b>	<b>396,470</b>
Capital Projects	1,638,100	2,792,700	6,000,000	3,207,300
Consolidated Plan Projects	0	0	0	0
Program Revenue	761,610	762,000	762,000	0
Total Full-time Equivalent Positions	126.58	126.58	176.75	50.17

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(210,900)	11.02	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in benefit costs. The increase in FTE in order to maintain current services is attributable to an increase in part-time staffing levels that support seasonal programs.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
25,000	0.00	General Fund	This represents an increase in the Urban Forestry Street Tree Assessment from the current rate of \$0.18 per linear front foot to \$0.19.
652,400	39.15	General Fund	This increase represents new and additional operating costs associated with completing the west side of Smale Riverfront Park prior to the Major League Baseball All Star Game in July 2015.
(70,000)	0.00	General Fund	This decrease will reduce non-personnel funding for utilities through the implementation of cost saving measures relating to indoor temperature settings and lighting.

**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	2012 Actual	2014 Target	2015 Target
Percentage of park maintenance according to weekly maintenance schedules.	Percentage	100.00	100.00	100.00

# Departmental Budgets



## Parks

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating facilities good to excellent.	Percentage	98.00	95.00	90.00
Percentage increase in Park attendance over previous year statistics.	Percentage	2.00	2.00	2.00





**Program 3: Urban Forestry**

**Description:** This program manages the City's Street Tree program. There are over 80,000 street trees between the curb and the sidewalk throughout the city. This program manages the annual assessment collected and spent to maintain these trees on a six-year cycle.

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

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	477,650	489,600	496,050	6,450
Employee Benefits	245,830	257,720	181,000	(76,720)
Other Expenses	1,032,900	1,035,820	1,129,340	93,520
Properties	30,000	0	30,000	30,000
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,786,380</b>	<b>1,783,140</b>	<b>1,836,390</b>	<b>53,250</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,786,380</b>	<b>1,783,140</b>	<b>1,836,390</b>	<b>53,250</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(46,750)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in benefit costs. There is no change in FTE.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
100,000	0.00	Forestry Assessments	This represents an increase in the Urban Forestry Street Tree Assessment from the current rate of \$0.18 per linear front foot to \$0.19.

**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	2012 Actual	2014 Target	2015 Target
Percentage of City trees inspected and maintained each year.	Percentage	16.50	16.50	16.50

## Departmental Budgets



### Parks

#### Program 4: Planning & Design

**Description:** This program provides for ongoing capital improvements to all park infrastructure assets. It also is responsible for implementing the Park Board's overall Master Plan.

**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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	12,690	21,440	93,820	72,380
Employee Benefits	(8,870)	2,190	(26,270)	(28,460)
Other Expenses	1,740	1,800	1,800	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,560</b>	<b>25,430</b>	<b>69,350</b>	<b>43,920</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,560</b>	<b>25,430</b>	<b>69,350</b>	<b>43,920</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	85,000	85,000	78,000	(7,000)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	6.50	6.50	7.50	1.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(57,590)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE in order to maintain current services.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
101,520	1.00	General Fund	This increase represents the addition of a new Senior Administrative Specialist position, which will be responsible for coordinating and implementing the digitization of all Park Board records.

## Performance Measures

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of the 70 construction, renovation, or replacement projects goal completed.	Percentage	100.00	100.00	100.00



**Program 5: Financial & Business Services**

**Description:** This program provides for the financial and business oversight for the Park Board, which includes budgeting, finance, human resources, safety, training, procurement, technology, and oversight of the department's utilities, phones, and sewer charges.

**Goal:** To manage all financial and business services for the department.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	510,710	530,750	541,340	10,590
Employee Benefits	257,680	273,230	188,080	(85,150)
Other Expenses	670,090	689,660	678,710	(10,950)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,438,480</b>	<b>1,493,640</b>	<b>1,408,130</b>	<b>(85,510)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,438,480</b>	<b>1,493,640</b>	<b>1,408,130</b>	<b>(85,510)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	137,000	177,000	177,000	0
<b>Total Full-time Equivalent Positions</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(73,510)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(12,000)	0.00	General Fund	This decrease will reduce non-personnel funding for utilities through the implementation of cost saving measures relating to indoor temperature settings and lighting.

**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	2012 Actual	2014 Target	2015 Target
Percentage of employees receiving at least 10 hours of training each year.	Percentage	100.00	100.00	100.00

## Departmental Budgets



### Parks

#### Program 6: Krohn Conservatory

**Description:** This program manages the ongoing operations of the Krohn Conservatory, which includes over 5,000 plants, and multiple events annually including six unique floral shows each year.

**Goal:** To provide a regional destination, which generates more than \$25 million a year to the region.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	528,540	538,720	539,230	510
Employee Benefits	186,750	197,670	141,420	(56,250)
Other Expenses	190,770	196,060	206,000	9,940
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>906,060</b>	<b>932,450</b>	<b>886,650</b>	<b>(45,800)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>906,060</b>	<b>932,450</b>	<b>886,650</b>	<b>(45,800)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	562,000	543,500	543,500	0
Total Full-time Equivalent Positions	14.50	14.50	14.50	0.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(45,800)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

#### Performance Measures

##### Performance Objective

Sustain high customer satisfaction for the Krohn Conservatory.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Krohn Conservatory attendee rating of satisfied or very satisfied by 90% of customers surveyed.	Percentage	98.00	95.00	90.00



**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	474,740	481,360	472,800	(8,560)
Employee Benefits	157,940	164,470	126,630	(37,840)
Other Expenses	38,760	40,060	40,060	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>671,440</b>	<b>685,890</b>	<b>639,490</b>	<b>(46,400)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>671,440</b>	<b>685,890</b>	<b>639,490</b>	<b>(46,400)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>15.15</b>	<b>15.15</b>	<b>15.20</b>	<b>0.05</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(46,400)	0.05	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE is attributable to an increase in part-time staffing levels that support seasonal programs.

**Performance Measures**

**Performance Objective**

Sustain high customer satisfaction for Nature Education Programs.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Nature Education participant rating of satisfied or very satisfied by 90% of customers surveyed.	Percentage	99.00	95.00	90.00

## Departmental Budgets



### Parks

#### Program 8: Facility Maintenance

**Description:** This program provides for reliable facilities and structures throughout the park system. This program performs over 1,300 preventive maintenance tasks each year, addresses emergency maintenance issues, and provides contractual oversight when needed.

**Goal:** To provide for reliable park structures, buildings, and playgrounds that are safe and enjoyable.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	47,090	50,700	53,770	3,070
Employee Benefits	14,530	20,550	(23,390)	(43,940)
Other Expenses	108,530	110,900	110,900	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>170,150</b>	<b>182,150</b>	<b>141,280</b>	<b>(40,870)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>170,150</b>	<b>182,150</b>	<b>141,280</b>	<b>(40,870)</b>
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	7.00	1.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(40,870)	1.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE is attributable to an increase in part-time staffing levels that support seasonal programs.

#### 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	2012 Actual	2014 Target	2015 Target
Percentage of the 1,300 maintenance tasks goal completed.	Percentage	100.00	100.00	100.00



**Program 9: Customer Service**

**Description:** This program provides oversight of customer service requests and special permitting, manages the rental process of park sites including premier facilities, and provides staffing at park concerts and events.

**Goal:** To provide rock solid customer service, manage park concerts and events, and manage contracts and special permit requests.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	109,560	113,930	116,570	2,640
Employee Benefits	43,570	46,880	33,110	(13,770)
Other Expenses	193,540	195,590	211,740	16,150
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>346,670</b>	<b>356,400</b>	<b>361,420</b>	<b>5,020</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>346,670</b>	<b>356,400</b>	<b>361,420</b>	<b>5,020</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	395,500	397,360	399,860	2,500
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
5,020	0.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in contractual costs. There is no change in FTE.

**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	2012 Actual	2014 Target	2015 Target
Percentage of applications for reservations processed within 10 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
Percentage of service requests, complaints, and referrals responded to within five days of receipt.	Percentage	100.00	100.00	100.00



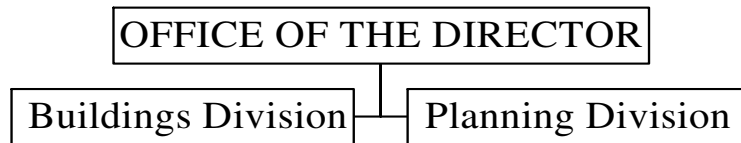
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## Planning and Buildings

The mission of the Department of Planning and Buildings is to 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	4,078,990	4,163,750	4,182,360	18,610
Employee Benefits	1,851,650	1,912,020	1,356,150	(555,870)
Other Expenses	509,080	529,230	520,330	(8,900)
Properties	0	0	0	0
Debt Service	71,440	69,850	69,850	0
<b>Operating Total</b>	<b>6,511,160</b>	<b>6,674,850</b>	<b>6,128,690</b>	<b>(546,160)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>6,511,160</b>	<b>6,674,850</b>	<b>6,128,690</b>	<b>(546,160)</b>
Capital Projects	77,100	81,700	0	(81,700)
Consolidated Plan Projects	0	0	0	0
Program Revenue	6,111,000	6,111,000	6,538,000	427,000
Total Full-time Equivalent Positions	71.00	71.00	70.00	(1.00)

# Departmental Budgets

## Planning and Buildings



### Department Programs

1. Land Use
2. Historic Conservation
3. City Planning Administration
4. Building Administration
5. Customer Services
6. Plan Examination
7. Building Construction Inspections
8. Plumbing Inspections
9. Elevator Inspection

### 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	307,270	349,610	369,380	19,770
Employee Benefits	170,590	176,570	86,930	(89,640)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>477,860</b>	<b>526,180</b>	<b>456,310</b>	<b>(69,870)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>477,860</b>	<b>526,180</b>	<b>456,310</b>	<b>(69,870)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	30,000	30,000	40,000	10,000
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
(69,870)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in employee benefits and a decrease in miscellaneous non-personnel line items, partially offset by a decrease in position vacancy allowance. There is no change in FTE.

### Performance Measures

#### Performance Objective

Provide timely disposition of land use casework.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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



**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	198,120	186,140	190,540	4,400
Employee Benefits	79,170	67,110	55,220	(11,890)
Other Expenses	0	0	0	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>277,290</b>	<b>253,250</b>	<b>245,760</b>	<b>(7,490)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>277,290</b>	<b>253,250</b>	<b>245,760</b>	<b>(7,490)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	6,000	6,000	0	(6,000)
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
(7,490)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in employee benefits partially offset by a decrease in reimbursements. There is no change in FTE.

**Performance Measures**

**Performance Objective**

Conduct all historic preservation reviews in a timely manner.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of reviews for Certificates of Appropriateness processed in fifteen days or less.	Percentage	100.00	100.00	100.00

## Departmental Budgets

### Planning and Buildings



#### Program 3: City Planning Administration

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

**Goal:** Ensure that all administrative needs of City Planning Division are met in a smooth and efficient manner.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	192,080	201,720	201,450	(270)
Employee Benefits	68,430	74,690	51,470	(23,220)
Other Expenses	75,050	78,290	69,120	(9,170)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>335,560</b>	<b>354,700</b>	<b>322,040</b>	<b>(32,660)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>335,560</b>	<b>354,700</b>	<b>322,040</b>	<b>(32,660)</b>
Capital Projects	77,100	81,700	0	(81,700)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(22,900)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in employee benefits and a decrease in miscellaneous non-personnel line items. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(9,760)	0.00	General Fund	This represents a reduction in miscellaneous non-personnel costs in the Planning Administration Program.

## Performance Measures

### Performance Objective

Respond to all customer calls within one business day.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of customer calls responded to within one business day.	Percentage	95.00	95.00	95.00



**Program 4: Building Administration**

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

**Goal:** Ensure that all administrative needs of Buildings Division are met in a smooth and efficient manner.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	299,310	315,640	308,300	(7,340)
Employee Benefits	81,920	87,830	69,540	(18,290)
Other Expenses	204,850	213,800	196,670	(17,130)
Properties	0	0	0	0
Debt Service	71,440	69,850	69,850	0
<b>Operating Total</b>	<b>657,520</b>	<b>687,120</b>	<b>644,360</b>	<b>(42,760)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>657,520</b>	<b>687,120</b>	<b>644,360</b>	<b>(42,760)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(35,260)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs and a decrease in miscellaneous non-personnel line items. There is no change in FTE.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(7,500)	0.00	General Fund	This represent a non-personnel reduction in the Building Administration Program.

## Departmental Budgets

### Planning and Buildings



#### Program 5: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	528,250	540,640	480,070	(60,570)
Employee Benefits	256,600	270,620	166,930	(103,690)
Other Expenses	36,220	37,530	65,410	27,880
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>821,070</b>	<b>848,790</b>	<b>712,410</b>	<b>(136,380)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>821,070</b>	<b>848,790</b>	<b>712,410</b>	<b>(136,380)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,700,000	1,700,000	1,860,000	160,000
Total Full-time Equivalent Positions	11.00	11.00	10.00	(1.00)

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(56,610)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE in order to maintain current services.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(77,780)	(1.00)	General Fund	This represents the reduction of an Administrative Specialist position in the Customer Service Program.
(2,000)	0.00	General Fund	This results in reduction in non-personnel costs in the Customer Service Program.

## Performance Measures

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of plans scanned and routed within two days of plan submittal.	Percentage	91.00	90.00	90.00

### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of plans completed within three days for final approval.	Percentage	44.00	75.00	80.00



**Program 6: 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	591,120	606,970	587,570	(19,400)
Employee Benefits	212,870	221,890	179,400	(42,490)
Other Expenses	22,620	23,460	20,950	(2,510)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>826,610</b>	<b>852,320</b>	<b>787,920</b>	<b>(64,400)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>826,610</b>	<b>852,320</b>	<b>787,920</b>	<b>(64,400)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,300,000	1,300,000	0	(1,300,000)
<b>Total Full-time Equivalent Positions</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(61,400)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(3,000)	0.00	General Fund	This represents a reduction in miscellaneous non-personnel costs in the Plans Examination Program.

**Performance Measures**

**Performance Objective**

Complete commercial plan review in 12 days or less.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of plans reviewed within 12 days or less.	Percentage	74.00	70.00	70.00

**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	2012 Actual	2014 Target	2015 Target
Percentage of plan reviews completed in fifteen working days or less.	Percentage	73.00	70.00	70.00

## Departmental Budgets

### Planning and Buildings



#### Performance Objective

Complete residential plan review in seven days or less.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of plan reviews completed in seven days or less.	Percentage	87.00	85.00	85.00

#### Performance Objective

Complete requests for zoning verification/rebuild letters within three business days.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of zoning requests completed in three business days or less.	Percentage	100.00	95.00	95.00





**Program 7: Building Construction Inspections**

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

**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,321,420	1,313,800	1,363,410	49,610
Employee Benefits	658,440	673,800	518,860	(154,940)
Other Expenses	104,670	109,300	107,730	(1,570)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,084,530</b>	<b>2,096,900</b>	<b>1,990,000</b>	<b>(106,900)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,084,530</b>	<b>2,096,900</b>	<b>1,990,000</b>	<b>(106,900)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,890,000	1,890,000	3,470,000	1,580,000
<b>Total Full-time Equivalent Positions</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(105,290)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs and a decrease in miscellaneous non-personnel line items. This decrease is partially offset with a reduction in position vacancy allowance. There is no change in FTE.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(1,600)	0.00	General Fund	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.

**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	2012 Actual	2014 Target	2015 Target
Percentage of inspections completed in 2 working days.	Percentage	98.00	98.00	98.00

**Performance Objective**

Up-to-date licensing and certification of staff

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of staff compliant with requirements	Percentage	100.00	100.00	100.00

## Departmental Budgets

### Planning and Buildings



#### 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	2012 Actual	2014 Target	2015 Target
Percentage completed in time frame	Percentage	83.00	85.00	85.00

#### 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	2012 Actual	2014 Target	2015 Target
Percentage of complaints and requests investigated and resolved	Percentage	19.00	25.00	25.00

#### Performance Objective

To perform nine new construction inspections, per inspector, per day.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of inspectors performing nine new construction inspections per day.	Percentage	100.00	100.00	100.00

#### Performance Objective

To respond to all building and mechanical complaints within two business days.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of complaints responded to within two business days.	Percentage	56.00	65.00	65.00



**Program 8: Plumbing Inspections**

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

**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	291,090	295,790	326,010	30,220
Employee Benefits	157,900	165,770	97,600	(68,170)
Other Expenses	35,380	35,380	32,890	(2,490)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>484,370</b>	<b>496,940</b>	<b>456,500</b>	<b>(40,440)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>484,370</b>	<b>496,940</b>	<b>456,500</b>	<b>(40,440)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	560,000	560,000	543,000	(17,000)
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
(38,440)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in employee benefit costs, partially offset by a decrease in personnel reimbursements. There is no change in FTE.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(2,000)	0.00	General Fund	This represents the reduction of non-personnel costs in the Plumbing Inspection Program.

**Performance Measures**

**Performance Objective**

To respond to all plumbing complaints within two business days.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of complaints responded to within two business days.	Percentage	56.00	65.00	65.00

**Performance Objective**

Ensure up-to-date licensing and certification of staff.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of staff compliant with requirements.	Percentage	100.00	100.00	100.00

## Departmental Budgets

### Planning and Buildings



#### Performance Objective

To ensure compliance with the Cincinnati, Ohio Base Building Code for all plumbing components of new and existing buildings by providing inspections.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of inspections completed within two working days.	Percentage	98.00	98.00	98.00

#### Performance Objective

To perform nine new plumbing inspections, per inspector, per day.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of Inspectors performing nine new permit inspections per day.	Percentage	100.00	100.00	100.00



**Program 9: 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	350,330	353,440	355,630	2,190
Employee Benefits	165,730	173,740	130,200	(43,540)
Other Expenses	30,290	31,470	27,560	(3,910)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>546,350</b>	<b>558,650</b>	<b>513,390</b>	<b>(45,260)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>546,350</b>	<b>558,650</b>	<b>513,390</b>	<b>(45,260)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	625,000	625,000	625,000	0
<b>Total Full-time Equivalent Positions</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(41,130)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs and a decrease in miscellaneous non-personnel line items.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(4,130)	0.00	General Fund	This represents the reduction of non-personnel costs in the Elevator 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	2012 Actual	2014 Target	2015 Target
Perform a certificate of inspections twice a year on all operating elevator and escalator equipment in the city.	Percentage	N/A	100.00	100.00
Perform plan exam functions for new installations, modernizations and repairs of elevators and escalators and other equipment within 7 days.	Percentage	100.00	100.00	100.00
Perform a minimum of 6 new elevators and escalators installations, modernizations and repairs inspections on days dedicated to new construction.	Percentage	N/A	90.00	90.00

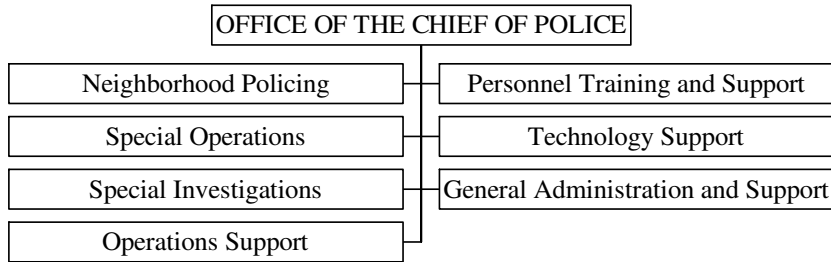


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## Police

The Cincinnati Police Department will develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.



### Departmental Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	79,360,740	80,000,340	81,682,620	1,682,280
Employee Benefits	33,273,930	33,198,860	30,900,060	(2,298,800)
Other Expenses	13,273,460	12,903,030	13,619,530	716,500
Properties	0	0	0	0
Debt Service	73,720	72,080	72,080	0
<b>Operating Total</b>	<b>125,981,850</b>	<b>126,174,310</b>	<b>126,274,290</b>	<b>99,980</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>125,981,850</b>	<b>126,174,310</b>	<b>126,274,290</b>	<b>99,980</b>
Capital Projects	325,000	0	949,000	949,000
Consolidated Plan Projects	85,000	85,000	72,250	(12,750)
Program Revenue	2,906,620	3,431,860	2,730,000	(701,860)
Total Full-time Equivalent Positions	1,155.00	1,155.00	1,217.00	62.00

# Departmental Budgets

## Police



### Department Programs

1. Neighborhood Policing
2. Special Operations
3. Special Investigations
4. Operations Support
5. Personnel Training and Support
6. Technology Support
7. General Administration and Support

### Program Summaries

#### Program 1: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	48,907,400	49,235,250	51,816,310	2,581,060
Employee Benefits	20,156,380	19,932,930	18,953,470	(979,460)
Other Expenses	12,402,650	12,002,100	12,066,320	64,220
Properties	0	0	0	0
Debt Service	73,720	72,080	72,080	0
<b>Operating Total</b>	<b>81,540,150</b>	<b>81,242,360</b>	<b>82,908,180</b>	<b>1,665,820</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>81,540,150</b>	<b>81,242,360</b>	<b>82,908,180</b>	<b>1,665,820</b>
Capital Projects	325,000	0	949,000	949,000
Consolidated Plan Projects	85,000	85,000	72,250	(12,750)
Program Revenue	878,820	1,404,060	475,000	(929,060)
Total Full-time Equivalent Positions	669.00	669.00	683.00	14.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(1,839,250)	(9.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs which is partially offset by a decrease in position vacancy savings. The change in FTE in order to maintain current services is due to the attrition of sworn officers.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(162,330)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.
(727,690)	0.00	General Fund	This represents an increase in position vacancy savings by holding twelve civilian positions vacant for a full year.





**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
2,000,110	23.00	General Fund	This represents an increase for a Lateral Transfer Class of sworn officers to begin in May 2014 as approved by Council motion.
1,795,080	0.00	General Fund	This represents an increase for additional sworn officers that would graduate from a Recruit Class with 60 members scheduled to begin in September 2014.
600,000	0.00	General Fund	This represents an increase in Police Visibility Overtime (PVO) as approved by Council motion.

**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	2012 Actual	2014 Target	2015 Target
Percentage change in total violent crime from prior year.	Percentage	(5.00)	(3.00)	(3.00)

## Departmental Budgets

### Police



### Program 2: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	5,941,940	6,015,470	5,348,150	(667,320)
Employee Benefits	2,683,310	2,696,000	2,156,140	(539,860)
Other Expenses	560	1,120	1,110	(10)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>8,625,810</b>	<b>8,712,590</b>	<b>7,505,400</b>	<b>(1,207,190)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>8,625,810</b>	<b>8,712,590</b>	<b>7,505,400</b>	<b>(1,207,190)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>87.00</b>	<b>87.00</b>	<b>78.00</b>	<b>(9.00)</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(1,207,190)	(9.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs and FTE reductions. The change in FTE is due to the transfer of sworn officers 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	2012 Actual	2014 Target	2015 Target
Percentage of employees trained in critical incident response.	Percentage	N/A	90.00	90.00



**Program 3: 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	10,917,410	11,042,170	11,209,720	167,550
Employee Benefits	4,848,110	4,867,490	4,470,560	(396,930)
Other Expenses	580	1,160	9,150	7,990
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>15,766,100</b>	<b>15,910,820</b>	<b>15,689,430</b>	<b>(221,390)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>15,766,100</b>	<b>15,910,820</b>	<b>15,689,430</b>	<b>(221,390)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>202.00</b>	<b>202.00</b>	<b>207.00</b>	<b>5.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(221,390)	5.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs which is partially offset by a decrease in reimbursements and FTE increase. The change in FTE is due to the transfer of sworn officers from other functions.

**Performance Measures**

**Performance Objective**

Reduce Illegal Drug Activity - Utilize new organizational structure, partnerships, and techniques to reduce illegal drug activity.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in calls for service related to drug activity.	Percentage	24.00	10.00	10.00

## Departmental Budgets

### Police



#### Program 4: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	4,160,020	4,231,180	3,651,060	(580,120)
Employee Benefits	2,013,080	2,077,100	1,474,460	(602,640)
Other Expenses	580	1,160	51,150	49,990
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>6,173,680</b>	<b>6,309,440</b>	<b>5,176,670</b>	<b>(1,132,770)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>6,173,680</b>	<b>6,309,440</b>	<b>5,176,670</b>	<b>(1,132,770)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>89.00</b>	<b>89.00</b>	<b>75.00</b>	<b>(14.00)</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(1,132,770)	(14.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs which is partially offset by an increase in temporary personnel services to cover clerical positions until the positions are filled permanently. The change in FTE is due to the transfer of sworn officers to other functions.

#### 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	2012 Actual	2014 Target	2015 Target
Percentage of audits with satisfactory findings.	Percentage	N/A	90.00	95.00



**Program 5: 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:** Ensure the Police Department's standards for professionalism and efficiency are maintained or expanded.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	2,307,500	2,342,430	3,424,510	1,082,080
Employee Benefits	1,077,720	1,097,100	1,604,860	507,760
Other Expenses	395,490	407,650	1,001,980	594,330
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,780,710</b>	<b>3,847,180</b>	<b>6,031,350</b>	<b>2,184,170</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,780,710</b>	<b>3,847,180</b>	<b>6,031,350</b>	<b>2,184,170</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>38.00</b>	<b>38.00</b>	<b>100.00</b>	<b>62.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(47,280)	2.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The change in FTE in order to maintain current services is due to the transfer of sworn officers from other functions.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
60,000	0.00	General Fund	This represents an increase for sworn promotional exams that will be required by contract during FY 2015.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
166,780	0.00	General Fund	This represents an increase in recruiting and testing to provide candidates for a Recruit Class in FY 2016.
2,004,720	60.00	General Fund	This represents an increase for a new Recruit Class to begin in September 2014 with 60 members.

# 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	2012 Actual	2014 Target	2015 Target
Percentage of employees completing mandated training.	Percentage	95.00	90.00	90.00



**Program 6: 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 ensure efficiency.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,121,600	1,156,610	1,367,050	210,440
Employee Benefits	485,210	509,990	537,730	27,740
Other Expenses	472,850	488,500	488,490	(10)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,079,660</b>	<b>2,155,100</b>	<b>2,393,270</b>	<b>238,170</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,079,660</b>	<b>2,155,100</b>	<b>2,393,270</b>	<b>238,170</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>17.00</b>	<b>17.00</b>	<b>25.00</b>	<b>8.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
238,170	8.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in personnel and benefit costs for positions transferred to this program, which is partially offset by a citywide net decrease in personnel and benefit costs. The change in FTE is due to the transfer of civilian positions from other functions.

**Performance Measures**

**Performance Objective**

Develop Technology for More Efficient Daily Operations - Implement solutions for technology issues in daily operations.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of paper process eliminated or replaced with electronic data collection.	Percentage	20.00	20.00	20.00

## Departmental Budgets

### Police



### Program 7: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	6,004,870	5,977,230	4,865,820	(1,111,410)
Employee Benefits	2,010,120	2,018,250	1,702,840	(315,410)
Other Expenses	750	1,340	1,330	(10)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>8,015,740</b>	<b>7,996,820</b>	<b>6,569,990</b>	<b>(1,426,830)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>8,015,740</b>	<b>7,996,820</b>	<b>6,569,990</b>	<b>(1,426,830)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,027,800	2,027,800	2,255,000	227,200
Total Full-time Equivalent Positions	53.00	53.00	49.00	(4.00)

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(1,041,050)	(4.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs and a change in FTE due to the attrition of sworn officers.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(385,790)	0.00	General Fund	This represents a decrease in lump sum reimbursements to align the budget with projected expenditure levels.

## Performance Measures

### Performance Objective

Enhance Public Education on Police Operations - Improve Community/Police relationships by expanding educational efforts for public understanding of Police Operations.

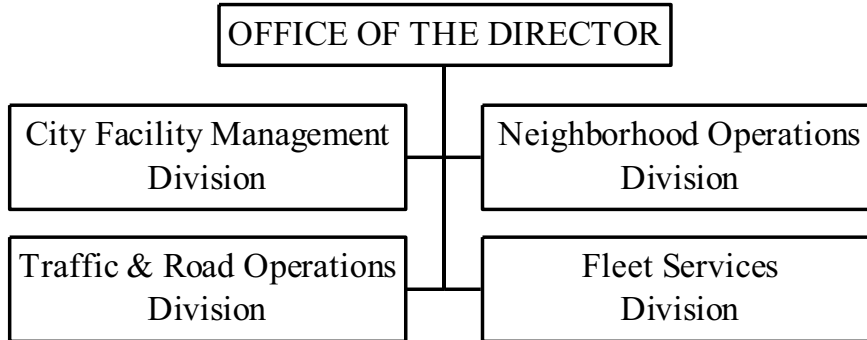
Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in citizens trained in Police-related curriculum from prior year.	Percentage	66.00	25.00	30.00





## 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	14,158,190	14,148,870	14,841,980	693,110
Employee Benefits	7,084,420	7,345,990	5,474,440	(1,871,550)
Other Expenses	16,043,210	16,849,720	16,614,430	(235,290)
Properties	29,440	30,430	30,430	0
Debt Service	227,940	222,850	222,850	0
<b>Operating Total</b>	<b>37,543,200</b>	<b>38,597,860</b>	<b>37,184,130</b>	<b>(1,413,730)</b>
Internal Service Funds	17,165,040	17,566,590	16,991,640	(574,950)
<b>Total</b>	<b>54,708,240</b>	<b>56,164,450</b>	<b>54,175,770</b>	<b>(1,988,680)</b>
Capital Projects	25,099,300	14,555,600	9,040,080	(5,515,520)
Consolidated Plan Projects	497,250	497,250	196,000	(301,250)
Program Revenue	19,311,930	19,638,650	19,019,510	(619,140)
Total Full-time Equivalent Positions	438.00	433.00	435.00	2.00

# Departmental Budgets

## Public Services



### Department Programs

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Fleet Services</li> <li>2. Winter Maintenance</li> <li>3. Energy Costs</li> <li>4. Director's Office</li> <li>5. Special Operations</li> </ol> | <ol style="list-style-type: none"> <li>6. Traffic Control, Pavement &amp; Structure Maint.</li> <li>7. Residential Collections</li> <li>8. Right of Way Maintenance</li> <li>9. Property Management</li> </ol> |
|--|--|

### Program Summaries

#### Program 1: Fleet Services

**Description:** This core focus program is dedicated to public safety and service excellence by providing to all City agencies the necessary equipment to perform their core service functions.

**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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	84,200	85,740	85,080	(660)
Employee Benefits	52,600	53,840	42,830	(11,010)
Other Expenses	500	520	520	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>137,300</b>	<b>140,100</b>	<b>128,430</b>	<b>(11,670)</b>
Internal Service Funds	17,165,040	17,566,590	16,991,640	(574,950)
<b>Total</b>	<b>17,302,340</b>	<b>17,706,690</b>	<b>17,120,070</b>	<b>(586,620)</b>
Capital Projects	3,956,700	4,484,700	3,586,430	(898,270)
Consolidated Plan Projects	0	0	0	0
Program Revenue	17,402,930	17,729,650	17,315,010	(414,640)
Total Full-time Equivalent Positions	69.00	69.00	70.00	1.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(11,670)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. This also represents a reduction in fuel and automotive maintenance expenses. There is no change in FTE in order to maintain current services.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
76,240	1.00	Fleet Services	This represents a shift in personnel which is consistent with the department's reorganization plan.



## Performance Measures

### Performance Objective

Maintain operation of essential Police, Fire and Public Service equipment at full capacity.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of ambulances available for operation at full capacity.	Percentage	100.00	100.00	100.00
Percentage of police beat cars available for operation at full capacity.	Percentage	100.00	100.00	100.00
Percentage of solid waste equipment available for operation at full capacity.	Percentage	95.00	100.00	100.00
Percentage of fire fighting equipment available for operation at full capacity.	Percentage	100.00	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	2012 Actual	2014 Target	2015 Target
Percentage reduction in the amount of energy used by the Fleet Services Division within one year.	Percentage	0.03	4.00	4.00

# Departmental Budgets

## Public Services



### Program 2: Winter Maintenance

**Description:** Clear streets following winter snowstorms by application of road salt and calcium chloride and, if necessary, by plowing the roads. This program pays for incremental cost increases resulting from snowstorms: overtime, materials, and contractual service.

**Goal:** To promote public safety for travelers of city streets during winter storms.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	330,020	336,620	336,620	0
Employee Benefits	69,300	77,420	80,790	3,370
Other Expenses	376,470	821,150	821,150	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>775,790</b>	<b>1,235,190</b>	<b>1,238,560</b>	<b>3,370</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>775,790</b>	<b>1,235,190</b>	<b>1,238,560</b>	<b>3,370</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
3,370	0.00	All Funds	This program reflects an all funds increase, which is needed in order to maintain current program services. There is no change in FTE.

### Performance Measures

#### Performance Objective

To make all streets passable from snow and ice within 24 hours after an ordinary snowstorm.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of all streets passable within 24 hours.	Percentage	100.00	95.00	95.00



**Program 3: Energy Costs**

**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	0	0	0	0
Employee Benefits	0	0	0	0
Other Expenses	340,770	350,700	350,700	0
Properties	0	0	0	0
Debt Service	150,620	147,250	147,250	0
<b>Operating Total</b>	<b>491,390</b>	<b>497,950</b>	<b>497,950</b>	<b>0</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>491,390</b>	<b>497,950</b>	<b>497,950</b>	<b>0</b>
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
0	0.00	All Funds	There are no changes to this program.

**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	2012 Actual	2014 Target	2015 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	2012 Actual	2014 Target	2015 Target
Percentage reduction in the amount of energy used by Public Services within one year.	Percentage	2.00	2.00	2.00

# Departmental Budgets



## Public Services

### Program 4: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	622,710	650,400	738,870	88,470
Employee Benefits	227,270	269,200	191,480	(77,720)
Other Expenses	176,170	180,610	183,440	2,830
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,026,150</b>	<b>1,100,210</b>	<b>1,113,790</b>	<b>13,580</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,026,150</b>	<b>1,100,210</b>	<b>1,113,790</b>	<b>13,580</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>1.00</b>

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
12,420	1.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in personnel costs. The change in FTE is related to the addition of a new Public Works Operations Superintendent position.

### On-Going Significant Program Changes

Budget	FTE	Fund	Description
1,160	0.00	General Fund	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.

## 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	2012 Actual	2014 Target	2015 Target
Achieve a 20 percent increase in intra-City partnerships that increase department efficiency and effectiveness in solving recurring problems.	Percentage	25.00	25.00	25.00



**Program 5: Special Operations**

**Description:** This program provides funding for Keep Cincinnati Beautiful, dumpster access for City agencies, customer service, and maintenance of the Wesleyan Cemetery.

**Goal:** To support the operational needs of Division of Neighborhood Operations' major programs through the use of volunteers and prisoners and through providing education and information to the Division's customers.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	706,870	730,510	633,520	(96,990)
Employee Benefits	342,900	362,360	235,560	(126,800)
Other Expenses	476,520	477,280	522,270	44,990
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,526,290</b>	<b>1,570,150</b>	<b>1,391,350</b>	<b>(178,800)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,526,290</b>	<b>1,570,150</b>	<b>1,391,350</b>	<b>(178,800)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>13.00</b>	<b>13.00</b>	<b>12.00</b>	<b>(1.00)</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(105,920)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE in order to maintain current services.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(117,890)	(1.00)	General Fund	This represents a shift in personnel which is consistent with the department's reorganization plan.
45,000	0.00	General Fund	This represents the transfer of non-personnel funds from the Graffiti Abatement program to the Keep Cincinnati Beautiful program.

**Performance Measures**

**Performance Objective**

Provide efficient customer service to the citizens utilizing the Customer Service Communication Center.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of phone calls answered by the Customer Service Communication Center employees within 35 seconds or less.	Percentage	74.47	90.00	90.00

## Departmental Budgets

### Public Services



#### Program 6: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	4,543,650	4,648,270	4,685,280	37,010
Employee Benefits	2,593,940	2,763,180	1,821,790	(941,390)
Other Expenses	3,976,300	4,080,360	4,216,700	136,340
Properties	29,440	30,430	30,430	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>11,143,330</b>	<b>11,522,240</b>	<b>10,754,200</b>	<b>(768,040)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>11,143,330</b>	<b>11,522,240</b>	<b>10,754,200</b>	<b>(768,040)</b>
Capital Projects	330,000	330,000	609,100	279,100
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	153.00	153.00	152.00	(1.00)

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(832,710)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE in order to maintain current services.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(71,680)	(1.00)	Street Const Maint & Repair	This represents a shift in personnel which is consistent with the department's reorganization plan.
20,120	0.00	Income Tax-Infrastructure	
71,830	0.00	Street Const Maint & Repair	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
44,390	0.00	Municipal Motor Vehicle Lic Tx	

## Performance Measures

### Performance Objective

Repair critical potholes in the pavement within 48 hours.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of critical potholes repaired within 48 hours.	Percentage	46.86	50.00	50.00

### Performance Objective

Promptly correct reported traffic signal outages within 48 hours.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of traffic signal outages made safe within 48 hours.	Percentage	100.00	100.00	100.00





**Program 7: Residential 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	4,663,730	4,499,670	4,769,900	270,230
Employee Benefits	2,219,760	2,176,840	1,750,860	(425,980)
Other Expenses	5,301,130	5,412,940	5,108,680	(304,260)
Properties	0	0	0	0
Debt Service	77,320	75,600	75,600	0
<b>Operating Total</b>	<b>12,261,940</b>	<b>12,165,050</b>	<b>11,705,040</b>	<b>(460,010)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>12,261,940</b>	<b>12,165,050</b>	<b>11,705,040</b>	<b>(460,010)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	1,900,000	1,900,000	1,700,000	(200,000)
Total Full-time Equivalent Positions	115.00	110.00	113.00	3.00

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(409,120)	(2.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The change in FTE in order to maintain current services is due to the transfer of personnel from one program to another.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
51,200	0.00	General Fund	This represents a shift in personnel which is consistent with the department's reorganization plan.
202,140	5.00	General Fund	This represents the hiring of five Sanitation Helpers to fill a staffing shortage in the solid waste collection operations.
(45,000)	0.00	General Fund	This represents the transfer of non-personnel funds from the Graffiti Abatement program to the Keep Cincinnati Beautiful program.
133,180	0.00	General Fund	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(360,700)	0.00	General Fund	This represents a decrease related to costs savings achieved in solid waste disposal.

**Performance Measures**

**Performance Objective**

Provide efficient and effective collection of residential tires.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent collected within 2 weeks of request.	Percentage	100.00	100.00	100.00

# Departmental Budgets

## Public Services



### Program 8: Right of Way Maintenance

**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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,923,600	1,888,700	2,063,420	174,720
Employee Benefits	978,680	1,003,570	855,960	(147,610)
Other Expenses	2,236,490	2,276,210	2,116,370	(159,840)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,138,770</b>	<b>5,168,480</b>	<b>5,035,750</b>	<b>(132,730)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,138,770</b>	<b>5,168,480</b>	<b>5,035,750</b>	<b>(132,730)</b>
Capital Projects	186,500	186,500	0	(186,500)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	50.00	50.00	49.00	(1.00)

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
190,710	2.00	All Funds	This program reflects an all funds increase, which is primarily due to a reduction in position vacancy allowance. The change in FTE in order to maintain current services is due to the transfer of personnel from one program to another.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(151,010)	(2.00)	General Fund	This represents a shift in personnel which is consistent with the department's reorganization plan.
141,460	2.00	Street Const Maint & Repair	
71,430	1.00	Street Const Maint & Repair	This represents a shift in personnel which is consistent with the department's reorganization plan.
1,860	0.00	Stormwater Management	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
5,950	0.00	Street Const Maint & Repair	
(326,260)	(4.00)	General Fund	This represents a reduction of resources to remove debris, litter, and dumped materials from alleys and right of ways.
(66,840)	0.00	General Fund	This represents a reduction of non-personnel funding for fleet maintenance/repair and fuel.



## Performance Measures

### 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	2012 Actual	2014 Target	2015 Target
A litter index rating of 2.0 or lower.	Whole Number	1.37	2.00	2.00

## Departmental Budgets

### Public Services



### Program 9: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,283,410	1,308,960	1,529,290	220,330
Employee Benefits	599,970	639,580	495,170	(144,410)
Other Expenses	3,158,860	3,249,950	3,294,600	44,650
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,042,240</b>	<b>5,198,490</b>	<b>5,319,060</b>	<b>120,570</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,042,240</b>	<b>5,198,490</b>	<b>5,319,060</b>	<b>120,570</b>
Capital Projects	20,626,100	9,554,400	4,844,550	(4,709,850)
Consolidated Plan Projects	497,250	497,250	196,000	(301,250)
Program Revenue	9,000	9,000	4,500	(4,500)
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
64,310	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a reduction in position vacancy allowance and reimbursements. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
0	0.00	Income Tax-Infrastructure	This represents a transfer of funds from non-personnel to personnel.
600	0.00	Income Tax-Infrastructure	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
55,670	0.00	General Fund	This represents an increase to Cincinnati Center City Development Corporation for the maintenance, utilities, and operational costs at Fountain Square.

## Performance Measures

### Performance Objective

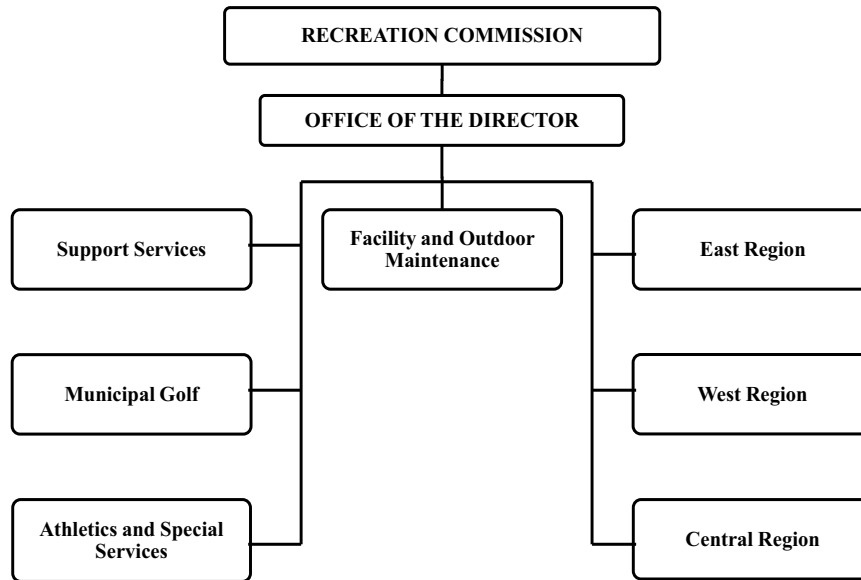
To oversee the management of City Facility assets used by private organizations, arts groups, markets and non-general funded agencies.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers satisfied with CFM's management of their facilities.	Percentage	90.00	90.00	90.00



## 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	12,429,700	12,737,460	12,965,350	227,890
Employee Benefits	4,073,500	4,270,170	3,326,920	(943,250)
Other Expenses	10,752,730	10,375,050	10,342,600	(32,450)
Properties	37,780	39,060	39,060	0
Debt Service	734,580	721,240	721,240	0
<b>Operating Total</b>	<b>28,028,290</b>	<b>28,142,980</b>	<b>27,395,170</b>	<b>(747,810)</b>
Internal Service Funds	30,500	30,710	29,490	(1,220)
<b>Total</b>	<b>28,058,790</b>	<b>28,173,690</b>	<b>27,424,660</b>	<b>(749,030)</b>
Capital Projects	5,642,600	4,829,900	5,408,500	578,600
Consolidated Plan Projects	0	0	0	0
Program Revenue	6,692,550	6,692,550	6,151,500	(541,050)
<b>Total Full-time Equivalent Positions</b>	<b>402.04</b>	<b>405.14</b>	<b>415.77</b>	<b>10.63</b>

# Departmental Budgets

## Recreation



### Department Programs

- |   |                                |
|---|--------------------------------|
| 1. Support Services                           | 6. Seniors                     |
| 2. West Region Community Center Operations    | 7. Indoor/Facility Maintenance |
| 3. East Region Community Center Operations    | 8. Outdoor Maintenance         |
| 4. Central Region Community Center Operations | 9. Golf                        |
| 5. Therapeutic Recreation                     | 10. Athletics                  |
|   | 11. Aquatics                   |
|   | 12. Planning & Development     |

### Program Summaries

#### Program 1: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,171,530	1,211,900	1,164,200	(47,700)
Employee Benefits	466,500	501,820	328,200	(173,620)
Other Expenses	312,110	324,570	318,950	(5,620)
Properties	37,780	39,060	39,060	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,987,920</b>	<b>2,077,350</b>	<b>1,850,410</b>	<b>(226,940)</b>
Internal Service Funds	30,500	30,710	29,490	(1,220)
<b>Total</b>	<b>2,018,420</b>	<b>2,108,060</b>	<b>1,879,900</b>	<b>(228,160)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	292,550	292,550	251,500	(41,050)
Total Full-time Equivalent Positions	23.70	23.70	24.92	1.22

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(45,150)	1.22	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE is primarily attributable to the addition of a Recreation Superintendent position.



**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(50,000)	0.00	General Fund	This reduction represents the elimination of Arts Grant funding.
(71,680)	(1.00)	General Fund	This reduction represents the elimination of a Service Area Coordinator position.
(8,550)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(103,270)	0.00	General Fund	This reduction represents the elimination of a Recreation Superintendent position for FY 2015 only.
51,700	1.00	General Fund	This reduction represents the position vacancy allowance for nine months for a Administrative Specialist position.

**Performance Measures**

**Performance Objective**

To respond effectively and efficiently to interdepartmental inquiries and requests.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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	89.00	85.00	85.00

## Departmental Budgets



### Recreation

#### Program 2: West Region Community Center Operations

**Description:** The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the western portion of the city with social, athletic, educational, and recreational activities.

**Goal:** To increase the quality of life and enhance the personal health and wellness of citizens citywide by providing quality and affordable recreation programs.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,998,180	2,078,090	2,107,250	29,160
Employee Benefits	692,690	728,480	550,240	(178,240)
Other Expenses	648,140	679,460	694,970	15,510
Properties	0	0	0	0
Debt Service	129,660	127,030	127,030	0
<b>Operating Total</b>	<b>3,468,670</b>	<b>3,613,060</b>	<b>3,479,490</b>	<b>(133,570)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,468,670</b>	<b>3,613,060</b>	<b>3,479,490</b>	<b>(133,570)</b>
Capital Projects	2,568,700	1,208,200	2,048,500	840,300
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	63.94	66.03	67.09	1.06

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(128,460)	1.06	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE is attributable to the transfer of personnel from one program to another.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(5,110)	0.00	General Fund	This represents the transfer of one Supervising Recreation Coordinator from the West Region Community Center Operations program and the transfer of a Supervising Recreation Coordinator to the West Region Community Center Operations program. This is to align their salaries with the community center region they supervise.

## Performance Measures

### Performance Objective

To provide both quality and affordable programs for youth and teens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating programs good to excellent.	Percentage	96.00	90.00	90.00





**Performance Objective**

Percentage of participants who rate program good or excellent

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Increase community center attendance over previous year statistics.	Percentage	(5.50)	3.00	3.00
Percentage of participants who rate good or excellent program value for the money.	Percentage	96.00	90.00	90.00

**Performance Objective**

Improve staff professionalism and friendliness.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating staff friendliness and courteousness good to excellent.	Percentage	98.00	90.00	90.00

## Departmental Budgets



### Recreation

#### Program 3: East Region Community Center Operations

**Description:** The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the eastern portion of the city with social, athletic, educational, and recreational activities.

**Goal:** To increase the quality of life and enhance the personal health and wellness of citizens citywide by providing quality and affordable recreation programs.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,682,080	1,717,100	1,908,620	191,520
Employee Benefits	521,390	543,190	447,320	(95,870)
Other Expenses	585,360	602,400	603,630	1,230
Properties	0	0	0	0
Debt Service	118,470	116,080	116,080	0
<b>Operating Total</b>	<b>2,907,300</b>	<b>2,978,770</b>	<b>3,075,650</b>	<b>96,880</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,907,300</b>	<b>2,978,770</b>	<b>3,075,650</b>	<b>96,880</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	65.01	65.01	68.56	3.55

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(4,130)	2.55	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE in order to maintain current services is attributable to the transfer of personnel from one program to another.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
101,020	1.00	General Fund	This represents the transfer of a Supervising Recreation Coordinator to the East Community Centers Operations program. This is to align the salary with the community center region the employee supervises.
(63,620)	0.00	General Fund	This reduction represents the use of the Recreation Special Activities Fund 323 to reimburse personnel and employee benefits in the General Fund 050.
63,620	0.00	Recreation Special Activities	

## Performance Measures

### Performance Objective

To provide both quality and affordable programs for youth and teens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating programs good to excellent.	Percentage	96.00	90.00	90.00



**Performance Objective**

Provide both quality and affordable recreation programs for citizens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Increase community center attendance over previous year statistics.	Percentage	(5.50)	3.00	3.00
Percentage of participants who rate good or excellent program value for the money.	Percentage	96.00	90.00	90.00

**Performance Objective**

Improve staff professionalism and friendliness.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating staff friendliness and courteousness good to excellent.	Percentage	98.00	90.00	90.00

## Departmental Budgets



### Recreation

#### Program 4: Central Region Community Center Operations

**Description:** The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the central portion of the city with social, athletic, educational, and recreational activities.

**Goal:** To increase the quality of life and enhance the personal health and wellness of citizens citywide by providing quality and affordable recreation programs.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	2,051,080	2,114,520	2,133,160	18,640
Employee Benefits	699,700	730,950	560,270	(170,680)
Other Expenses	676,430	705,440	723,870	18,430
Properties	0	0	0	0
Debt Service	130,390	127,740	127,740	0
<b>Operating Total</b>	<b>3,557,600</b>	<b>3,678,650</b>	<b>3,545,040</b>	<b>(133,610)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,557,600</b>	<b>3,678,650</b>	<b>3,545,040</b>	<b>(133,610)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	69.00	70.01	71.90	1.89

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(135,030)	1.89	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE is attributable to the transfer of personnel from one program to another.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
1,420	0.00	General Fund	This represents the transfer of a Supervising Recreation Coordinator from the Central Region Community Center Operations program and the transfer of a Supervising Recreation Coordinator to the Central Region Community Center Operations program. This is to align their salaries with the community center region they supervise.
(63,620)	0.00	General Fund	This reduction represents the use of the Recreation Special Activities Fund 323 to reimburse personnel and employee benefits in the General Fund 050.
63,620	0.00	Recreation Special Activities	

## Performance Measures

### Performance Objective

To provide both quality and affordable programs for youth and teens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating programs good to excellent.	Percentage	96.00	90.00	90.00



**Performance Objective**

Provide both quality and affordable recreation programs for citizens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Increase community center attendance over previous year statistics.	Percentage	(5.50)	3.00	3.00
Percentage of participants who rate good or excellent program value for the money.	Percentage	96.00	90.00	90.00

**Performance Objective**

Improve staff professionalism and friendliness.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating staff friendliness and courteousness good to excellent.	Percentage	98.00	90.00	90.00

## Departmental Budgets



### Recreation

#### Program 5: Therapeutic Recreation

**Description:** The Division is dedicated to providing high quality support services, training, and advocacy. Therapeutic recreation programs include both specialized and inclusive programming for adults and youth.

**Goal:** These programs provide the individual with the opportunity for self-expression and encourage social interaction.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	657,400	688,520	689,950	1,430
Employee Benefits	214,880	226,120	179,580	(46,540)
Other Expenses	96,260	98,560	98,560	0
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>968,540</b>	<b>1,013,200</b>	<b>968,090</b>	<b>(45,110)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>968,540</b>	<b>1,013,200</b>	<b>968,090</b>	<b>(45,110)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>24.07</b>	<b>24.07</b>	<b>24.76</b>	<b>0.69</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(45,110)	0.69	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE reflects minor personnel adjustments.

### Performance Measures

#### Performance Objective

Promote participation of individuals with disabilities in general recreation (inclusive) programs through advocacy and support services

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Number of internal training programs offered by Therapeutics staff to other departmental staff	Whole Number	10.00	10.00	10.00

#### Performance Objective

To provide high quality recreational programs designed to meet the needs and interests of individuals with disabilities.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Program evaluation and percent of participant satisfaction.	Percentage	90.00	90.00	90.00



**Program 6: Seniors**

**Description:** The Senior Division seeks to provide high quality recreation and leisure experiences to senior citizens of Cincinnati. These activities include a variety of social, athletic, cultural, educational, and recreational activities.

**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	312,740	318,530	382,950	64,420
Employee Benefits	63,690	64,320	86,240	21,920
Other Expenses	129,880	133,340	145,900	12,560
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>506,310</b>	<b>516,190</b>	<b>615,090</b>	<b>98,900</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>506,310</b>	<b>516,190</b>	<b>615,090</b>	<b>98,900</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>12.09</b>	<b>12.09</b>	<b>13.15</b>	<b>1.06</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
98,900	1.06	All Funds	This program reflects an all funds increase, which is primarily due an increase in personnel costs. The FTE increase is due to the approved addition of a Service Area Coordinator in exchange for the deletion of a Community Center Director in the East Region Community Center Operations.

**Performance Measures**

**Performance Objective**

To expand senior program opportunities in recreation centers.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating all senior programs good to excellent.	Percentage	96.00	90.00	90.00

## Departmental Budgets



### Recreation

#### Program 7: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	831,380	844,820	810,920	(33,900)
Employee Benefits	383,540	399,810	330,660	(69,150)
Other Expenses	592,140	612,800	607,710	(5,090)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,807,060</b>	<b>1,857,430</b>	<b>1,749,290</b>	<b>(108,140)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,807,060</b>	<b>1,857,430</b>	<b>1,749,290</b>	<b>(108,140)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	15.78	15.78	14.48	(1.30)

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(103,060)	(1.30)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The FTE decrease is due to the transfer of personnel from one program to another.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(5,090)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.

## Performance Measures

### Performance Objective

To offer clean, safe and well-maintained facilities for public use.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating facilities good to excellent.	Percentage	96.00	90.00	90.00

### Performance Objective

To complete work orders related to indoor maintenance in a timely manner.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of work orders completed.	Percentage	97.00	95.00	95.00





**Program 8: 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,685,660	1,707,070	1,821,570	114,500
Employee Benefits	686,450	717,520	549,860	(167,660)
Other Expenses	715,490	735,340	631,980	(103,360)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,087,600</b>	<b>3,159,930</b>	<b>3,003,410</b>	<b>(156,520)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,087,600</b>	<b>3,159,930</b>	<b>3,003,410</b>	<b>(156,520)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>46.37</b>	<b>46.37</b>	<b>54.73</b>	<b>8.36</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
25,170	9.36	All Funds	This program reflects an all funds increase and FTE increase in order to maintain current services, which is primarily due to an increase in personnel and benefits for positions restored to this program. The positions are primarily part-time positions. This is partially offset by a citywide net decrease in personnel and benefit costs.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(78,330)	(1.00)	General Fund	This reduction represents the elimination of a Supervisor Recreation Maintenance position.
(20,370)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.
(83,000)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.

**Performance Measures**

**Performance Objective**

To complete work orders related to outdoor maintenance in a timely manner.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of work orders completed.	Percentage	97.00	95.00	95.00
Percentage of customers rating facilities good to excellent.	Percentage	96.00	90.00	90.00

# Departmental Budgets



## Recreation

### Performance Objective

To ensure playground safety via the playground safety team inspection program.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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	2012 Actual	2014 Target	2015 Target
Percentage of customers rating outdoor facilities good to excellent.	Percentage	96.00	90.00	90.00



**Program 9: 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	147,920	154,630	154,200	(430)
Employee Benefits	64,900	67,520	54,220	(13,300)
Other Expenses	6,220,970	5,675,730	5,676,310	580
Properties	0	0	0	0
Debt Service	356,060	350,390	350,390	0
<b>Operating Total</b>	<b>6,789,850</b>	<b>6,248,270</b>	<b>6,235,120</b>	<b>(13,150)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>6,789,850</b>	<b>6,248,270</b>	<b>6,235,120</b>	<b>(13,150)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	6,400,000	6,400,000	5,900,000	(500,000)
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
(13,150)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

**Performance Measures**

**Performance Objective**

To offer clean, well-maintained, quality golf courses for the citizens of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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	2012 Actual	2014 Target	2015 Target
Percentage change in the number of rounds played at the six municipal golf courses over previous year statistics.	Percentage	18.00	3.00	3.00

## Departmental Budgets



### Recreation

#### Program 10: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	477,950	487,720	403,860	(83,860)
Employee Benefits	127,950	133,950	95,400	(38,550)
Other Expenses	500,110	517,940	534,210	16,270
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,106,010</b>	<b>1,139,610</b>	<b>1,033,470</b>	<b>(106,140)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,106,010</b>	<b>1,139,610</b>	<b>1,033,470</b>	<b>(106,140)</b>
Capital Projects	722,900	1,133,000	1,451,000	318,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	11.98	11.98	10.89	(1.09)

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(8,830)	(0.09)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The decrease in FTE reflects minor personnel adjustments in order to maintain current services.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(97,330)	(1.00)	General Fund	This represents the transfer a Supervising Recreation Coordinator from the Athletics program. This is to align the salary with the community center region that this employee supervises.
(52,290)	0.00	General Fund	This reduction represents the use of the Recreation Special Activities Fund 323 to reimburse personnel and employee benefits in the General Fund 050.
52,290	0.00	Recreation Special Activities	

## Performance Measures

### Performance Objective

To offer affordable and quality adult athletic programs for the citizens of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in adult program attendance.	Percentage	(8.70)	3.00	3.00

### Performance Objective

To expand the youth athletic program by offering additional youth athletic opportunities.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in the number of youth athletic programs over previous year statistics.	Percentage	2.00	3.00	3.00



**Program 11: 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,396,680	1,407,010	1,381,330	(25,680)
Employee Benefits	152,560	156,860	144,010	(12,850)
Other Expenses	246,130	258,910	282,950	24,040
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,795,370</b>	<b>1,822,780</b>	<b>1,808,290</b>	<b>(14,490)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,795,370</b>	<b>1,822,780</b>	<b>1,808,290</b>	<b>(14,490)</b>
Capital Projects	2,351,000	2,488,700	1,909,000	(579,700)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>57.77</b>	<b>57.77</b>	<b>52.77</b>	<b>(5.00)</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(106,490)	(5.00)	All Funds	This program reflects an all funds decrease and FTE decrease, which is primarily due to the transfer of personnel from one program to another.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
37,130	0.00	General Fund	This represents an increase in part-time staff and non-personnel to reopen the restored Filson pool in the East Region.
22,870	0.00	General Fund	This represents an increase in part-time staff and non-personnel to reopen the restored Spring Grove pool in the West Region.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(100,000)	0.00	General Fund	This reduction represents the use funding from the Recreation Special Activities Fund 323 to reimburse the Aquatics program in the General Fund 050.
100,000	0.00	Recreation Special Activities	
(39,310)	0.00	General Fund	This reduction represents the use of the Armleder Aquatics Facilities Fund 444 to reimburse personnel in the Aquatics program in the General Fund 050.
39,310	0.00	Armleder Projects	
32,000	0.00	Recreation Special Activities	This increase is to reopen the Camp Washington pool for the FY 2015 pool season.

# Departmental Budgets

## Recreation



### Performance Measures

#### Performance Objective

To offer clean, safe, and well-maintained aquatic facilities for the citizens of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating facilities good to excellent.	Percentage	96.00	90.00	90.00

#### Performance Objective

To offer safe and affordable aquatic programs for the citizens of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Increase attendance at pools over previous year statistics.	Percentage	(27.90)	3.00	3.00



**Program 12: Planning & Development**

**Description:** The purpose of the Technical Services Division is to guide and administer the Capital Improvement Program for the Cincinnati Recreation Commission, and to provide safe and attractive recreation facilities.

**Goal:** Administer the Capital Improvement Program by prioritizing capital needs of the City's assets and improving the sites as allowed within the approved capital budget target.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	17,100	7,550	7,340	(210)
Employee Benefits	(750)	(370)	920	1,290
Other Expenses	29,710	30,560	23,560	(7,000)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>46,060</b>	<b>37,740</b>	<b>31,820</b>	<b>(5,920)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>46,060</b>	<b>37,740</b>	<b>31,820</b>	<b>(5,920)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>10.33</b>	<b>10.33</b>	<b>10.52</b>	<b>0.19</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
1,080	0.19	All Funds	This program reflects an all funds decrease due to reimbursements from projects. The increase in FTE is primarily due to the transfer of personnel from one program to another.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(7,000)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.

**Performance Measures**

**Performance Objective**

To complete capital projects within budget and capital program time frame.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of capital projects completed on time and within budget.	Percentage	100.00	90.00	90.00



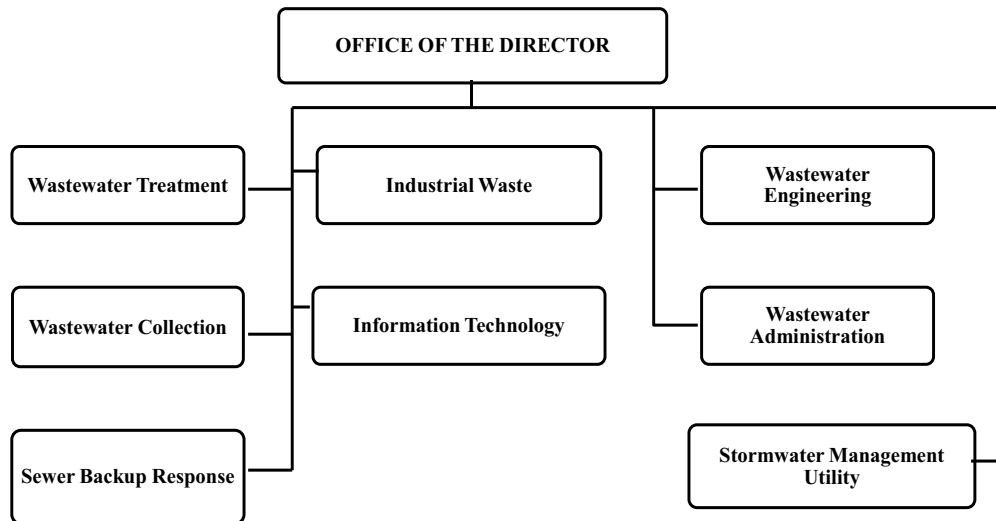
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## Sewers

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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	35,008,530	36,792,280	32,601,940	(4,190,340)
Employee Benefits	16,347,610	18,362,900	11,730,000	(6,632,900)
Other Expenses	66,936,120	67,969,400	68,408,530	439,130
Properties	5,783,730	5,949,580	7,266,600	1,317,020
Debt Service	106,419,690	117,500,490	114,700,490	(2,800,000)
<b>Operating Total</b>	<b>230,495,680</b>	<b>246,574,650</b>	<b>234,707,560</b>	<b>(11,867,090)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>230,495,680</b>	<b>246,574,650</b>	<b>234,707,560</b>	<b>(11,867,090)</b>
Capital Projects	308,274,600	280,691,900	212,646,240	(68,045,656)
Consolidated Plan Projects	0	0	0	0
Program Revenue	281,297,000	291,297,000	292,237,660	940,660
Total Full-time Equivalent Positions	721.46	747.46	737.25	(10.21)

# Departmental Budgets



## Sewers

### Department Programs

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Stormwater - Admin. &amp; Financial Management</li> <li>2. Stormwater - Engineering</li> <li>3. Stormwater - Operations &amp; Maintenance</li> <li>4. Office of the Director/ Administration</li> </ol> | <ol style="list-style-type: none"> <li>5. Wastewater Engineering</li> <li>6. Information Technology</li> <li>7. Wastewater Treatment</li> <li>8. Wastewater Collection</li> <li>9. Industrial Waste</li> <li>10. Sewer Backup Response Program</li> </ol> |
|---|---|

### Program Summaries

#### Program 1: Stormwater - Admin. & Financial Management

**Description:** Oversees the operational and financial functions of the Stormwater Management Utility (SMU).

**Goal:** To provide efficient, cost-effective leadership and management of the Stormwater Management Utility (SMU).

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	200,770	177,320	216,920	39,600
Employee Benefits	64,850	58,650	100,640	41,990
Other Expenses	623,650	624,930	619,240	(5,690)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>889,270</b>	<b>860,900</b>	<b>936,800</b>	<b>75,900</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>889,270</b>	<b>860,900</b>	<b>936,800</b>	<b>75,900</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	9,507,000	9,507,000	10,447,660	940,660
Total Full-time Equivalent Positions	3.00	2.00	1.00	(1.00)

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
38,250	1.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in personnel and benefit costs for a position transferred to this program, which is partially offset by a citywide net decrease in personnel and benefit costs. The change in FTE is due to the transfer of a position from another function.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(73,150)	(1.00)	Stormwater Management	This represents the transfer of a position to the Metropolitan Sewer District resulting from efficiencies in joint utility management.
(108,560)	(1.00)	Stormwater Management	This represents the elimination of a position resulting from efficiencies in joint utility management.



**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
9,560	0.00	Stormwater Management	This represents an increase in reimbursements to the Metropolitan Sewer District (MSD) under the joint utility shared services agreement.
13,420	0.00	Stormwater Management	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
2,270	0.00	Stormwater Management	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
6,710	0.00	Stormwater Management	This represents an increase in reimbursements to the Metropolitan Sewer District (MSD) under the joint utility shared services agreement.
5,570	0.00	Stormwater Management	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
13,870	0.00	Stormwater Management	This represents an increase in reimbursements to the Metropolitan Sewer District (MSD) under the joint utility shared services agreement.
23,160	0.00	Stormwater Management	This represents an increase in reimbursements to the Metropolitan Sewer District (MSD) under the joint utility shared services agreement.
24,290	0.00	Stormwater Management	This represents an increase in reimbursements to the Metropolitan Sewer District (MSD) under the joint utility shared services agreement.
17,880	0.00	Stormwater Management	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
18,890	0.00	Stormwater Management	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
7,100	0.00	Stormwater Management	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
61,110	0.00	Stormwater Management	This represents an increase in reimbursements to the Metropolitan Sewer District (MSD) under the joint utility shared services agreement.
13,690	0.00	Stormwater Management	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
1,000	0.00	Stormwater Management	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
880	0.00	Stormwater Management	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.

**Performance Measures**

**Performance Objective**

Ensure the accuracy of all Stormwater Management Utility billing accounts.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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 - Engineering

**Description:** This program includes planning and design of Capital Improvement Projects as well as facility planning, major improvements, rehabilitation, repair, and facility operations and maintenance for the City of Cincinnati's flood control facilities.

**Goal:** To assess stormwater infrastructure to address life safety issues, flooding, and infrastructure protection.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	553,700	563,750	576,910	13,160
Employee Benefits	244,650	249,680	193,070	(56,610)
Other Expenses	1,223,680	1,224,410	1,226,910	2,500
Properties	0	0	0	0
Debt Service	719,690	700,490	700,490	0
<b>Operating Total</b>	<b>2,741,720</b>	<b>2,738,330</b>	<b>2,697,380</b>	<b>(40,950)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,741,720</b>	<b>2,738,330</b>	<b>2,697,380</b>	<b>(40,950)</b>
Capital Projects	861,000	600,000	650,000	50,000
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
(40,950)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

## Performance Measures

### Performance Objective

Incorporate sustainable infrastructure into drainage projects where feasible.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of projects where environmentally friendly strategies were evaluated for sustainable infrastructure solutions.	Percentage	75.00	25.00	25.00



**Program 3: Stormwater - Operations & Maintenance**

**Description:** This program provides support to customers, conducts condition assessment, as well as operational maintenance programs related to the existing storm drainage infrastructure of the Stormwater Management Utility (SMU).

**Goal:** To clean and maintain public stormwater related infrastructure.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	602,450	617,180	651,450	34,270
Employee Benefits	292,090	298,550	225,780	(72,770)
Other Expenses	2,884,790	2,976,350	2,961,650	(14,700)
Properties	87,050	82,000	110,000	28,000
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,866,380</b>	<b>3,974,080</b>	<b>3,948,880</b>	<b>(25,200)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,866,380</b>	<b>3,974,080</b>	<b>3,948,880</b>	<b>(25,200)</b>
Capital Projects	0	300,000	750,000	450,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>11.00</b>	<b>11.00</b>	<b>11.25</b>	<b>0.25</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(14,410)	0.25	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE reflects minor personnel adjustments.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(10,780)	0.00	Stormwater Management	This represents an increase in fleet repairs and a decrease in fuel.

**Performance Measures**

**Performance Objective**

Minimize the occurrence of street flooding due to blocked inlets through inlet inspection.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of total inlets inspected and cleaned annually.	Percentage	50.00	50.00	50.00

# Departmental Budgets



## Sewers

### Program 4: 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	4,341,740	4,434,950	4,256,570	(178,380)
Employee Benefits	1,632,110	1,842,190	1,270,570	(571,620)
Other Expenses	7,846,300	7,823,240	9,894,690	2,071,450
Properties	5,696,680	5,867,580	7,156,600	1,289,020
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>19,516,830</b>	<b>19,967,960</b>	<b>22,578,430</b>	<b>2,610,470</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>19,516,830</b>	<b>19,967,960</b>	<b>22,578,430</b>	<b>2,610,470</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	271,790,000	281,790,000	281,790,000	0
Total Full-time Equivalent Positions	58.00	58.00	79.00	21.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,402,670	9.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in contractual services such as management consulting, rate studies, and performance benchmarking as well as fixed charges including rent and insurance, which is partially offset by a citywide net decrease in personnel and benefit costs. The change in FTE in order to maintain current services is due to the transfer of positions from other functions.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
476,370	7.00	Metropolitan Sewer District	This represents the transfer of seven positions from the Wastewater Treatment program resulting from departmental restructuring.
64,790	1.00	Metropolitan Sewer District	This represents the transfer of a position from the Wastewater Collection program resulting from departmental restructuring.
315,620	4.00	Metropolitan Sewer District	This represents the transfer of four positions from the Wastewater Engineering program resulting from departmental restructuring.
(315,740)	(3.00)	Metropolitan Sewer District	This represents the transfer of three positions to the Wastewater Engineering program resulting from departmental restructuring.
73,150	1.00	Metropolitan Sewer District	This represents the transfer of a position from the Stormwater Management Utility resulting from departmental restructuring.
90,640	1.00	Metropolitan Sewer District	This represents an increase for a Supervising Accountant position for the Wastewater Administration program.
(51,470)	(1.00)	Metropolitan Sewer District	This represents the transfer of a position to the Wastewater Engineering program resulting from departmental restructuring.
61,900	1.00	Metropolitan Sewer District	This represents the transfer of a position from the Wastewater Collection program resulting from departmental restructuring.



**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(112,810)	(2.00)	Metropolitan Sewer District	This represents the elimination of two positions resulting from efficiencies in joint utility management.
90,640	1.00	Metropolitan Sewer District	This represents an increase for a Supervising Management Analyst position for the Office of the Director.
54,030	1.00	Metropolitan Sewer District	This represents an increase for an Accounting Technician 1 position for the Wastewater Administration program.
(1,520)	0.00	Metropolitan Sewer District	This represents a decrease in fleet repairs and fuel.
64,790	1.00	Metropolitan Sewer District	This represents the transfer of a position from the Wastewater Treatment program resulting from departmental restructuring.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(476,260)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(9,560)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Stormwater Management Utility (SMU) under the joint utility shared services agreement.
422,480	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
71,650	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(117,450)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(6,710)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Stormwater Management Utility (SMU) under the joint utility shared services agreement.
175,190	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(180,290)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(13,870)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Stormwater Management Utility (SMU) under the joint utility shared services agreement.
(315,800)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(24,290)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Stormwater Management Utility (SMU) under the joint utility shared services agreement.
345,670	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(794,400)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(61,110)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Stormwater Management Utility (SMU) under the joint utility shared services agreement.
382,190	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.

**Performance Measures**

**Performance Objective**

Provide timely service to external customers.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of sewer backup responses within four hours of request.	Percentage	93.00	90.00	90.00

# Departmental Budgets

## Sewers



Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Average time in minutes from when a MSD crew arrives at customer property to the time the MSD crew finishes the sewer backup investigation.	Whole Number	45.00	60.00	60.00





**Program 5: 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	3,296,150	4,149,800	1,547,300	(2,602,500)
Employee Benefits	1,366,850	2,062,190	518,550	(1,543,640)
Other Expenses	6,278,200	6,384,530	735,670	(5,648,860)
Properties	0	0	0	0
Debt Service	105,700,000	116,800,000	114,000,000	(2,800,000)
<b>Operating Total</b>	<b>116,641,200</b>	<b>129,396,520</b>	<b>116,801,520</b>	<b>(12,595,000)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>116,641,200</b>	<b>129,396,520</b>	<b>116,801,520</b>	<b>(12,595,000)</b>
Capital Projects	307,413,600	279,791,900	211,246,240	(68,545,656)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	128.00	155.00	145.00	(10.00)

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(11,669,810)	(9.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs and a decrease in contractual services and debt service. The change in FTE in order to maintain current services is due to the transfer of positions to other functions.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(206,670)	(2.00)	Metropolitan Sewer District	This represents the transfer of two positions to the Sewer Backup Response program resulting from departmental restructuring.
88,070	1.00	Metropolitan Sewer District	This represents the transfer of a position from the Information Technology program resulting from departmental restructuring.
239,190	2.00	Metropolitan Sewer District	This represents the transfer of two positions from the Wastewater Treatment program resulting from departmental restructuring.
108,670	1.00	Metropolitan Sewer District	This represents the transfer of a position from the Industrial Waste program resulting from departmental restructuring.
(315,620)	(4.00)	Metropolitan Sewer District	This represents the transfer of four positions to the Wastewater Administration program resulting from departmental restructuring.
315,760	3.00	Metropolitan Sewer District	This represents the transfer of three positions from the Office of the Director resulting from departmental restructuring.
(838,000)	(10.00)	Metropolitan Sewer District	This represents the transfer of ten positions within the Wastewater Engineering program resulting from departmental restructuring.
837,990	10.00	Metropolitan Sewer District	This represents the transfer of ten positions within the Wastewater Engineering program resulting from departmental restructuring.
(108,560)	(1.00)	Metropolitan Sewer District	This represents the elimination of a position from the Wastewater Collection program resulting from efficiencies in joint utility management.

## Departmental Budgets



### Sewers

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
51,470	1.00	Metropolitan Sewer District	This represents the transfer of a position from the Wastewater Administration program resulting from departmental restructuring.
(111,480)	(2.00)	Metropolitan Sewer District	This represents the elimination of two positions from the Wastewater Engineering program resulting from efficiencies in joint utility management.
13,990	0.00	Metropolitan Sewer District	This represents a decrease in fuel and an increase in fleet repairs.

#### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(1,000,000)	0.00	Metropolitan Sewer District	This represents a decrease in debt service.

## Performance Measures

### Performance Objective

Comply with approved and established capital project and program scopes, schedules, and budgets.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of capital improvement construction projects completed on schedule.	Percentage	100.00	90.00	90.00



**Program 6: 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,645,470	1,699,220	1,561,650	(137,570)
Employee Benefits	724,030	794,550	476,530	(318,020)
Other Expenses	3,628,900	3,718,950	3,724,060	5,110
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,998,400</b>	<b>6,212,720</b>	<b>5,762,240</b>	<b>(450,480)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,998,400</b>	<b>6,212,720</b>	<b>5,762,240</b>	<b>(450,480)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	26.73	26.73	24.00	(2.73)

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
30,860	(0.73)	All Funds	This program reflects an all funds increase, which is primarily due to an increase in contractual services which is partially offset by a citywide net decrease in personnel and benefit costs and a decrease in office machinery and data processing. The change in FTE in order to maintain current services is due to the transfer of a position to another function.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(88,070)	(1.00)	Metropolitan Sewer District	This represents the transfer of a position to the Wastewater Engineering program resulting from departmental restructuring.
(116,170)	(1.00)	Metropolitan Sewer District	This represents the transfer of a position to the Sewer Backup Response program resulting from departmental restructuring.
(2,240)	0.00	Metropolitan Sewer District	This represents a decrease in fleet repairs and fuel.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(1,366,100)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(23,160)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Stormwater Management Utility (SMU) under the joint utility shared services agreement.
755,800	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
283,990	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
39,650	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.

# Departmental Budgets



## Sewers

### One-Time Significant Program Changes

Budget	FTE	Fund	Description
34,960	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.

## Performance Measures

### Performance Objective

Provide a highly reliable information technology system infrastructure for managing MSD business.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage availability of critical business systems maintained by the IT division.	Percentage	99.00	99.00	99.00



**Program 7: 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	13,840,230	14,081,560	12,925,740	(1,155,820)
Employee Benefits	6,652,920	7,164,390	5,213,510	(1,950,880)
Other Expenses	24,633,160	25,123,390	26,055,760	932,370
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>45,126,310</b>	<b>46,369,340</b>	<b>44,195,010</b>	<b>(2,174,330)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>45,126,310</b>	<b>46,369,340</b>	<b>44,195,010</b>	<b>(2,174,330)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	258.00	258.00	249.00	(9.00)

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(795,810)	6.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs and a decrease in gas and power, which is partially offset by an increase in plumbing machinery and software and licenses. The change in FTE in order to maintain current services is due to the transfer of positions from other functions.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(476,350)	(7.00)	Metropolitan Sewer District	This represents the transfer of seven positions to the Wastewater Administration program resulting from departmental restructuring.
(239,190)	(2.00)	Metropolitan Sewer District	This represents the transfer of two positions to the Wastewater Engineering program resulting from departmental restructuring.
(244,510)	(3.00)	Metropolitan Sewer District	This represents the transfer of three positions to the Industrial Waste program resulting from departmental restructuring.
(130,920)	(1.00)	Metropolitan Sewer District	This represents the transfer of a position to the Industrial Waste program resulting from departmental restructuring.
(101,050)	(1.00)	Metropolitan Sewer District	This represents the elimination of a position from the Wastewater Treatment program resulting from efficiencies in joint utility management.
(64,790)	(1.00)	Metropolitan Sewer District	This represents the transfer of a position to the Office of the Director resulting from departmental restructuring.
(61,150)	(1.00)	Metropolitan Sewer District	This represents the transfer of a position to the Industrial Waste program resulting from departmental restructuring.
61,150	1.00	Metropolitan Sewer District	This represents the transfer of a position from the Wastewater Treatment program resulting from departmental restructuring.
(121,750)	0.00	Metropolitan Sewer District	This represents a decrease in fleet repairs and fuel.

# Departmental Budgets



## Sewers

### Performance Measures

#### Performance Objective

Meet or exceed the regulatory compliance established through their National Pollutant Discharge Elimination System (NPDES) permit.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of NPDES reporting data met or performed better than the limits set by the Environmental Protection Agency (EPA).	Percentage	99.90	99.30	99.30



**Program 8: 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	6,822,370	6,996,190	7,379,590	383,400
Employee Benefits	3,552,800	3,880,050	2,638,820	(1,241,230)
Other Expenses	12,831,930	13,066,560	9,877,800	(3,188,760)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>23,207,100</b>	<b>23,942,800</b>	<b>19,896,210</b>	<b>(4,046,590)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>23,207,100</b>	<b>23,942,800</b>	<b>19,896,210</b>	<b>(4,046,590)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	162.00	162.00	156.00	(6.00)

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(4,572,460)	(13.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs and a decrease in expert services and equipment with operator expenses. The change in FTE in order to maintain current services is due to the transfer of positions to other functions.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(64,790)	(1.00)	Metropolitan Sewer District	This represents the transfer of a position to the Wastewater Administration program resulting from departmental restructuring.
76,320	1.00	Metropolitan Sewer District	This represents an increase for a Maintenance Fabrication Crew Leader position for the Wastewater Collection program.
68,110	1.00	Metropolitan Sewer District	This represents an increase for a Maintenance Fabrication Specialist position for the Wastewater Collection program.
61,810	1.00	Metropolitan Sewer District	This represents an increase for a Maintenance Fabrication Apprentice position for the Wastewater Collection program.
477,150	7.00	Metropolitan Sewer District	This represents an increase for seven Senior Engineering Technician positions for the Wastewater Collection program.
69,240	1.00	Metropolitan Sewer District	This represents an increase for a Motor Equipment Operator 2 position for the Wastewater Collection program.
(58,040)	(1.00)	Metropolitan Sewer District	This represents the elimination of a position from the Wastewater Collection program resulting from efficiencies in joint utility management.
(61,900)	(1.00)	Metropolitan Sewer District	This represents the transfer of a position to the Wastewater Administration program resulting from departmental restructuring.
(56,970)	(1.00)	Metropolitan Sewer District	This represents the elimination of a position from the Wastewater Collection program resulting from efficiencies in joint utility management.
14,960	0.00	Metropolitan Sewer District	This represents an increase in fleet repairs and fuel.

# Departmental Budgets

## Sewers



### Performance Measures

#### Performance Objective

Minimize sewer overflows and deterioration with a systematic preventive maintenance program.

	Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Number of cleanouts installed.		Number	1,052.00	2,000.00	2,000.00
Percentage of surveyed sewer backup customers who report receiving courteous and respectful treatment from MSD employees.		Percentage	96.70	95.00	95.00





**Program 9: 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	3,512,390	3,873,400	3,237,990	(635,410)
Employee Benefits	1,717,410	1,907,360	1,022,500	(884,860)
Other Expenses	1,475,960	1,517,490	1,610,930	93,440
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>6,705,760</b>	<b>7,298,250</b>	<b>5,871,420</b>	<b>(1,426,830)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>6,705,760</b>	<b>7,298,250</b>	<b>5,871,420</b>	<b>(1,426,830)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>63.73</b>	<b>63.73</b>	<b>61.00</b>	<b>(2.73)</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(1,519,060)	(3.73)	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The change in FTE in order to maintain current services is due to the transfer of positions to other functions.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
244,540	3.00	Metropolitan Sewer District	This represents the transfer of three positions from the Wastewater Treatment program resulting from departmental restructuring.
(108,670)	(1.00)	Metropolitan Sewer District	This represents the transfer of a position to the Wastewater Engineering program resulting from departmental restructuring.
130,920	1.00	Metropolitan Sewer District	This represents the transfer of a position from the Wastewater Treatment program resulting from departmental restructuring.
(163,440)	(2.00)	Metropolitan Sewer District	This represents the elimination of two positions from the Industrial Waste program resulting from efficiencies in joint utility management.
(11,090)	0.00	Metropolitan Sewer District	This represents a decrease in fleet repairs and fuel.

**Performance Measures**

**Performance Objective**

Provide lab analysis support to internal customers.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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	6.64	9.00	9.00

## Departmental Budgets



### Sewers

#### Program 10: Sewer Backup Response Program

**Description:** Provide customer relief for capacity related sewer backups.

**Goal:** Comply with Consent Decree requirements for response and assistance to Sewer Backup (SBU) customers.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	193,260	198,910	247,820	48,910
Employee Benefits	99,900	105,290	70,030	(35,260)
Other Expenses	5,509,550	5,509,550	11,701,820	6,192,270
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>5,802,710</b>	<b>5,813,750</b>	<b>12,019,670</b>	<b>6,205,920</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>5,802,710</b>	<b>5,813,750</b>	<b>12,019,670</b>	<b>6,205,920</b>
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
353,200	(3.00)	All Funds	This program reflects an all funds increase, which is primarily due to an increase in technical equipment and subscriptions to enable flow monitoring capabilities. The change in FTE in order to maintain current services is due to the transfer of positions to other functions.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
206,670	2.00	Metropolitan Sewer District	This represents the transfer of two positions from the Wastewater Engineering program resulting from departmental restructuring.
116,170	1.00	Metropolitan Sewer District	This represents the transfer of a position from the Information Technology program resulting from departmental restructuring.
5,529,880	0.00	Metropolitan Sewer District	This represents an increase for activities required for Consent Decree compliance that include data monitoring and reporting to ensure system performance and optimization through the use of real time modeling to enable workflows for alarm and event responses as part of watershed management. Some of these activities are being transferred from the Wastewater Collection program.

## Performance Measures

### Performance Objective

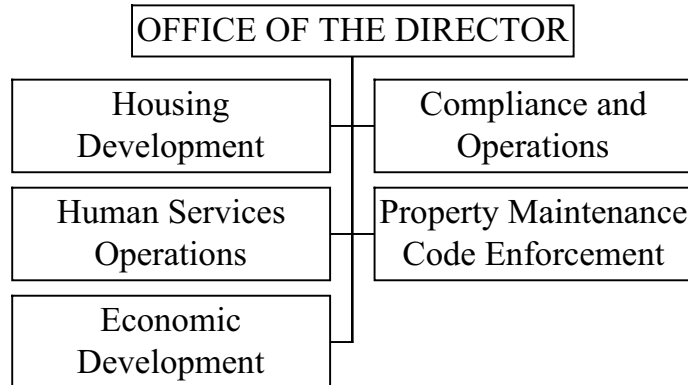
Respond with Sewer Backup Response service in compliance with the Consent Decree to minimize sewerage outflow into basements.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Average cost for each sewer backup cleanup that is the responsibility of MSD.	Dollar Amount	4,128.00	4,500.00	4,500.00



## Trade and Development

To strengthen our neighborhoods and grow the City's revenue base through investment in its people and places.



### Departmental Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	2,681,880	2,801,070	2,930,580	129,510
Employee Benefits	1,437,720	1,504,490	777,270	(727,220)
Other Expenses	3,227,310	3,205,560	5,717,970	2,512,410
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>7,346,910</b>	<b>7,511,120</b>	<b>9,425,820</b>	<b>1,914,700</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>7,346,910</b>	<b>7,511,120</b>	<b>9,425,820</b>	<b>1,914,700</b>
Capital Projects	7,794,100	5,902,800	11,458,100	5,555,300
Consolidated Plan Projects	12,448,190	12,065,990	12,130,600	64,610
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	79.90	79.90	80.90	1.00

# Departmental Budgets

## Trade and Development



### Department Programs

1. Human Services
2. Housing Development
3. Compliance & Operations
4. Economic Development
5. Property Maintenance Code Enforcement

### Program Summaries

#### Program 1: Human Services

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

**Goal:** To help meet the needs of Cincinnati's most vulnerable residents through the allocation of City funds to qualified agencies, resulting in quality and measurable services that meet City compliance in programming and fiscal accountability.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	48,480	39,530	23,350	(16,180)
Employee Benefits	26,490	23,020	12,090	(10,930)
Other Expenses	1,474,000	1,474,000	2,924,050	1,450,050
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,548,970</b>	<b>1,536,550</b>	<b>2,959,490</b>	<b>1,422,940</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,548,970</b>	<b>1,536,550</b>	<b>2,959,490</b>	<b>1,422,940</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	1,070,000	1,070,000	1,015,000	(55,000)
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>(1.00)</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
587,890	(1.00)	All Funds	This program reflects an all funds increase related to program demand. The change in FTE is related to an elimination of an administrative specialist position.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(14,950)	0.00	General Fund	This represents a reduction in funding to the Cincinnati Human Relations Commission.
300,000	0.00	General Fund	This represents an increase to the Center for Closing the Health Gap contractual services.
100,000	0.00	General Fund	This represents funding for the new Ex-Felon Pilot Program.
50,000	0.00	General Fund	This represents funding for the Cincinnati State Apprenticeship Program.
150,000	0.00	General Fund	This represents an increase for a workforce preparation service in the trade of commercial construction.
250,000	0.00	General Fund	This represents funding for the Hand Up Initiative.



## 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	2012 Actual	2014 Target	2015 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

## Trade and Development



### Program 2: Housing Development

**Description:** This program encompasses all housing-related programs within the Department of Community Development, including new construction and rehabilitation of rental and owner-occupied units, as well as housing support programs.

**Goal:** To develop and sustain quality owner-occupied and rental housing units, resulting in a variety of housing options and support systems for Cincinnati homeowners and residents.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	272,640	369,670	326,190	(43,480)
Employee Benefits	158,030	181,190	19,990	(161,200)
Other Expenses	157,370	159,520	597,270	437,750
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>588,040</b>	<b>710,380</b>	<b>943,450</b>	<b>233,070</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>588,040</b>	<b>710,380</b>	<b>943,450</b>	<b>233,070</b>
Capital Projects	2,777,300	2,489,200	2,950,000	460,800
Consolidated Plan Projects	7,818,190	7,435,990	7,224,600	(211,390)
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	17.00	17.00	17.00	0.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
225,320	0.00	All Funds	This program reflects an all funds increase due to program demand, and the restoration of funding to the Neighborhood Support Program and Neighborhood Business District Support Fund. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
25,000	0.00	Community Dev Block Grant	This represents an increase to Strategies to End Homelessness contractual services.
(17,250)	0.00	General Fund	This represents a reduction in funding for the Neighborhood Support Program and the Neighborhood Business District Support Fund budget allocation. There is \$412,750 remaining for this program. Local organizations will receive approximately \$4,800 each through this program.
(123,560)	(2.00)	General Fund	This represents the transfer of staff and eligible expenses to the Community Development Block Grant Fund 304.
123,560	2.00	Community Dev Block Grant	

### Performance Measures

#### Performance Objective

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 1,500 owner occupied housing units rehabilitated through City programs.	Percentage	93.50	100.00	100.00



**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 4,550 households served through Emergency Shelter Grant and Housing Persons With AIDS programs.	Percentage	103.00	100.00	100.00

## Departmental Budgets

### Trade and Development



### Program 3: Compliance & Operations

**Description:** This program covers the programmatic and operational activities of the department and includes the staff in the Office of the Director, the fiscal section, and the compliance/monitoring section.

**Goal:** To provide human resources, operations, and administrative oversight resulting in fiscal accountability, timeliness, and quality program monitoring.

#### Program Budget Summary

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	842,730	885,770	820,940	(64,830)
Employee Benefits	320,110	347,520	241,650	(105,870)
Other Expenses	644,180	593,230	644,410	51,180
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,807,020</b>	<b>1,826,520</b>	<b>1,707,000</b>	<b>(119,520)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,807,020</b>	<b>1,826,520</b>	<b>1,707,000</b>	<b>(119,520)</b>
Capital Projects	0	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	12.40	12.40	12.40	0.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(164,390)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. In addition, this decrease reflects an increase in position vacancy allowance and personnel reimbursements. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
30,000	0.00	Community Dev Block Grant	This represents an increase to National Development Council contractual services.
15,130	0.00	Community Dev Block Grant	This represents an increase to fund departmental Position Vacancy Allowance.
(260)	0.00	General Fund	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(93,330)	(1.00)	General Fund	This represents the transfer of staff and eligible expenses to Community Development Block Grant Fund 304.
93,330	1.00	Community Dev Block Grant	

## 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	2012 Actual	2014 Target	2015 Target
Ratio of leveraged funds to City funds each year.	Ratio	5.67:1	4:1	3:1





**Program 4: Economic Development**

**Description:** The Economic Development program 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	370,160	349,580	464,580	115,000
Employee Benefits	164,590	162,390	47,460	(114,930)
Other Expenses	800,720	823,440	1,397,280	573,840
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,335,470</b>	<b>1,335,410</b>	<b>1,909,320</b>	<b>573,910</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,335,470</b>	<b>1,335,410</b>	<b>1,909,320</b>	<b>573,910</b>
Capital Projects	5,016,800	3,193,600	8,508,100	5,314,500
Consolidated Plan Projects	1,915,000	1,915,000	1,210,000	(705,000)
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>16.00</b>	<b>16.00</b>	<b>18.00</b>	<b>2.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
73,910	2.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in non-personnel expenditures. The increase in FTE is due to the addition of a Development Officer position, and the transfer of personnel from the Compliance and Operations program to the Economic Development program.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
400,000	0.00	General Fund	This represents an increase to Cintrifuse for operating costs.
100,000	0.00	General Fund	This increase is to increase the contribution amount to Cincinnati Tech.

**Performance Measures**

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 25 major (50+ employees) employers Economic Development conducted Business Retention Visits with in the past year.	Percentage	52.00	100.00	100.00

## Departmental Budgets

### Trade and Development



#### Performance Objective

Increase employment opportunities in the City of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 500 citizens/clients who Economic Development provided technical service assistance/ issue resolution services to in the last year.	Percentage	7,258.00	100.00	100.00

#### Performance Objective

Promote economic growth in the City of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Leverage private capital at an average ratio of 3:1 for each dollar of City funding received on projects each year.	Ratio	3:1	3:1	3:1



**Program 5: Property Maintenance Code Enforcement**

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

**Goal:** To ensure compliance with the Cincinnati Building and/or Zoning Codes by pursuing criminal or civil prosecutions and/or demolition of public nuisances and ultimately improve public health, safety, and quality of life in neighborhoods.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,147,870	1,156,520	1,295,520	139,000
Employee Benefits	768,500	790,370	456,080	(334,290)
Other Expenses	151,040	155,370	154,960	(410)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>2,067,410</b>	<b>2,102,260</b>	<b>1,906,560</b>	<b>(195,700)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>2,067,410</b>	<b>2,102,260</b>	<b>1,906,560</b>	<b>(195,700)</b>
Capital Projects	0	220,000	0	(220,000)
Consolidated Plan Projects	1,645,000	1,645,000	2,681,000	1,036,000
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	33.50	33.50	33.50	0.00

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(195,290)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(410)	0.00	General Fund	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.

**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	2012 Actual	2014 Target	2015 Target
Percentage of code violations brought into voluntary compliance prior to initiation of administrative or judicial action.	Percentage	34.00	35.00	35.00

**Performance Objective**

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

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of buildings barricaded within 15 calendar days.	Percentage	98.00	95.00	95.00

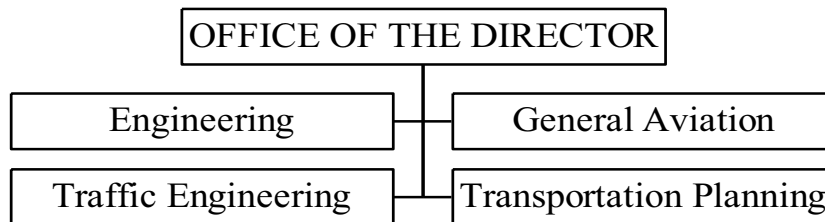


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## Transportation & Engineering

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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	4,796,750	4,884,510	4,383,780	(500,730)
Employee Benefits	2,259,520	2,370,550	1,435,450	(935,100)
Other Expenses	4,031,320	4,158,480	4,586,240	427,760
Properties	112,000	115,710	115,710	0
Debt Service	68,790	64,050	64,050	0
<b>Operating Total</b>	<b>11,268,380</b>	<b>11,593,300</b>	<b>10,585,230</b>	<b>(1,008,070)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>11,268,380</b>	<b>11,593,300</b>	<b>10,585,230</b>	<b>(1,008,070)</b>
Capital Projects	16,179,400	22,601,900	27,453,670	4,851,770
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,542,100	2,567,100	2,512,100	(55,000)
Total Full-time Equivalent Positions	171.40	171.40	173.40	2.00



**Department Programs**

- |   |                        |
|---|------------------------|
| 1. Director's Office                        | 3. Engineering         |
| 2. Transportation Planning and Urban Design | 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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	790,260	802,100	836,540	34,440
Employee Benefits	357,930	379,030	217,490	(161,540)
Other Expenses	111,140	115,000	215,000	100,000
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>1,259,330</b>	<b>1,296,130</b>	<b>1,269,030</b>	<b>(27,100)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,259,330</b>	<b>1,296,130</b>	<b>1,269,030</b>	<b>(27,100)</b>
Capital Projects	123,000	129,000	0	(129,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	15.00	15.00	16.00	1.00

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE Fund	Description
82,260	1.00 All Funds	This program reflects an all funds increase, which is primarily due to increases in personnel and temporary personnel. These increases are partially offset by a citywide net decrease in personnel and benefit costs. The increase in FTE is attributable to the addition of an Assistant Director position.

**On-Going Significant Program Changes**

Budget	FTE Fund	Description
(30,000)	0.00 General Fund	This represents a reduction in temporary personnel services.

**One-Time Significant Program Changes**

Budget	FTE Fund	Description
(79,350)	0.00 General Fund	This reduction represents leaving the Assistant Director position vacant.



Performance Measures

**Performance Objective**

Implement the Departmental Business Plan.

	Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of Business Plan Implemented.		Percentage	80.00	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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	241,450	251,720	161,370	(90,350)
Employee Benefits	118,730	126,740	78,630	(48,110)
Other Expenses	142,090	146,840	146,090	(750)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>502,270</b>	<b>525,300</b>	<b>386,090</b>	<b>(139,210)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>502,270</b>	<b>525,300</b>	<b>386,090</b>	<b>(139,210)</b>
Capital Projects	3,118,000	3,572,500	3,060,500	(512,000)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	15.75	15.75	15.75	0.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(138,460)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
(240)	0.00	General Fund	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(510)	0.00	Income Tax-Infrastructure	
(13,470)	(1.00)	General Fund	This represents the transfer of eligible expenses from the General Fund to the Income Tax-Infrastructure Fund.
13,470	1.00	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	2012 Actual	2014 Target	2015 Target
Percentage of stakeholder group satisfaction with downtown, business district streetscape, and neighborhood gateway projects.	Percentage	80.00	85.00	85.00





**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,691,380	1,715,170	1,281,170	(434,000)
Employee Benefits	833,780	865,270	426,920	(438,350)
Other Expenses	566,210	583,600	578,750	(4,850)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>3,091,370</b>	<b>3,164,040</b>	<b>2,286,840</b>	<b>(877,200)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>3,091,370</b>	<b>3,164,040</b>	<b>2,286,840</b>	<b>(877,200)</b>
Capital Projects	10,916,500	16,650,600	22,255,440	5,604,840
Consolidated Plan Projects	0	0	0	0
Program Revenue	477,000	502,000	447,000	(55,000)
Total Full-time Equivalent Positions	100.65	100.65	101.65	1.00

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(757,490)	1.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE is attributable to correctly representing two full-time positions as 1.0 FTE each, which were previously reflected as two Co-op/Student Interns at 0.5 FTE each.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(4,840)	0.00	Income Tax-Infrastructure	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(63,010)	(1.00)	Sidewalk Assessments	This represents the transfer of a Clerk Typist 3 position from the Sidewalk Fund to the Income Tax - Infrastructure Fund, which is due to limited resources within the Sidewalk Fund.
63,010	1.00	Income Tax-Infrastructure	

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(50,570)	0.00	General Fund	This reduction represents leaving two Public Works Inspector 2 positions vacant.
(64,300)	0.00	General Fund	This reduction represents leaving an Administrative Technician position vacant.

## Departmental Budgets

### Transportation & Engineering



## Performance Measures

### Performance Objective

Maintain the condition of city bridges at a standard consistent with public safety and available funding.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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	100.00	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	2012 Actual	2014 Target	2015 Target
Percentage of permits issued within three weeks after application date.	Percentage	87.00	80.00	80.00



**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**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	1,375,960	1,406,320	1,394,430	(11,890)
Employee Benefits	621,230	654,330	446,360	(207,970)
Other Expenses	2,641,870	2,726,480	3,047,960	321,480
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>4,639,060</b>	<b>4,787,130</b>	<b>4,888,750</b>	<b>101,620</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>4,639,060</b>	<b>4,787,130</b>	<b>4,888,750</b>	<b>101,620</b>
Capital Projects	1,419,300	1,620,700	1,508,630	(112,070)
Consolidated Plan Projects	0	0	0	0
Program Revenue	15,100	15,100	15,100	0
<b>Total Full-time Equivalent Positions</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>0.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
102,590	0.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in energy costs for street lighting. The increase is partially offset by a citywide net decrease in personnel and benefit costs. There is no change in FTE.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(960)	0.00	General Fund	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(75,410)	(1.00)	Blem Assessment	This represents the transfer of an Administrative Technician position from the Boulevard Light Energy and Maintenance (BLEM) Fund to the Income Tax - Infrastructure Fund in order to better align the source of funding with the current duties performed by the employee.
75,410	1.00	Income Tax-Infrastructure	
87,010	1.00	Blem Assessment	This represents the transfer of an Administrative Specialist position from the Income Tax - Infrastructure Fund to the Boulevard Light Energy and Maintenance (BLEM) Fund in order to better align the source of funding with the current duties performed by the employee.
(87,010)	(1.00)	Income Tax-Infrastructure	
(80,100)	(1.00)	General Fund	This represents the transfer of eligible expenses from the General Fund to the Income Tax-Infrastructure Fund.
80,100	1.00	Income Tax-Infrastructure	

**Performance Measures**

**Performance Objective**

Respond to council referrals and close CSRs by stated deadlines.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of responses that meet deadlines.	Percentage	87.00	85.00	85.00

## Departmental Budgets

### Transportation & Engineering



#### Program 5: General Aviation

**Description:** This program includes the operational and administrative oversight of the Lunken Municipal Airport and its strategic placement in the national aviation system plan, as well as ground maintenance for those City-owned portions of the Blue Ash Airport.

**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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	697,700	709,200	710,270	1,070
Employee Benefits	327,850	345,180	266,050	(79,130)
Other Expenses	570,010	586,560	598,440	11,880
Properties	112,000	115,710	115,710	0
Debt Service	68,790	64,050	64,050	0
<b>Operating Total</b>	<b>1,776,350</b>	<b>1,820,700</b>	<b>1,754,520</b>	<b>(66,180)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>1,776,350</b>	<b>1,820,700</b>	<b>1,754,520</b>	<b>(66,180)</b>
Capital Projects	602,600	629,100	629,100	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	2,050,000	2,050,000	2,050,000	0
Total Full-time Equivalent Positions	13.00	13.00	13.00	0.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(79,130)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. There is no change in FTE.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
12,950	0.00	General Aviation	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.

#### Performance Measures

##### Performance Objective

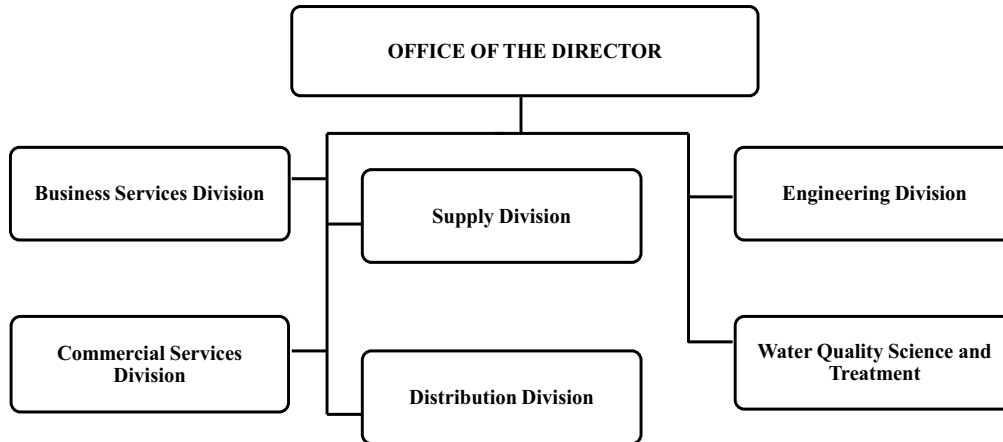
Operate Lunken Airport as a self sufficient operation.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of annual revenues compared to annual expenditures.	Percentage	150.00	100.00	100.00



## 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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	31,688,200	32,254,160	30,808,910	(1,445,250)
Employee Benefits	14,832,300	15,714,690	10,791,930	(4,922,760)
Other Expenses	37,069,590	39,121,000	38,609,670	(511,330)
Properties	1,001,150	1,034,280	1,034,280	0
Debt Service	48,180,320	49,783,650	53,485,060	3,701,410
<b>Operating Total</b>	<b>132,771,560</b>	<b>137,907,780</b>	<b>134,729,850</b>	<b>(3,177,930)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>132,771,560</b>	<b>137,907,780</b>	<b>134,729,850</b>	<b>(3,177,930)</b>
Capital Projects	48,191,700	50,292,000	53,360,000	3,068,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	149,140,790	151,172,350	143,267,490	(7,904,870)
Total Full-time Equivalent Positions	631.81	634.03	620.68	(13.35)

# Departmental Budgets



## Water Works

### Department Programs

1. Departmental Support Services
2. Commercial Services
3. Supply
4. Distribution
5. Water Quality Science & Treatment
6. Engineering

### Program Summaries

#### Program 1: Departmental Support Services

**Description:** This program is dedicated to managing the Department's central support services including financial management, information technology, procuring and maintaining the fleet, managing inventory, securing new customers, employee safety, and personnel.

**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

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	6,012,590	6,194,580	5,788,160	(406,420)
Employee Benefits	2,632,750	2,773,870	2,083,330	(690,540)
Other Expenses	5,509,310	6,430,000	5,310,500	(1,119,500)
Properties	1,001,150	1,034,280	1,034,280	0
Debt Service	48,180,320	49,783,650	53,485,060	3,701,410
<b>Operating Total</b>	<b>63,336,120</b>	<b>66,216,380</b>	<b>67,701,330</b>	<b>1,484,950</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>63,336,120</b>	<b>66,216,380</b>	<b>67,701,330</b>	<b>1,484,950</b>
Capital Projects	2,370,500	1,493,500	5,194,500	3,701,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	149,140,790	151,172,350	143,267,490	(7,904,870)
Total Full-time Equivalent Positions	104.49	104.49	93.00	(11.49)

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,771,490	(8.76)	All Funds	This program reflects a Water Works Fund increase, which is primarily due to an increase in debt service. The increase is partially offset by a decrease in personnel costs and a citywide net decrease in benefit costs. The decrease in FTE in order to maintain current services is attributable to the elimination of positions, which are no longer necessary due to the implementation of shared services through the Joint Utility.

#### On-Going Significant Program Changes

Budget	FTE	Fund	Description
207,090	2.00	Water Works	This represents the transfer of two Senior Computer Programmer/Analyst positions to the Business Services Division from the Commercial Services Division as part of the departmental restructuring.
(109,050)	(2.00)	Water Works	This represents the transfer of two Clerk Typist 3 positions from the Business Services Division to the Commercial Services Division as part of the departmental restructuring.



**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(120,970)	(2.00)	Water Works	This represents the transfer of two Administrative Technician positions from the Business Services Division to the Engineering Division as part of the departmental restructuring.
(39,430)	(0.73)	Water Works	This represents the elimination of a Clerk Typist 2 position as part of the departmental restructuring.
(166,250)	(2.00)	Water Works	This represents the transfer of two Administrative Specialist positions from the Business Services Division to the Supply Division as part of the departmental restructuring.
(114,490)	(2.00)	Water Works	This represents the transfer of two Clerk Typist 3 positions from the Business Services Division to the Distribution Division as part of the departmental restructuring.
(71,680)	(1.00)	Water Works	This represents the transfer of an Administrative Specialist position from the Business Services Division to the Water Quality Science & Treatment Division as part of the departmental restructuring.
(63,130)	(1.00)	Water Works	This represents the transfer of a Clerk 3 position from the Business Services Division to the Water Quality Science & Treatment Division as part of the departmental restructuring.
58,040	1.00	Water Works	This represents the transfer of an Administrative Technician position from the Commercial Services Division to the Division of Information Technology as part of the departmental restructuring.
630,010	10.00	Water Works	This represents the transfer of a Senior Computer Programmer/Analyst position and nine Water Works Guard positions from the Supply Division to the Business Services Division as part of the departmental restructuring.
222,350	0.00	Water Works	This represents an increase in reimbursement to the Law Department for the costs associated with a City Solicitor position conducting work to support the Joint Utility Office of the Director.
(351,350)	(5.00)	Water Works	This represents the elimination of various positions no longer necessary due to the implementation of shared services.
(6,960)	0.00	Water Works	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(1,210,000)	0.00	Water Works	This represents a reduction in consulting services, billing collections, and training.
(53,600)	0.00	Water Works	This represents a reduction in consulting services, training, travel, and other miscellaneous nonpersonnel items.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
476,260	0.00	Water Works	This represents reimbursement of personnel charges to the Metropolitan Sewer District (MSD) from the Greater Cincinnati Water Works (GCWW).
(422,480)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Metropolitan Sewer District (MSD).
(13,420)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Stormwater Management Utility (SMU).
(71,650)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Metropolitan Sewer District (MSD).
(175,190)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Metropolitan Sewer District (MSD).
(5,570)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Stormwater Management Utility (SMU).
180,290	0.00	Water Works	This represents reimbursement of personnel charges to the Metropolitan Sewer District (MSD) from the Greater Cincinnati Water Works (GCWW).
(755,800)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Metropolitan Sewer District (MSD).
315,800	0.00	Water Works	This represents reimbursement of personnel charges to the Metropolitan Sewer District (MSD) from the Greater Cincinnati Water Works (GCWW).
(18,890)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Stormwater Management Utility (SMU).

# Departmental Budgets



## Water Works

### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(345,670)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Metropolitan Sewer District (MSD).
(17,880)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Stormwater Management Utility (SMU).
794,400	0.00	Water Works	This represents reimbursement of personnel charges to the Metropolitan Sewer District (MSD) from the Greater Cincinnati Water Works (GCWW).
(382,190)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Metropolitan Sewer District (MSD).
(13,690)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Stormwater Management Utility (SMU).
1,366,100	0.00	Water Works	This represents reimbursement of personnel charges to the Metropolitan Sewer District (MSD) from the Greater Cincinnati Water Works (GCWW).
117,450	0.00	Water Works	This represents reimbursement of personnel charges to the Metropolitan Sewer District (MSD) from Greater Cincinnati Water Works (GCWW).
(2,270)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Stormwater Management Utility (SMU).
(981,500)	0.00	Water Works	This represents a decrease in debt service.
(141,250)	0.00	Water Works	This reduction represents holding multiple positions vacant.

## Performance Measures

### Performance Objective

Maintain (or upgrade) bond ratings.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Bond ratings from Standard & Poor's (AAA) and Moody's (Aaa). Each bond rating represents 'high quality.'	Yes/No	Yes	Yes	Yes





**Program 2: Commercial Services**

**Description:** This program is dedicated to promoting strong client relationships as well as creating and promoting new business and service opportunities.

**Goal:** Provide outstanding customer service and build positive relationships between the public and GCWW.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	3,529,560	3,679,030	3,197,400	(481,630)
Employee Benefits	1,516,360	1,672,060	952,220	(719,840)
Other Expenses	2,829,390	2,653,480	3,547,160	893,680
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>7,875,310</b>	<b>8,004,570</b>	<b>7,696,780</b>	<b>(307,790)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>7,875,310</b>	<b>8,004,570</b>	<b>7,696,780</b>	<b>(307,790)</b>
Capital Projects	1,500,000	0	0	0
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>76.12</b>	<b>78.34</b>	<b>69.72</b>	<b>(8.62)</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
38,460	(6.62)	All Funds	This program reflects a Water Works Fund increase, which is primarily due to increases associated with the expansion of services provided to external clients. The increase is partially offset by a citywide net decrease in personnel and benefit costs. The decrease in FTE in order to maintain current services reflects a more accurate representation of part-time employees.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
(207,090)	(2.00)	Water Works	This represents the transfer of two Senior Computer Programmer/Analyst positions to the Business Services Division from the Commercial Services Division as part of the departmental restructuring.
109,050	2.00	Water Works	This represents the transfer of two Clerk Typist 3 positions to the Commercial Services Division from the Business Services Division as part of the departmental restructuring.
(61,150)	(1.00)	Water Works	This represents the elimination of a Senior Customer Relations Representative position, which is no longer necessary due to the implementation of shared services through the Joint Utility.
(58,040)	(1.00)	Water Works	This represents the transfer of an Administrative Technician position from the Commercial Services Division to the Division of Information Technology as part of the departmental restructuring.
117,060	0.00	Water Works	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(35,000)	0.00	Water Works	This represents a reduction in miscellaneous nonpersonnel items.

# Departmental Budgets



## Water Works

### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(39,650)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Metropolitan Sewer District (MSD).
(1,000)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Stormwater Management Utility (SMU).
(170,440)	0.00	Water Works	This reduction represents holding multiple positions vacant.

## Performance Measures

### Performance Objective

To optimize the customer experience by providing prompt service.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of calls answered within 35 seconds.	Percentage	68.29	80.00	80.00

### Performance Objective

Maximize the number of customers satisfied with the way GCWW handles questions or problems.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 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	83.70	85.00	85.00



**Program 3: Supply**

**Description:** This program is responsible for the preventative, predictive, and reactive maintenance for all GCWW facilities and equipment.

**Goal:** Maintain, repair, and rehabilitate all GCWW facilities and equipment.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	7,879,140	8,008,020	7,930,900	(77,120)
Employee Benefits	3,776,140	3,994,040	2,940,440	(1,053,600)
Other Expenses	14,008,320	14,428,150	15,084,620	656,470
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>25,663,600</b>	<b>26,430,210</b>	<b>25,955,960</b>	<b>(474,250)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>25,663,600</b>	<b>26,430,210</b>	<b>25,955,960</b>	<b>(474,250)</b>
Capital Projects	2,712,000	1,164,000	3,993,000	2,829,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>149.00</b>	<b>149.00</b>	<b>149.96</b>	<b>0.96</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(55,610)	5.96	All Funds	This program reflects a Water Works Fund decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The decrease is partially offset by increases in energy and temporary personnel. The increase in FTE in order to maintain current services reflects the addition of various positions necessary to fulfill operational needs.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
9,660	0.00	Water Works	This represents the addition of a Plant Supervisor position and the elimination of a Senior Plant Operator position.
87,380	1.00	Water Works	This represents the addition of a Senior Engineer position.
47,520	1.00	Water Works	This represents the addition of a Heating, Ventilation, and Air Conditioning (HVAC) Specialist position.
166,240	2.00	Water Works	This represents the transfer of two Administrative Specialist positions to the Supply Division from the Business Services Division as part of the departmental restructuring.
114,650	1.00	Water Works	This represents the transfer of an Assistant Supervisor position from the Distribution Division to the Supply Division as part of the departmental restructuring.
(630,010)	(10.00)	Water Works	This represents the transfer of a Senior Computer Programmer/Analyst position and nine Water Works Guard positions from the Supply Division to the Business Services Division as part of the departmental restructuring.
68,360	0.00	Water Works	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
360,000	0.00	Water Works	This increase represents monthly lagoon cleanings, which are required for operations.
(160,000)	0.00	Water Works	This represents reductions to temporary personnel, electrical maintenance, and technical support.
(164,000)	0.00	Water Works	This represents a reduction in energy and other miscellaneous nonpersonnel items.

# Departmental Budgets



## Water Works

### One-Time Significant Program Changes

Budget	FTE	Fund	Description
(34,960)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Metropolitan Sewer District (MSD).
(880)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Stormwater Management Utility (SMU).
(282,650)	0.00	Water Works	This reduction represents holding multiple positions vacant.

## Performance Measures

### Performance Objective

Maintain treatment equipment, buildings, facilities, tanks, pump stations and reservoirs.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of high priority PMs completed.	Percentage	93.00	90.00	90.00



**Program 4: Distribution**

**Description:** This program is responsible for the maintenance and repair of the water distribution system.

**Goal:** Repair infrastructure without interruption and provide sufficient fire flow for the safety of all customers.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	8,329,930	8,455,030	7,951,850	(503,180)
Employee Benefits	4,237,740	4,442,460	3,218,440	(1,224,020)
Other Expenses	7,398,070	8,298,230	7,432,970	(865,260)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>19,965,740</b>	<b>21,195,720</b>	<b>18,603,260</b>	<b>(2,592,460)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>19,965,740</b>	<b>21,195,720</b>	<b>18,603,260</b>	<b>(2,592,460)</b>
Capital Projects	275,000	137,500	274,500	137,000
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
Total Full-time Equivalent Positions	167.00	167.00	168.00	1.00

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(1,785,640)	0.00	All Funds	This program reflects a Water Works Fund decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The reduction is also related to holding multiple positions vacant and decreases in miscellaneous materials and supplies. There is no change in FTE in order to maintain current services.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
114,490	2.00	Water Works	This represents the transfer of two Clerk Typist 3 positions to the Distribution Division from the Business Services Division as part of the departmental restructuring.
(114,650)	(1.00)	Water Works	This represents the transfer of an Assistant Supervisor position from the Distribution Division to the Supply Division as part of the departmental restructuring.
(147,750)	0.00	Water Works	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(155,200)	0.00	Water Works	This represents a reduction in miscellaneous nonpersonnel items.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(503,710)	0.00	Water Works	This reduction represents holding multiple positions vacant.

# Departmental Budgets

## Water Works



### 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	2012 Actual	2014 Target	2015 Target
Average number of hours a customer is without water service during maintenance and repair activities.	Whole Number	4.00	6.00	6.00



**Program 5: Water Quality Science & Treatment**

**Description:** This program is responsible for source water quality activities and monitoring water quality throughout the distribution system.

**Goal:** Protect public health and provide high quality water to all customers.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	2,626,240	2,622,980	2,588,960	(34,020)
Employee Benefits	1,077,960	1,131,280	735,440	(395,840)
Other Expenses	6,213,790	6,186,200	6,123,590	(62,610)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>9,917,990</b>	<b>9,940,460</b>	<b>9,447,990</b>	<b>(492,470)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>9,917,990</b>	<b>9,940,460</b>	<b>9,447,990</b>	<b>(492,470)</b>
Capital Projects	346,000	221,000	393,500	172,500
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>42.46</b>	<b>42.46</b>	<b>44.00</b>	<b>1.54</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(369,020)	0.54	All Funds	This program reflects a Water Works Fund decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE in order to maintain current services is attributable to adjustments in part-time Co-op/Student Intern positions.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
71,680	1.00	Water Works	This represents the transfer of an Administrative Specialist position from the Business Services Division to the Water Quality Science & Treatment Division as part of the departmental restructuring.
63,130	1.00	Water Works	This represents the transfer of a Clerk 3 position from the Business Services Division to the Water Quality Science & Treatment Division as part of the departmental restructuring.
(85,850)	(1.00)	Water Works	This represents the elimination of a Chemist position, which is no longer necessary due to the implementation of shared services through the Joint Utility.
(4,000)	0.00	Water Works	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(150,000)	0.00	Water Works	This represents a reduction in miscellaneous nonpersonnel items.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(18,420)	0.00	Water Works	This reduction represents holding an Administrative Specialist position vacant.

# Departmental Budgets



## Water Works

### Performance Measures

#### Performance Objective

Achieve the highest level of regulatory compliance in water quality assurance.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of water quality samples taken from the treatment plants that meet regulatory compliance.	Percentage	100.00	100.00	100.00





**Program 6: Engineering**

**Description:** This program is dedicated to maintaining plant facility records and developing the distribution system plans for the Utility.

**Goal:** Manage risks involved with the assets of the Utility as well as manage the capital improvement program.

**Program Budget Summary**

	2014 Approved Budget	2015 Approved Budget	2015 Approved Update	Change 2015 Approved to 2015 Approved Update
<b>Operating Budget</b>				
Personnel Services	3,310,740	3,294,520	3,351,640	57,120
Employee Benefits	1,591,350	1,700,980	862,060	(838,920)
Other Expenses	1,110,710	1,124,940	1,110,830	(14,110)
Properties	0	0	0	0
Debt Service	0	0	0	0
<b>Operating Total</b>	<b>6,012,800</b>	<b>6,120,440</b>	<b>5,324,530</b>	<b>(795,910)</b>
Internal Service Funds	0	0	0	0
<b>Total</b>	<b>6,012,800</b>	<b>6,120,440</b>	<b>5,324,530</b>	<b>(795,910)</b>
Capital Projects	40,988,200	47,276,000	43,504,500	(3,771,500)
Consolidated Plan Projects	0	0	0	0
Program Revenue	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>92.74</b>	<b>92.74</b>	<b>96.00</b>	<b>3.26</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
(416,840)	1.26	All Funds	This program reflects a Water Works Fund decrease, which is primarily due to a citywide net decrease in personnel and benefit costs. The increase in FTE in order to maintain current services is attributable to adjustments in part-time Co-op/Student Intern positions.

**On-Going Significant Program Changes**

Budget	FTE	Fund	Description
120,970	2.00	Water Works	This represents the transfer of two Administrative Technician positions from the Business Services Division to the Engineering Division as part of the departmental restructuring.
(14,260)	0.00	Water Works	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(17,200)	0.00	Water Works	This represents a reduction in miscellaneous nonpersonnel items.

**One-Time Significant Program Changes**

Budget	FTE	Fund	Description
(283,990)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Metropolitan Sewer District (MSD).
(7,100)	0.00	Water Works	This represents reimbursement of personnel charges to the Greater Cincinnati Water Works (GCWW) from the Stormwater Management Utility (SMU)
(177,470)	0.00	Water Works	This reduction represents holding multiple positions vacant.

# Departmental Budgets



## Water Works

### Performance Measures

#### Performance Objective

Maintain a reliable infrastructure by replacing 1% of water main in Distribution system annually.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of water mains replaced annually.	Percentage	0.92	1.00	1.00



## **Section 4: Capital Budget Update**



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### Approved FY 2015 Capital Budget Update

The Approved FY 2015 Capital Budget Update provides changes to the Approved FY 2015 Capital Budget, which is the second year of the Approved FY 2014-2015 Biennial Capital Budget. The All Funds Capital Budget Update of \$339.4 million represents a \$67.2 million, or 16.5% decrease from the Approved FY 2015 All Funds Capital Budget of \$406.6 million. The table below compares the Approved FY 2015 Capital Budget Update with the Approved FY 2015 Capital Budget.

(In \$ Millions)	FY 2015 Approved	FY 2015 Update	\$ Change FY 2015 Update/ FY 2015 Approved	% Change FY 2015 Update/ FY 2015 Approved
General Capital	\$53.1	\$61.0	\$7.9	14.9%
Restricted Fund Capital	332.1	267.1	(65.0)	-19.6%
Special Revenue Capital	0.3	0.3	0.0	0.0%
Matching Capital	21.1	11.0	(10.1)	-47.9%
<b>Total All Funds Capital Budget:</b>	<b>\$406.6</b>	<b>\$339.4</b>	<b>(\$67.2)</b>	<b>-16.5%</b>

The Approved FY 2015 General Capital Budget Update of \$61.0 million is \$7.9 million greater than the Approved FY 2015 General Capital Budget of \$53.1 million. The Approved FY 2015 General Capital Budget Update expenditures include reductions to thirty projects totaling \$6.7 million, the elimination of funding for twenty-eight projects totaling \$11.0 million, an increase of \$8.5 million to nine existing projects, and fourteen new projects totaling \$17.1 million. (Note: the Wheeled Recycling Carts capital project is included in the total amount of eliminated projects. While no longer included in the Capital Budget, this project is included in the City’s debt service plan.)

The \$65.0 million or 19.6% decrease in the Approved FY 2015 Restricted Funds Capital Budget Update of \$267.1 million compared to the Approved FY 2015 Restricted Funds Capital Budget of \$332.1 million is primarily related to a net \$68.6 million decrease in the Metropolitan Sewer District Fund, which is partially offset by approved increases in the Water Works Capital Fund (\$3.1 million) and Stormwater Management Utilities Fund (\$0.5 million).

Please note: The Metropolitan Sewer District did not change its fiscal year (which aligns with the calendar year) to align with the City’s new fiscal year (July 1st through June 30th); therefore the Approved FY 2015 Restricted Funds Capital Budget Update includes Calendar Year 2014 (January 1st through December 31st) capital project amounts. The Capital Budget for the Metropolitan Sewer District is annually approved by the Hamilton County Board of County Commissioners each December. The Approved FY 2015 Restricted Funds Capital Budget Update for the Metropolitan Sewer District matches the Capital Budget approved by the Hamilton County Board of County Commissioners.

The amount of \$0.3 million for Special Revenue matches the amount included in the Approved FY 2015 Capital Budget. This revenue is from the Special Housing Permanent Improvement Fund. For Matching Capital, the amount of \$11.0 million is \$10.1 million less than the amount included in the Approved FY 2015 Capital Budget. This decrease is primarily related to reductions in Congestion Mitigation Air Quality (\$8.0 million) and Surface Transportation Program (\$7.2 million) resources, which is partially offset by an increase in Ohio Public Works Commission (\$3.0 million) resources. Matching Capital resources are comprised of grant funding from the State for street rehabilitation and Federal Aviation Administration grant funding for



airport improvements. The Special Revenue and Matching Capital components of the Approved FY 2015 Capital Budget Update are described on page 314.

The Approved FY 2015 All Funds Capital Budget Program Group Allocation report on page 355 illustrates the Approved FY 2015 All Funds Capital Budget Update according to programs, or activity categories, within each department. This report includes the Approved FY 2015 General Capital Budget Update and the Restricted Funds Capital Budget Update.

## Analysis of Capital Budget Expenditures

### *General Capital Expenditures*

Planned General Capital projects for the FY 2015 Capital Budget Update total \$61.0 million, which matches the total resources for the FY 2015 Capital Budget Update of \$61.0 million. The Approved FY 2015 General Capital Budget Update Summary report on page 321 illustrates the Approved FY 2015 Capital Budget Update projects in each department. As a reference, the FY 2015 approved amount is also included.

A. *Mega Projects* – The Approved FY 2015 General Capital Budget Update includes funding for three mega projects, creating pressure on General Capital Budget resources. Mega projects are large, stand alone capital projects that require funding from General Capital resources, which results in reductions to General Capital Budgets within departments for more typical projects. The following is a description of the mega projects along with the approved funding for each:

1. City Facility Renovation and Repairs (Public Services): \$3.2 million – This project will provide resources to continue repairs and upgrades to City facilities. This amount partially reflects restoration funding in the amount of \$2.1 million, which reflects the funds that were diverted to the City Hall Atrium and Music Hall projects.
2. Computer Aided Dispatch Upgrades (City Manager’s Office): \$0.7 million – This project will provide resources for the City of Cincinnati and Hamilton County to launch a shared CAD project to improve efficiency of emergency dispatch services and increase interoperability throughout Hamilton County. The shared CAD system will allow both agencies to monitor and track public safety resources in both service areas that could assist in mutual aid situations, such as Police, Fire, and Emergency Medical Service runs, natural disasters, or terrorist attacks at a major public event.
3. Madison/Kenwood RR Bridge (Transportation & Engineering): \$0.3 million – 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 substandard vertical clearance under the bridge.

Please note: while not a “mega” project, the Street Rehabilitation capital project is approved in the amount of \$15.1 million, which represents an increase of \$5.5 million over the Approved FY 2015 Capital Budget amount of \$9.6 million in order to rehabilitate 100 lane miles in CY 2015.

B. *Significant New FY 2015 Projects* – The following high priority projects were not included in the City Council Approved FY 2015 Capital Budget, but are included in the Approved FY 2015 Capital Budget Update:



1. Reading Road Street Improvements (Transportation & Engineering): \$0.9 million – This project will provide resources for improvements to Reading Road in conjunction with the development of the former Showcase Cinema site. The project improvements are necessary due to the relocation of the access point to the site which will allow for better access to and from Reading Road. General Capital resources will help to leverage outside funding from sources for this project, such as the Ohio Public Works Commission's State Capital Improvement Program (SCIP)/Local Transportation Improvement Program (LTIP) funds.
  2. Police Mobile Digital Video (In-Car Camera) Storage 2015 (Police): \$0.5 million – 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 and new in-car cameras. General Capital resources in FY 2015 will be combined with asset forfeiture resources in the amount of \$200,000 in order to replace 115 cameras and 135 batteries. An amount totaling \$1.3 million is included in the out-years (FY 2016-2019) in order to provide resources for an in-car camera replacement cycle.
  3. Taser Replacement (Police): \$0.5 million – This project will provide resources for the purchase of new All-Digital TASER X26P Smart Weapons for all sworn law enforcement officers in Cincinnati to replace the aging and unserviceable tasers currently in service. An amount of \$0.7 million is included in FY 2016 to purchase the remaining needed tasers.
- C. *Funding Transfer for Focus 52 Projects* – In 2012 the City Council approved the Focus 52 Program (Ord. No. 381-2012) which created capital capacity for the City to stimulate investment throughout the City's 52 neighborhoods. Debt service on the bonds sold to support these capital projects was to come from non-tax revenue sources in the General Fund. The amount of the debt service was estimated to be \$4 million annually for 20 years and the non-tax revenue was to be offset by the new revenue generated by the new casino. The Approved FY 2015 General Capital Budget Update includes the transfer of funding totaling \$9.7 million for some of the Focus 52 projects to the General Capital Budget (see Exhibit 3 on page 321). The transfer of funding for these projects to the General Capital Budget provides approximately \$3.0 million to the General Fund to be utilized for Operating Budget expenses and is necessary to provide a structurally balanced General Fund Operating Budget in FY 2015.
1. Cintrifuse (Trade & Development): \$4.5 million – This project will provide resources for the construction of needed office space for Cintrifuse, Brandery, and CincyTech. The office space will serve as a hub for these incubator/accelerator organizations to foster job creation and investment in Cincinnati.
  2. College Hill NBD (Trade & Development): \$2.5 million – This project will provide resources for the final phase of the College Hill Business District Redevelopment. This project includes the redevelopment of the Hamilton Avenue and North Bend Road intersection, and the redevelopment of the Hamilton Avenue mid-business district area. The project will complete the preparation of two large development-ready sites in partnership with the College Hill Community Urban Redevelopment Corporation.
  3. Gateway V (Trade & Development): \$2.0 million – This project will provide resources for Gateway V, a redevelopment project in Over-the-Rhine generally located east of Elm Street, south of 15th Street, west of Vine Street, and north of 13th Street. The project will redevelop 21 vacant buildings into 88 residential units and 7,909 square feet of commercial space. The project is in conjunction with the Cincinnati Center City Development Corporation.

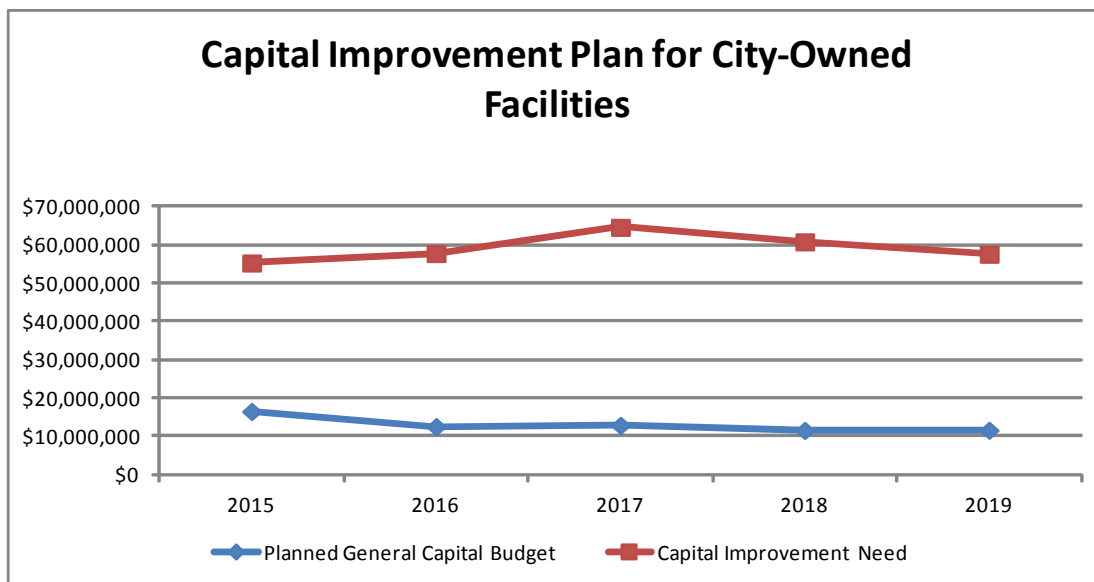


4. Mercer Commons (Trade & Development): \$0.7 million – This project will provide resources for Mercer Commons, a redevelopment project in Over-the-Rhine generally located south of 14th Street, north of 13th Street, east of Vine Street, and west of Walnut Street. Resources will support Phase 2 of this redevelopment, which involves mixed-income buildings including apartments and commercial space.

Exhibit 5 on page 329 provides descriptions of new General Capital projects in the Approved FY 2015 General Capital Budget Update and any projects with an increase over the Approved FY 2015 General Capital Budget amount on page 321.

Please note: the project description for the Bicycle Transportation Program has been modified in the Approved FY 2015 General Capital Budget Update to provide resources for funding 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, bicycle lanes, sharrows, bike racks, parking, signage, railroad crossings traffic improvements, safety projects and multi-use paths/off road trails. This project helps fund labor, materials, and technologies needed to plan, design, acquire right-of-way, build, survey, and inspect the proposed improvements; and before moving ahead, specific new bicycle initiatives be the subject of community deliberation and support and explicit council approval, including a vote of Council.

- D. *City Facilities Update* – On June 16, 2003, the Capital Improvement Plan for City Facilities report (Document No. 200306339) was submitted to the Finance Committee. In that report, the total estimated capital improvements need for City-owned facilities over the six-year period was \$160.6 million and the planned expenditures totaled \$78.2 million, leaving a shortfall of \$82.4 million. An update of that report shows a total capital improvements need of \$295.8 million for FY 2015 - FY 2019 and a planned allocation amount of \$65.1 million, generating a shortfall of \$230.7 million. In FY 2015, the total need is \$55.2 million, the approved amount totals \$16.5 million, and the estimated shortfall for capital improvements for City facilities is \$38.7 million. The following chart illustrates the gap between the planned General Capital Budget spending over the FY 2015 - FY 2019 Capital Investment Program and the need for capital improvements.







- E. *Fleet Replacement* – The Fleet Replacements capital project in the Public Services Department supports the replacement of automotive and motorized equipment for City agencies supported by the General Fund. Currently, 1,954 out of 2,419 pieces of motorized equipment are out of lifecycle in General Fund agencies because they have exceeded the established standards for maximum mileage, age, or maintenance costs. An additional \$2.7 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.
- F. *Smale Infrastructure Projects* – In order to maintain the 0.1% portion of the 2.1% City Income Tax dedicated to Smale Infrastructure, the Approved FY 2015 Capital Budget Update includes \$41.8 million for Smale Infrastructure projects. Assuming a FY 2015 Operating Budget infrastructure spending amount of \$32.7 million, which is 90% of the estimated CY 2013 allocation, the estimated coverage for Smale infrastructure spending is 124.0%. The Approved FY 2015 Capital Budget Update, combined with an estimate of infrastructure spending in the Approved FY 2015 Operating Budget Update, is expected to provide adequate coverage to ensure that the City continues to meet the expenditure requirements approved by the voters in 1988.

### *Restricted Funds Capital Expenditures*

Planned Restricted Funds projects for the FY 2015 Capital Budget Update total \$267.1, which matches the total estimated resources for the FY 2015 Capital Budget Update of \$267.1. The Approved FY 2015 Restricted Funds Capital Budget Update Summary report on page 349 illustrates the FY 2015 Approved Capital Budget Update projects in each department. As a reference, the FY 2015 approved amount is also included.

## **Analysis of Capital Budget Resources**

This section of the report provides descriptions of the resource estimates for the Capital Budget Update. The funds included are General Capital, Restricted Capital, Special Revenue Capital, and Matching Capital.

### **A. GENERAL CAPITAL RESOURCES**

The estimated resources for the FY 2015 General Capital Budget Update total \$61.0 million, which is \$7.9 million greater than the \$53.1 approved for FY 2015 during the development of the FY 2014-2015 Biennial Capital Budget. This increase is comprised of additional “Property Tax – Supported Bonds,” “Reprogramming,” “Income Tax – Capital Revenue,” and “Southern Railway Note Proceeds” resources in the amount of \$4,000,000, \$3,559,200, \$282,000, and \$75,000, respectively. Exhibit 1 on page 317 of this document, “Approved FY 2015 General Capital Investment Program,” provides a comparison of resources and expenditures included in the FY 2015 Approved General Capital Budget with the resources and expenditures included in the FY 2015 Approved General Capital Budget Update.

### **B. RESTRICTED CAPITAL RESOURCES**

The Enterprise Funds, within the Restricted Funds group, support their capital and operating budgets through user fees and charges. After operating and maintenance costs, current debt service, and reserve requirements are covered, the remaining available funding is used for capital purposes. The FY 2015 Enterprise Fund Capital Budget includes resources from the following Restricted Funds:

- Parking Facilities Fund (102)
- Convention Center Fund (103)



- General Aviation Fund (104)
- Stormwater Management Fund (107)
- Telecommunications Services Fund (336)
- MSD Capital Improvements Fund (704)
- Water Works Capital Fund (756)
- Income Tax Transit Fund (759)

Restricted Funds Capital Budget resources included in the FY 2015 Capital Budget Update total \$267.1 million, which is \$65.0 million less than the Approved FY 2015 Capital Budget of \$332.1 million. The major change to the Approved FY 2015 Restricted Funds Capital Budget involves a net \$68.6 million decrease in the Metropolitan Sewer District Fund. This net decrease for Metropolitan Sewer District projects primarily relates to adjustments made to reflect the expected spending on projects, revenue expectations and current economic conditions. As a result, a number of projects included in the Approved FY 2015 Capital Budget were eliminated in the FY 2015 Capital Budget Update. The Metropolitan Sewer District did not change its fiscal year (which aligns with the calendar year) to align with the City's new fiscal year (July 1st through June 30th); therefore the Approved FY 2015 Restricted Funds Capital Budget Update includes Calendar Year 2014 (January 1st through December 31st) capital project amounts. The Capital Budget for the Metropolitan Sewer District is annually approved by the Hamilton County Board of County Commissioners each December. The Approved FY 2015 Restricted Funds Capital Budget Update for the Metropolitan Sewer District matches the Capital Budget approved by the Hamilton County Board of County Commissioners. Please note: The Approved CY 2014 Capital Budget for MSD totals \$211.2 million and the Wet Weather Improvement Program (WWIP) alone accounts for \$126.0 million of the budget, or more than 59.7%. This program will implement sewer improvements as required by the Global Consent Decree, Clean Water Act regulations, and state and federal mandates.

### C. SPECIAL REVENUE CAPITAL RESOURCES

The Special Revenue Capital category is comprised of the Special Housing Permanent Improvement Fund (SHPIF). For the FY 2015 Capital Budget Update, SHPIF resources are estimated to remain the same amount as the Approved FY 2015 Capital Budget of \$0.3 million. The resources from this fund are generated from fifty percent of the rental income from City property and a portion of downtown tax increment payments and are used to support the development of market rate housing.

### D. MATCHING CAPITAL RESOURCES

The City receives matching funding and grants and also manages State and County funding to improve the City's streets, roads, and bridges. Federal Aviation Administration (FAA) funding is also used to support improvements at Lunken Airport. Estimated matching funding for the FY 2015 Capital Budget Update totals \$10.9 million, which is \$10.1 million or 47.9% less than the amount included in the Approved FY 2015 Capital Budget. The following table illustrates the estimated matching funding for the FY 2015 Capital Budget Update.



Project (In \$ Millions)	Source	FY 2015 Approved	FY 2015 Update	FY 2015 Update/ FY 2015 Approved
Lick Run Watershed	STP	\$6,000,000	\$0	(\$6,000,000)
Madison/Kenwood Bridge	STP	5,900,000	-	(5,900,000)
ORT Kellogg - Salem to Sutton	CMAQ	4,000,000	-	(4,000,000)
OTR - Corbin to Collins	FED	-	807,137	807,137
Colerain Ave (Northside Arterial)	STP	-	4,240,000	4,240,000
Colerain Ave (Northside Arterial)	OPWC	1,000,000	530,000	(470,000)
ODOT Urban US42/SR561	NHS	-	1,226,632	1,226,632
ODOT Urban US42/SR561	STP	-	514,360	514,360
Clinton Springs Rehab	OPWC	-	575,000	575,000
Westwood Northern Rehab	OPWC	-	1,327,200	1,327,200
ML King West	OPWC	-	1,588,238	1,588,238
ML King West	STP	-	-	-
Signal System Upgrade	CMAQ	4,000,000	-	(4,000,000)
FAA Grant	FAA	150,000	150,000	-
<b>Total Federal and State Capital Grants</b>		<b>\$21,050,000</b>	<b>\$10,958,567</b>	<b>(\$10,091,433)</b>

Sources: Surface Transportation Program (STP); Congestion Mitigation Air Quality (CMAQ); Federal Earmark (FED); Ohio Public Works Commission (OPWC); National Highway System (NHS); Federal Aviation Administration (FAA).

### Conclusion

The Approved FY 2015 Capital Budget Update represents a \$67.2 million, or 16.5% decrease from the Approved FY 2015 All Funds Capital Budget of \$406.6 million. The Approved FY 2015 General Capital Budget Update totals \$61.0 million, which is \$7.9 million greater than the Approved FY 2015 General Capital Budget. This increase results from additional resources in "Property Tax – Supported Bonds," of \$4,000,000; "Reprogramming," of \$3,559,200; "Income Tax – Capital Revenue" of \$282,000; and "Southern Railway Note Proceeds" of \$75,000.

In order to absorb the impact of mega projects, Focus 52 projects, and other high priority projects, most departments with projects in the Approved FY 2015 General Capital Budget have realized reductions in this Approved FY 2015 General Capital Budget Update. These cuts will impact projects in varying ways including, but not limited to, delayed infrastructure improvements, fewer resources to purchase much needed motorized and information technology equipment, and reduced funding for economic development initiatives.

In the Approved FY 2015 Restricted Funds Capital Budget Update, significant changes are approved in the Metropolitan Sewer District Fund which reflects the expected spending on projects, revenue expectations and current economic conditions. The Approved FY 2015 Restricted Funds Capital Budget Update includes Calendar Year 2014 (January 1st through December 31st) capital project amounts for the Metropolitan Sewer District. The Approved FY 2015 Restricted Funds Capital Budget Update for the Metropolitan Sewer District matches the Capital Budget approved by the Hamilton County Board of County Commissioners.



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# Capital Budget Update

## Exhibit 1: Approved FY 2015 General Capital Investment Program

	2015 Approved	2015 Approved Update	Adjustments
<b>CAPITAL PROGRAM RESOURCES</b>			
Income Tax-Capital Revenue	\$11,850,000	\$12,132,000	\$282,000
Property Tax-Supported Bonds	15,000,000	19,000,000	4,000,000
Southern Railway Note Proceeds	18,700,000	18,775,000	75,000
Income Tax Supported Debt	7,000,000	7,000,000	0
Reprogramming	500,000	4,059,200	3,559,200
<b>TOTAL PROGRAM RESOURCES</b>	<b>\$53,050,000</b>	<b>\$60,966,200</b>	<b>\$7,916,200</b>
<b>PROGRAM EXPENSE</b>			
Debt Service Payments	\$1,000,000	\$1,000,000	\$0
Economic Development	3,193,600	11,208,100	8,014,500
Environment	193,700	106,700	(87,000)
Equipment	7,312,000	5,562,980	(1,749,020)
Housing & Neighborhood Development	2,790,900	250,000	(2,540,900)
Infrastructure (Smale Commission)	36,553,000	41,751,430	5,198,430
New Infrastructure	2,006,800	1,086,990	(919,810)
<b>TOTAL PROGRAM EXPENSE</b>	<b>\$53,050,000</b>	<b>\$60,966,200</b>	<b>\$7,916,200</b>



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## Capital Budget Update

### Exhibit 2: Approved FY 2015 All Funds Capital Budget Update

	2015 Approved Budget	2015 Update	Change 2015 Approved to 2015 Approved Update
<b>GENERAL CAPITAL</b>	<b>\$53,050,000</b>	<b>\$60,966,200</b>	<b>\$7,916,200</b>
<b>RESTRICTED FUNDS CAPITAL</b>			
Parking Facilities	100,000	100,000	0
Convention Center	230,000	230,000	0
General Aviation	629,100	629,100	0
Stormwater Management	900,000	1,400,000	500,000
Telecommunications Services	30,000	30,000	0
Metropolitan Sewer District	279,791,900	211,246,244	(68,545,656)
Water Works	50,292,000	53,360,000	3,068,000
Income Tax Transit	100,000	100,000	0
Total Restricted Funds	\$332,073,000	\$267,095,344	(\$64,977,656)
<b>SPECIAL REVENUE FUNDS CAPITAL</b>			
Special Housing Permanent Improvement Fund	\$345,300	\$345,300	\$0
<b>MATCHING CAPITAL</b>			
State-Federal-County			
Roads & Bridges	20,900,000	10,808,567	(10,091,433)
Federal Aviation Administration	150,000	150,000	0
Total Matching Funds	\$21,050,000	\$10,958,567	(\$10,091,433)
<b>TOTAL ALL FUNDS CAPITAL BUDGET</b>	<b>\$406,518,300</b>	<b>\$339,365,411</b>	<b>(\$67,152,889)</b>



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# Capital Budget Update

## Exhibit 3: Approved FY 2015 General Capital Budget Update Summary

	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
<b>Fund: 980 General Capital</b>			
<b>City Manager</b>			
Center Hill Gas & Leachate	112,100	106,700	(5,400)
Computer Aided Dispatch Upgrades	0	700,000	700,000
Emergency Environmental Cleanup/UST	10,000	0	(10,000)
Regulatory Compliance & Energy Conservation	71,600	0	(71,600)
<b>Department Total</b>	<b>193,700</b>	<b>806,700</b>	<b>613,000</b>
<b>Enterprise Technology Solutions</b>			
Active Directory / Server Consolidation	100,000	0	(100,000)
CAGIS Infrastructure	59,450	59,450	0
Cincinnati Financial System Upgrades	22,200	0	(22,200)
Data Infrastructure Security	105,900	0	(105,900)
Data Management Solution	102,300	0	(102,300)
Electronic Gov't (eGov) Web Enhancement	261,350	0	(261,350)
Information Infrastructure Security	0	100,000	100,000
Information Security, Digital / MAN Expansion	78,000	0	(78,000)
Information Tech. Efficiency Initiatives	1,000,000	0	(1,000,000)
<b>Department Total</b>	<b>1,729,200</b>	<b>159,450</b>	<b>(1,569,750)</b>
<b>Fire</b>			
Appliances for Existing Firehouses	62,200	31,100	(31,100)
CFD Driving Simulator	200,000	0	(200,000)
Firefighter PPE	0	115,000	115,000
High Rise Equipment	48,500	22,000	(26,500)
<b>Department Total</b>	<b>310,700</b>	<b>168,100</b>	<b>(142,600)</b>
<b>Health</b>			
Facilities Renovation & Repairs	309,000	251,700	(57,300)
<b>Department Total</b>	<b>309,000</b>	<b>251,700</b>	<b>(57,300)</b>
<b>Parks</b>			
Park Infrastructure Rehabilitation	2,792,700	2,000,000	(792,700)
Smale Riverfront Park	0	4,000,000	4,000,000
<b>Department Total</b>	<b>2,792,700</b>	<b>6,000,000</b>	<b>3,207,300</b>
<b>Planning and Buildings</b>			
Neighborhood Studies	81,700	0	(81,700)
<b>Department Total</b>	<b>81,700</b>	<b>0</b>	<b>(81,700)</b>
<b>Police</b>			
Police Mobile Digital Video (In-Car Camera) Storage 2015	0	474,000	474,000
Taser Replacement	0	475,000	475,000
<b>Department Total</b>	<b>0</b>	<b>949,000</b>	<b>949,000</b>
<b>Public Services</b>			
City Facility Renovation and Repairs	4,464,400	3,222,150	(1,242,250)
Community Facility Improvements	400,000	400,000	0
Customs House	1,500,000	0	(1,500,000)
Findlay Market Improvements	105,300	105,300	0
Fleet Replacements	4,484,700	3,586,430	(898,270)
Music Hall Renovations	2,000,000	0	(2,000,000)

# Capital Budget Update

## Exhibit 3: Approved FY 2015 General Capital Budget Update Summary



	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
Pothole Repair	0	279,100	279,100
Replacement Facilities	1,084,700	1,117,100	32,400
Sign Replacement	330,000	330,000	0
Trash Receptacles/Solar Trash Compactors	186,500	0	(186,500)
<b>Department Total</b>	<b>14,555,600</b>	<b>9,040,080</b>	<b>(5,515,520)</b>
<b>Recreation</b>			
Aquatics Facilities Renovation	2,488,700	1,909,000	(579,700)
Athletics Facilities Renovation	161,500	731,000	569,500
Compliance with ADA	100,000	100,000	0
Outdoor Facilities Renovation	971,500	720,000	(251,500)
Recreation Facilities Renovation	1,108,200	1,948,500	840,300
<b>Department Total</b>	<b>4,829,900</b>	<b>5,408,500</b>	<b>578,600</b>
<b>Trade and Development</b>			
BLOC Ministries	0	250,000	250,000
Cintrifuse	0	4,500,000	4,500,000
College Hill NBD	0	2,500,000	2,500,000
Commercial & Industrial Public Improvements	350,000	0	(350,000)
Community Development Focus District	250,000	0	(250,000)
Downtown Housing Development	653,000	0	(653,000)
Gateway V	0	2,000,000	2,000,000
Hazard Abatement/Demolition Program	220,000	0	(220,000)
Mercer Commons	0	700,000	700,000
Neighborhood Business District Improvements	900,000	500,000	(400,000)
Neighborhood Business Property Holding	25,000	25,000	0
Neighborhood Market Rate Housing	850,000	0	(850,000)
Retail/Commercial Opportunities	1,268,600	900,000	(368,600)
Strategic Housing Initiatives Program	986,200	0	(986,200)
Strategic Program for Urban Redevelopment	300,000	0	(300,000)
Tax Incentive/Enterprise Zone	100,000	83,100	(16,900)
<b>Department Total</b>	<b>5,902,800</b>	<b>11,458,100</b>	<b>5,555,300</b>
<b>Transportation &amp; Engineering</b>			
Bicycle Transportation Program	516,000	492,350	(23,650)
Bridge Rehabilitation Program	946,000	745,220	(200,780)
Colerain Corr. Imp. I-74 to Spring Grv	86,000	84,690	(1,310)
Columbia Parkway Enhancements	215,000	0	(215,000)
Computerized Traffic Signal System	172,000	172,000	0
Convention Center Expansion	1,000,000	1,000,000	0
Curb Ramps - Street Rehab	377,900	500,000	122,100
Downtown Infrast. Coord. & Implemtn	421,500	324,950	(96,550)
Downtown Public Paver Replacement	43,000	33,850	(9,150)
Downtown Streetlight Maintenance/Repair	44,000	24,000	(20,000)
Duke Street Light Installation and Renovation	129,000	116,000	(13,000)
Hillside Stairway Rehabilitation Program	172,000	0	(172,000)
Information Systems Acquisition	129,000	0	(129,000)
LED Traffic and Pedestrian Signals	323,800	323,800	0
Madison/Kenwood RR Bridge	596,400	250,000	(346,400)



# Capital Budget Update

## Exhibit 3: Approved FY 2015 General Capital Budget Update Summary

	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
Neighborhood Gateways/Greenways Imprvmnt	470,000	270,000	(200,000)
Neighborhood Transportation Strategies	500,000	970,910	470,910
OKI Corridor Studies	250,000	246,170	(3,830)
ORT Kellogg Ave - Salem to Sutton	596,400	228,250	(368,150)
Ohio River Trail	344,000	338,740	(5,260)
Over-the-Rhine Streetscape Imprvmnts	516,000	0	(516,000)
Pavement Management	146,200	242,430	96,230
ROW Ordinance Implementation	86,000	0	(86,000)
Reading Road Street Improvements	0	925,000	925,000
SCIP Loan Repayment	215,000	365,000	150,000
Safety Improvements	100,000	98,470	(1,530)
Sidewalk Repair Program	602,000	200,000	(402,000)
Spot Infrastructure Replacement	602,000	474,230	(127,770)
Street Calming Program	0	50,000	50,000
Street Improvements	860,000	860,000	0
Street Light Replacement Project	86,000	82,000	(4,000)
Street Rehabilitation	9,601,700	15,101,700	5,500,000
Traffic Control Device Installation and Renovation	43,000	0	(43,000)
Traffic Signal Controllers & Detectors	120,000	120,000	0
Traffic Signal Installation & Renovation	702,900	670,830	(32,070)
Uptown Access Imprmts West MLK Dr.	172,000	872,000	700,000
Wall Stab. & Landslide Correction	688,000	541,980	(146,020)
<b>Department Total</b>	<b>21,872,800</b>	<b>26,724,570</b>	<b>4,851,770</b>
<b>Fund Total</b>	<b>52,578,100</b>	<b>60,966,200</b>	<b>8,388,100</b>
<b>Grand Total</b>	<b>52,578,100</b>	<b>60,966,200</b>	<b>8,388,100</b>



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	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
<b>Debt Service Payments</b>			
Transportation & Engineering			
Convention Center Expansion	1,000,000	1,000,000	0
	<u>1,000,000</u>	<u>1,000,000</u>	<u>0</u>
<b>Economic Development</b>			
Trade and Development			
Cintrifuse	0	4,500,000	4,500,000
College Hill NBD	0	2,500,000	2,500,000
Commercial & Industrial Public Improvements	350,000	0	(350,000)
Community Development Focus District	250,000	0	(250,000)
Gateway V	0	2,000,000	2,000,000
Mercer Commons	0	700,000	700,000
Neighborhood Business District Improvements	900,000	500,000	(400,000)
Neighborhood Business Property Holding	25,000	25,000	0
Retail/Commercial Opportunities	1,268,600	900,000	(368,600)
Strategic Program for Urban Redevelopment	300,000	0	(300,000)
Tax Incentive/Enterprise Zone	100,000	83,100	(16,900)
	<u>3,193,600</u>	<u>11,208,100</u>	<u>8,014,500</u>
<b>Environment</b>			
City Manager			
Center Hill Gas & Leachate	112,100	106,700	(5,400)
Emergency Environmental Cleanup/UST	10,000	0	(10,000)
Regulatory Compliance & Energy Conservation	71,600	0	(71,600)
	<u>193,700</u>	<u>106,700</u>	<u>(87,000)</u>
<b>Equipment</b>			
City Manager			
Computer Aided Dispatch Upgrades	0	700,000	700,000
Enterprise Technology Solutions			
Active Directory / Server Consolidation	100,000	0	(100,000)
CAGIS Infrastructure	59,450	59,450	0
Cincinnati Financial System Upgrades	22,200	0	(22,200)
Data Infrastructure Security	105,900	0	(105,900)
Data Management Solution	102,300	0	(102,300)
Electronic Gov't (eGov) Web Enhancement	261,350	0	(261,350)
Information Infrastructure Security	0	100,000	100,000
Information Security, Digital / MAN Expansion	78,000	0	(78,000)
Information Tech. Efficiency Initiatives	1,000,000	0	(1,000,000)
Fire			
Appliances for Existing Firehouses	62,200	31,100	(31,100)
CFD Driving Simulator	200,000	0	(200,000)
Firefighter PPE	0	115,000	115,000
High Rise Equipment	48,500	22,000	(26,500)
Police			
Police Mobile Digital Video (In-Car Camera) Storage 2015	0	474,000	474,000

# Capital Budget Update

## Exhibit 4: Approved FY 2015 General Capital Project by Expenditure Category



	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
Taser Replacement	0	475,000	475,000
<b>Public Services</b>			
Fleet Replacements	4,484,700	3,586,430	(898,270)
Trash Receptacles/Solar Trash Compactors	186,500	0	(186,500)
<b>Transportation &amp; Engineering</b>			
Information Systems Acquisition	129,000	0	(129,000)
	<b>6,840,100</b>	<b>5,562,980</b>	<b>(1,277,120)</b>

### Housing\_Neighborhood Development

<b>Planning and Buildings</b>			
Neighborhood Studies	81,700	0	(81,700)
<b>Trade and Development</b>			
BLOC Ministries	0	250,000	250,000
Downtown Housing Development	653,000	0	(653,000)
Hazard Abatement/Demolition Program	220,000	0	(220,000)
Neighborhood Market Rate Housing	850,000	0	(850,000)
Strategic Housing Initiatives Program	986,200	0	(986,200)
	<b>2,790,900</b>	<b>250,000</b>	<b>(2,540,900)</b>

### Infrastructure(Smale Commission)

<b>Health</b>			
Facilities Renovation & Repairs	309,000	251,700	(57,300)
<b>Parks</b>			
Park Infrastructure Rehabilitation	2,792,700	2,000,000	(792,700)
Smale Riverfront Park	0	4,000,000	4,000,000
<b>Public Services</b>			
City Facility Renovation and Repairs	4,464,400	3,222,150	(1,242,250)
Community Facility Improvements	400,000	400,000	0
Customs House	1,500,000	0	(1,500,000)
Findlay Market Improvements	105,300	105,300	0
Music Hall Renovations	2,000,000	0	(2,000,000)
Pothole Repair	0	279,100	279,100
Replacement Facilities	1,084,700	1,117,100	32,400
Sign Replacement	330,000	330,000	0
<b>Recreation</b>			
Aquatics Facilities Renovation	2,488,700	1,909,000	(579,700)
Athletics Facilities Renovation	161,500	731,000	569,500
Compliance with ADA	100,000	100,000	0
Outdoor Facilities Renovation	971,500	720,000	(251,500)
Recreation Facilities Renovation	1,108,200	1,948,500	840,300
<b>Transportation &amp; Engineering</b>			
Bicycle Transportation Program	516,000	492,350	(23,650)
Bridge Rehabilitation Program	946,000	745,220	(200,780)
Colerain Corr. Imp. I-74 to Spring Grv	86,000	84,690	(1,310)
Columbia Parkway Enhancements	215,000	0	(215,000)
Computerized Traffic Signal System	172,000	172,000	0
Curb Ramps - Street Rehab	377,900	500,000	122,100
Downtown Infrast. Coord. & Implemtn	421,500	324,950	(96,550)



	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
Downtown Public Paver Replacement	43,000	33,850	(9,150)
Downtown Streetlight Maintenance/Repair	44,000	24,000	(20,000)
Duke Street Light Installation and Renovation	129,000	116,000	(13,000)
Hillside Stairway Rehabilitation Program	172,000	0	(172,000)
LED Traffic and Pedestrian Signals	323,800	323,800	0
Neighborhood Transportation Strategies	500,000	970,910	470,910
OKI Corridor Studies	250,000	246,170	(3,830)
Over-the-Rhine Streetscape Imprvmts	516,000	0	(516,000)
Pavement Management	146,200	242,430	96,230
ROW Ordinance Implementation	86,000	0	(86,000)
Reading Road Street Improvements	0	925,000	925,000
SCIP Loan Repayment	215,000	365,000	150,000
Safety Improvements	100,000	98,470	(1,530)
Sidewalk Repair Program	602,000	200,000	(402,000)
Spot Infrastructure Replacement	602,000	474,230	(127,770)
Street Calming Program	0	50,000	50,000
Street Improvements	860,000	860,000	0
Street Light Replacement Project	86,000	82,000	(4,000)
Street Rehabilitation	9,601,700	15,101,700	5,500,000
Traffic Control Device Installation and Renovation	43,000	0	(43,000)
Traffic Signal Controllers & Detectors	120,000	120,000	0
Traffic Signal Installation & Renovation	702,900	670,830	(32,070)
Uptown Access Imprmts West MLK Dr.	172,000	872,000	700,000
Wall Stab. & Landslide Correction	688,000	541,980	(146,020)
	<b>36,553,000</b>	<b>41,751,430</b>	<b>5,198,430</b>
<b>New Infrastructure</b>			
<b>Transportation &amp; Engineering</b>			
Madison/Kenwood RR Bridge	596,400	250,000	(346,400)
Neighborhood Gateways/Greenways Imprvmnt	470,000	270,000	(200,000)
ORT Kellogg Ave - Salem to Sutton	596,400	228,250	(368,150)
Ohio River Trail	344,000	338,740	(5,260)
	<b>2,006,800</b>	<b>1,086,990</b>	<b>(919,810)</b>
	<b>52,578,100</b>	<b>60,966,200</b>	<b>8,388,100</b>



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Capital Project Request Form

Information Infrastructure Security

**Agency:** 091 Enterprise Technology Solutions      **Priority:** 11      **Project Manager:** Johnson, J.      **Stage:** Approved  
**Department:** 090 Enterprise Technology Solutions      **Ord No:** 0118-2014      **Project Id:** 150908      **Fund:** 980 General Capital  
**Exp Category:** Equipment

**Description:** This project will provide resources for funding to update 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. This project would also provide for the upkeep and improvement of the City's information security infrastructure.

**Purpose:** The purpose of this project is to maintain and upkeep the City's Information Security Infrastructure and Metro Area Network (MAN). This project will protect the City's Information Security network and prevent failure to the MAN network.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
OTHER	07/01/2014	0	100,000	0	0	0	0	100,000	06/30/2018
<b>Total</b>		0	100,000	0	0	0	0	100,000	



Capital Project Request Form

Computer Aided Dispatch Upgrades

**Agency:** 103 Emergency Communications Center      **Priority:** 1      **Project Manager:** Zenni, J.      **Stage:** Approved  
**Department:** 100 City Manager      **Ord No:** 0118-2014      **Project Id:** 151030      **Fund:** 980 General Capital  
**Exp Category:** Equipment

**Description:** This project will provide resources for the City of Cincinnati and Hamilton County to launch a shared CAD project to improve efficiency of emergency dispatch services and increase interoperability throughout Hamilton County. The shared CAD system will allow both agencies to monitor and track public safety resources in both service areas that could assist in mutual aid situations, such as Police, Fire, and Emergency Medical Service runs, natural disasters, or terrorist attacks at a major public event.

**Purpose:** The purpose of this project is to consolidate both communications centers into a single Computer Aided Dispatch platform to provide improved interoperability, better utilization of resources, backup capability for each site, and the sharing in all associated costs (hardware, software, and maintenance).

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EQUIPMENT	07/01/2015	0	700,000	0	0	0	0	700,000	06/30/2016
<b>Total</b>		0	700,000	0	0	0	0	700,000	



Capital Project Request Form

**Mercer Commons**

**Agency:** 162 Housing Development      **Priority:** 15      **Project Manager:** Fischer, B.      **Stage:** Approved  
**Department:** 160 Trade and Development      **Ord No:** 0118-2014      **Project Id:** 151614      **Fund:** 980 General Capital  
**Exp Category:** Economic Development

**Description:** This project will provide resources for Mercer Commons, a redevelopment project in Over-the-Rhine generally located south of 14th Street, north of 13th Street, east of Vine Street, and west of Walnut Street. Resources will support Phase 2 of this redevelopment, which involves mixed-income buildings including apartments and commercial space.

**Purpose:** The purpose of this project is to support the redevelopment of property in Over-the-Rhine in conjunction with the Cincinnati Center City Development Corporation.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
OTHER	07/01/2014	0	700,000	0	0	0	0	700,000	07/01/2016
<b>Total</b>		0	700,000	0	0	0	0	700,000	



Capital Project Request Form

BLOC Ministries

Agency: 162 Housing Development      Priority: 19      Project Manager: Gragston, K.      Stage: Approved  
 Department: 160 Trade and Development      Ord No: 0118-2014      Project Id: 151619      Fund: 980 General Capital  
 Exp Category: Housing\_Neighborhood Development

**Description:** This project will provide resources for the renovation of vacant buildings, which will be used to house the BLOC Ministries job training initiative.

**Purpose:** The purpose of this project is to implement the strategic plan of BLOC Ministries, which includes job creation, training and job placement initiatives for Lower Price Hill and surrounding communities.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
OTHER	07/01/2014	0	250,000	0	0	0	0	250,000	06/30/2018
<b>Total</b>		0	250,000	0	0	0	0	250,000	



Capital Project Request Form

Recreation Facilities Renovation

**Agency:** 199 Support Services **Priority:** 1 **Project Manager:** Jones, D. **Stage:** Approved  
**Department:** 190 Recreation **Ord No:** 0118-2014 **Project Id:** 151901 **Fund:** 980 General Capital  
**Exp Category:** Infrastructure(Smale Commission)

**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.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
CONSTRUCTION	07/01/2014	0	1,773,500	677,480	686,850	889,650	1,179,980	5,207,460	06/30/2019
ENGINEERING	07/01/2014	0	70,000	90,330	91,580	118,620	157,330	527,860	06/30/2019
EQUIPMENT	07/01/2014	0	70,000	90,330	91,580	118,620	157,330	527,860	06/30/2019
OTHER	07/01/2014	0	35,000	45,160	45,790	59,310	78,660	263,920	06/30/2019
<b>Total</b>		0	1,948,500	903,300	915,800	1,186,200	1,573,300	6,527,100	

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EST PERSONNEL	07/01/2014	0	147,000	200,000	200,000	200,000	200,000	947,000	06/30/2019



Capital Project Request Form

Athletics Facilities Renovation

Agency: 199 Support Services      Priority: 3      Project Manager: Jones, D.      Stage: Approved  
 Department: 190 Recreation      Ord No: 0118-2014      Project Id: 151903      Fund: 980 General Capital  
 Exp Category: Infrastructure(Smale Commission)

**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, and site amenities. 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.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
CONSTRUCTION	07/01/2014	0	548,250	232,730	281,780	309,680	176,250	1,548,690	06/30/2019
ENGINEERING	07/01/2014	0	73,100	31,030	37,570	41,290	23,500	206,490	06/30/2019
EQUIPMENT	07/01/2014	0	73,100	31,030	37,570	41,290	23,500	206,490	06/30/2019
OTHER	07/01/2014	0	36,550	15,510	18,780	20,640	11,750	103,230	06/30/2019
<b>Total</b>		0	731,000	310,300	375,700	412,900	235,000	2,064,900	

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EST PERSONNEL	07/01/2014	0	150,500	30,000	40,000	40,000	30,000	290,500	06/30/2019



Capital Project Request Form

Smale Riverfront Park

**Agency:** 203 Administration and Program Services      **Priority:** 2      **Project Manager:** Schuckman, S.      **Stage:** Approved  
**Department:** 200 Parks      **Ord No:** 0118-2014      **Project Id:** 152001      **Fund:** 980 General Capital  
**Exp Category:** Infrastructure(Smale Commission)

**Description:** This project will provide resources to continue the construction of Smale Riverfront Park. The 40 acre park 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 in the final phases 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. The Park Board is working to complete construction of this phase of the park prior to the July 2015 Major League Baseball All Star Game.

**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 festivals and will generate tremendous economic development for the region, which translates into increased revenues for the city and the region.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
CONSTRUCTION	01/01/2008	0	3,200,000	0	0	0	0	3,200,000	12/31/2019
ENGINEERING	01/01/2008	0	800,000	0	0	0	0	800,000	12/31/2019
<b>Total</b>		0	4,000,000	0	0	0	0	4,000,000	

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EST PERSONNEL	01/01/2008	0	130,000	0	0	0	0	130,000	12/31/2019



Capital Project Request Form

Police Mobile Digital Video (In-Car Camera) Storage 2015

Agency: 222 Police      Priority: 1      Project Manager: Whalen, J.      Stage: Approved  
 Department: 220 Police      Ord No: 0118-2014      Project Id: 152201      Fund: 980 General Capital  
 Exp Category: Equipment

**Description:** This project will provide resources for a wireless mobile digital video (in-car camera) and storage system.

**Purpose:** The purpose of this project is to replace the current system which is not industry standard, past its system life, and no longer supported by the vendor. In-car cameras and video storage are a condition of the Federal Court Memorandum of Understanding (MOU).

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EQUIPMENT	07/01/2014	0	474,000	335,000	310,000	310,000	310,000	1,739,000	06/30/2015
<b>Total</b>		0	474,000	335,000	310,000	310,000	310,000	1,739,000	





Capital Project Request Form

Taser Replacement

Agency: 222 Police      Priority: 2      Project Manager: Whalen, J.      Stage: Approved  
 Department: 220 Police      Ord No: 0118-2014      Project Id: 152295      Fund: 980 General Capital  
 Exp Category: Equipment

**Description:** This project will provide resources for the purchase of 970 new All-Digital TASER X26P Smart Weapons for all sworn law enforcement officers in Cincinnati to replace the aging and unserviceable Department tasers currently in service.

**Purpose:** The purpose of this project is to maintain the department's ability to use tasers as a less than lethal force option. CPD and other major cities using this non-lethal force alternative technology have documented evidence of sustained reductions in officer injuries, arrestee injuries, and physical hands-on use-of-force incidents since this technology has been introduced to law enforcement.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EQUIPMENT	07/01/2014	0	475,000	725,000	0	0	0	1,200,000	06/30/2015
<b>Total</b>		0	475,000	725,000	0	0	0	1,200,000	



Capital Project Request Form

Street Calming Program

**Agency:** 232 Transportation Planning **Priority:** 21 **Project Manager:** Kelly, M. **Stage:** Approved  
**Department:** 230 Transportation & Engineering **Ord No:** 0118-2014 **Project Id:** 152304 **Fund:** 980 General Capital  
**Exp Category:** Infrastructure(Smale Commission)

**Description:** This project will provide resources 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 resources for improving 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.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
CONSTRUCTION	07/01/2015	0	50,000	100,000	200,000	180,000	182,000	712,000	
<b>Total</b>		0	50,000	100,000	200,000	180,000	182,000	712,000	
Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EST PERSONNEL	07/01/2015	0	10,000	12,500	25,000	20,000	20,000	87,500	



Capital Project Request Form

Pavement Management

**Agency:** 233 Engineering **Priority:** 22 **Project Manager:** Ertel, C. **Stage:** Approved  
**Department:** 230 Transportation & Engineering **Ord No:** 0118-2014 **Project Id:** 152307 **Fund:** 980 General Capital  
**Exp Category:** Infrastructure(Smale Commission)

**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 rehabilitation 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.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
ENGINEERING	07/01/2014	0	242,430	158,100	170,200	153,000	154,700	878,430	
<b>Total</b>		0	242,430	158,100	170,200	153,000	154,700	878,430	
Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EST PERSONNEL	07/01/2014	0	10,000	10,000	10,000	10,000	10,000	50,000	



Capital Project Request Form

Street Rehabilitation

**Agency:** 233 Engineering **Priority:** 4 **Project Manager:** Ertel, C. **Stage:** Approved  
**Department:** 230 Transportation & Engineering **Ord No:** 0118-2014 **Project Id:** 152308 **Fund:** 980 General Capital  
**Exp Category:** Infrastructure(Smale Commission)

**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 985 miles of streets. These streets have an area of approximately 3,050 lane-miles (a lane mile is an area equivalent to a one-mile long by ten-foot wide lane) with a replacement value of \$2.6 billion. Additional outside funding is sought to help meet and exceed this standard (100 lm).

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
CONSTRUCTION	07/01/2014	0	14,501,700	9,589,300	9,819,400	8,838,300	8,870,100	51,618,800	
ENGINEERING	07/01/2014	0	600,000	500,000	520,000	490,000	500,000	2,610,000	
<b>Total</b>		0	15,101,700	10,089,300	10,339,400	9,328,300	9,370,100	54,228,800	

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EST PERSONNEL	07/01/2014	0	1,800,000	1,500,000	1,550,000	1,470,000	1,490,000	7,810,000	



Capital Project Request Form

SCIP Loan Repayment

**Agency:** 233 Engineering **Priority:** 2 **Project Manager:** Ertel, C. **Stage:** Approved  
**Department:** 230 Transportation & Engineering **Ord No:** 0118-2014 **Project Id:** 152310 **Fund:** 980 General Capital  
**Exp Category:** Infrastructure(Smale Commission)

**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.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
OTHER	07/01/2014	0	365,000	215,000	215,000	215,000	215,000	1,225,000	
<b>Total</b>		0	365,000	215,000	215,000	215,000	215,000	1,225,000	



Capital Project Request Form

**Uptown Access Imprmnts West MLK Dr.**

**Agency:** 233 Engineering **Priority:** 28 **Project Manager:** Henderson, A. **Stage:** Approved  
**Department:** 230 Transportation & Engineering **Ord No:** 0118-2014 **Project Id:** 152311 **Fund:** 980 General Capital  
**Exp Category:** Infrastructure(Smale Commission)

**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.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
LAND	07/01/2014	0	872,000	480,000	0	0	0	1,352,000	
<b>Total</b>		0	872,000	480,000	0	0	0	1,352,000	
Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EST PERSONNEL	07/01/2014	0	30,000	75,000	0	0	0	105,000	



Capital Project Request Form

Neighborhood Transportation Strategies

**Agency:** 232 Transportation Planning **Priority:** 6 **Project Manager:** Kelly, M. **Stage:** Approved  
**Department:** 230 Transportation & Engineering **Ord No:** 0118-2014 **Project Id:** 152336 **Fund:** 980 General Capital  
**Exp Category:** Infrastructure(Smale Commission)

**Description:** This project will provide resources for support of the study, design and construction for transportation improvements to support City transportation strategies. This includes context sensitive design solutions for all transportation modes in connection with changes in land use, new development and neighborhood initiatives. Funds may be used to leverage additional public and/or private funding for infrastructure projects.

**Purpose:** The purpose of this project is to provide resources 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.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
ENGINEERING	07/01/2014	0	970,910	500,000	500,000	400,000	405,000	2,775,910	06/30/2019
<b>Total</b>		0	970,910	500,000	500,000	400,000	405,000	2,775,910	

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EST PERSONNEL	07/01/2014	0	70,000	100,000	100,000	85,000	90,000	445,000	06/30/2019



Capital Project Request Form

Curb Ramps - Street Rehab

**Agency:** 233 Engineering **Priority:** 14 **Project Manager:** Ertel, C. **Stage:** Approved  
**Department:** 230 Transportation & Engineering **Ord No:** 0118-2014 **Project Id:** 152342 **Fund:** 980 General Capital  
**Exp Category:** Infrastructure(Smale Commission)

**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 disabilities. 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 Title 28 of the Federal Regulations Part 36A- Americans with Disabilities Act Accessibility Guidelines (ADAAG), which became effective July 26, 2001.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
CONSTRUCTION	07/01/2014	0	410,000	347,100	351,900	317,100	318,700	1,744,800	
ENGINEERING	07/01/2014	0	90,000	50,000	55,000	50,000	50,000	295,000	
<b>Total</b>		0	500,000	397,100	406,900	367,100	368,700	2,039,800	

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EST PERSONNEL	07/01/2014	0	90,000	50,000	55,000	50,000	50,000	295,000	





Capital Project Request Form

Reading Road Street Improvements

Agency: 233 Engineering Priority: 45 Project Manager: Moore, M. Stage: Approved  
 Department: 230 Transportation & Engineering Ord No: 0118-2014 Project Id: 152356 Fund: 980 General Capital  
 Exp Category: Infrastructure(Smale Commission)

**Description:** This project will provide resources for the improvements to Reading Road in conjunction with the development of the former Showcase Cinema site. The project improvements are necessary due to the relocation of the access point to the site which will allow for better access to and from Reading Road. The project will also improve safety and support 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) funds. Program funds support labor, materials, tools, and technologies needed to plan, design, build, and inspect these improvements.

**Purpose:** The purpose of this project is to make improvements on Reading Road that will allow for better access to the former Showcase Cinema development site. Upgrades or improvements are also performed in conjunction with economic development. These funds will be used to design, construct and purchase any land that may be needed for this project.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
CONSTRUCTION	07/01/2014	0	750,000	0	0	0	0	750,000	06/30/2019
ENGINEERING	07/01/2014	0	100,000	0	0	0	0	100,000	06/30/2019
LAND	07/01/2014	0	75,000	0	0	0	0	75,000	06/30/2019
<b>Total</b>		0	925,000	0	0	0	0	925,000	

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EST PERSONNEL	07/01/2014	0	150,000	0	0	0	0	150,000	06/30/2019



Capital Project Request Form

Replacement Facilities

Agency: 255 City Facility Management      Priority: 2      Project Manager: Koopman, J.      Stage: Approved  
 Department: 250 Public Services      Ord No: 0118-2014      Project Id: 152501      Fund: 980 General Capital  
 Exp Category: Infrastructure(Smale Commission)

**Description:** This project will provide resources for the construction of a new Fire Station 21 and begin the process of replacing Fire Station 8. The existing Fire Station 21 will be demolished as part of the Metropolitan Sewer District's Lick Run Project.

**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.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
CONSTRUCTION	07/01/2014	0	823,300	957,800	1,116,102	937,647	956,863	4,791,712	
ENGINEERING	07/01/2014	0	195,200	236,400	286,180	0	0	717,780	
LAND	07/01/2014	0	98,600	119,400	0	0	0	218,000	
<b>Total</b>		0	1,117,100	1,313,600	1,402,282	937,647	956,863	5,727,492	

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EST PERSONNEL	07/01/2014	0	54,200	65,680	100,000	100,000	100,000	419,880	



Capital Project Request Form

Pothole Repair

**Agency:** 252 Traffic And Road Operations      **Priority:** 11      **Project Manager:** Bolden, J.      **Stage:** Approved  
**Department:** 250 Public Services      **Ord No:** 0118-2014      **Project Id:** 152502      **Fund:** 980 General Capital  
**Exp Category:** Infrastructure(Smale Commission)

**Description:** This project will provide the resources for the repair of potholes throughout the City. While a majority of pothole repairs will occur in the early spring, this project will function throughout all seasons.

**Purpose:** The purpose of this project is to fund the resources necessary to complete the repair of 8,000 potholes.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
OTHER	07/01/2014	0	279,100	0	0	0	0	279,100	06/30/2016
<b>Total</b>		0	279,100	0	0	0	0	279,100	



Capital Project Request Form

Firefighter PPE

**Agency:** 271 Fire      **Priority:** 5      **Project Manager:** Robinson, C.      **Stage:** Approved  
**Department:** 270 Fire      **Ord No:** 0118-2014      **Project Id:** 152702      **Fund:** 980 General Capital  
**Exp Category:** Equipment

**Description:** This project will provide resources for the replacement of 200 sets of firefighter turnout gear. The unit cost of each fire fighter turnout gear set is \$2,200. CFD presently owns approximately 1,600 sets of fire turnout gear with 2 sets assigned to each firefighter according to National Fire Protection Association standards. Note: Some PPE is damaged with the useful life ending prematurely due to atypical fireground, technical rescue, and/or emergency medical hazards that occur over the course of a year for the CFD. The systematic replacement (200 sets replaced yearly) keeps standard-compliant turnout gear in service for CFD firefighter/medics, and also helps to ensure an adequate cache of reserve gear for gear damaged beyond repair and/or in case an unexpected larger need arises as alluded to in some of the above examples.

**Purpose:** The purpose of this project is to remain compliant with the National Fire Protection Association. The Cincinnati Fire Department (CFD) must systematically replace 200 sets of turnout gear a year. The systematic replacement of 200 sets per year keeps standard-compliant turnout gear in service for CFD firefighter/medics, and also helps to ensure an adequate cache of reserve gear for gear damaged beyond repair and/or in case an unexpected larger need arises due to atypical fireground, technical rescue, and/or emergency medical hazards that occur over the course of a year for the CFD.

Object	Start Date	Prior Year	2015	2016	2017	2018	2019	Total	End Date
EQUIPMENT	07/01/2015	0	115,000	0	0	0	0	115,000	06/30/2016
<b>Total</b>		0	115,000	0	0	0	0	115,000	



	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
<b>Fund: 102 Parking System Facilities</b>			
<b>Enterprise Services</b>			
Structural Maintenance & Repair	100,000	100,000	0
Department Total	100,000	100,000	0
Fund Total	100,000	100,000	0
<b>Fund: 103 Convention Center</b>			
<b>Enterprise Services</b>			
Building Equipment	30,000	155,000	125,000
Capital Maintenance	0	25,000	25,000
Furniture, Fixtures, and Equipment	200,000	50,000	(150,000)
Department Total	230,000	230,000	0
Fund Total	230,000	230,000	0
<b>Fund: 104 General Aviation</b>			
<b>Transportation &amp; Engineering</b>			
Airport Infrastructure Improvements	140,000	140,000	0
FAA/ODOT Local Match	200,000	200,000	0
Facility Improvements	289,100	289,100	0
Department Total	629,100	629,100	0
Fund Total	629,100	629,100	0
<b>Fund: 107 Stormwater Management</b>			
<b>Sewers</b>			
Barrier Dam Bar Rack Replacement	0	150,000	150,000
Barrier Dam Crane Condition Assessment	0	100,000	100,000
Barrier Dam Radial Gates - Hydraulic Actuators Replacements	0	400,000	400,000
Duck Creek Channel Repair	300,000	0	(300,000)
Groesbeck Road Drainage Improvements	0	150,000	150,000
Hillside Avenue Drainage Improvements	0	600,000	600,000
West Fork Creek Channel Rehabilitation	300,000	0	(300,000)
Department Total	600,000	1,400,000	800,000
Fund Total	600,000	1,400,000	800,000
<b>Fund: 323 Recreation Special Activities</b>			
<b>Recreation</b>			
Department Total	0	0	0
Fund Total	0	0	0
<b>Fund: 336 Telecommunications Services</b>			
<b>Enterprise Technology Solutions</b>			
Radio Communications Equipment	30,000	30,000	0
Department Total	30,000	30,000	0
Fund Total	30,000	30,000	0
<b>Fund: 704 MSD Capital Improvements</b>			
<b>Sewers</b>			
3568 Bogart Avenue Sewer Replacement	157,700	160,100	2,400
Addyston Creek and Sewer Rehabilitation	0	190,340	190,340
Airport and Robb Avenue Sewer Replacement	0	101,300	101,300
Bahama Gardens Force Main Replacement	0	176,500	176,500

# Capital Budget Update

## Exhibit 6: Approved FY 2015 Restricted Funds Capital Budget Update Summary



	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
Benson Street Sewer Replacement Phase 2	0	2,313,000	2,313,000
Berkley Avenue Sewer Replacement	0	589,600	589,600
Bold Face Sustainable Watershed Evaluation Plan	0	75,000	75,000
Bridgetown Road Local Sewer (HNs 8768-8783)	0	206,800	206,800
CSO 12 Sewer Separation Phase A.3 West MLK	0	603,400	603,400
CSO 12 Sewer Separation Phase A.4b	0	2,193,800	2,193,800
CSO 126, 127, 128 Partial Separations	3,839,700	360,000	(3,479,700)
CSO 404, 405, 410, 411 Outfall Reconstruction	0	661,800	661,800
Capital Improvement Program Project Planning	2,000,000	1,000,000	(1,000,000)
Carr Street Access Rehabilitation	0	110,900	110,900
Catholic Calvary Cemetery Sewer Replacement	179,300	169,600	(9,700)
Central Sustainable Watershed Evaluation Plan	0	149,000	149,000
Clough Sustainable Watershed Evaluation Plan	0	520,000	520,000
Colerain Avenue at Gordon Street Sewer Replacement	0	107,300	107,300
Columbia Parkway at Delta Sewer Replacement	0	400,500	400,500
Cora Avenue Sewer Replacement	681,900	180,600	(501,300)
Cypress Street - Ashland Avenue Sewer Replacement	0	67,000	67,000
DIW Office and Laboratory Improvements Phase 2	1,577,400	1,680,100	102,700
Daly Road Sewer Replacement	9,605,900	9,663,000	57,100
Deerfield Road Local Sewer (HNs 11551-11662)	0	216,900	216,900
Dry Run Area Sewers Contract Roundbottom Road	0	7,181,100	7,181,100
Dry Run Sewers Contract Broadwell Road	2,481,900	2,794,000	312,100
Dry Weather Channel for Sanitary Sewer 937	1,969,000	2,328,000	359,000
East Ohio River SWEP	0	234,000	234,000
Emergency Sewer Repairs 2014	0	8,490,000	8,490,000
Faehr Street Sewer Replacement	0	68,100	68,100
Fairmount Avenue Sewer Replacement	0	632,000	632,000
Flow and Water Quality Modeling 2014	0	1,870,000	1,870,000
Foraker Avenue Sewer Replacement-Alms Place to E. Terminus	0	71,500	71,500
Freeman Avenue - Klotter to McMicken Sewer Replacement	0	58,000	58,000
German Cemetery Sewer Replacement	945,300	598,300	(347,000)
High Risk Asset Renewal 2014	0	4,500,000	4,500,000
Home Sewage Treatment Systems Extensions	165,800	200,000	34,200
Indian Creek WWTP Reliability and Service Upgrades	0	5,937,300	5,937,300
Kemper Mill Village Pump Station Upgrade	0	305,500	305,500
Kinsey Avenue Sewer Replacement	0	101,200	101,200
Lick Run Property Demolitions	0	3,158,000	3,158,000
Lick Run Valley Conveyance System	8,000,000	21,366,200	13,366,200
Little Miami WWTP (NPW) Reliability and Service Upgrade	2,405,600	2,897,300	491,700
Lower Duck Creek Sustainable Watershed Evaluation Plan	0	391,000	391,000
Lower Muddy Creek Interceptor SSO Remediation	6,714,400	1,360,100	(5,354,300)
Ludlow and Lafayette Parallel Sewer	0	3,161,000	3,161,000
MCWWTP Service Water (NPW) Reliability and Service Upgrade	0	4,592,300	4,592,300
Manhole Rehabilitation Technology Program 2014	0	1,040,000	1,040,000
Mayhew and Leath Avenues Sewer Replacement	0	107,500	107,500
McKeone Avenue Sewer Replacement	101,400	105,000	3,600
Mt. Airy Forest Sewer Replacement	0	5,183,700	5,183,700



	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
Mt. Pleasant Avenue Sewer Replacement	0	113,600	113,600
Muddy Creek Pump Station Upgrade	0	431,100	431,100
Muddy Creek WWTP Add New Belt Filter Press	0	5,190,000	5,190,000
Myrtle Avenue Sewer Abandonment	0	69,300	69,300
North Bend Road Local Sewer (HNs 504-565)	0	351,900	351,900
Pardee Alley Sewer Replacement - Oswald Alley to 200' North	0	130,100	130,100
Ponderosa Woods Pump Station Elimination	0	187,200	187,200
Programmatic Contingency	0	12,000,000	12,000,000
Prospect Woods Pump Station Upgrade	0	295,400	295,400
Quebec Heights Sewer Separation	3,672,300	3,211,100	(461,200)
Quebec Road Sewer Separation	645,500	1,318,800	673,300
Queen City Avenue Sewer Separation Phase 2	9,237,900	8,215,700	(1,022,200)
Queen City and Cora Avenues Right-of-Way Sewer Separation	3,771,900	2,763,200	(1,008,700)
Rackacres Drive and Crestnoll Lane Area Sewer	1,233,400	1,237,500	4,100
River Road Sustainable Watershed Evaluation Plan	0	242,000	242,000
Rose Hill Avenue Sewer Relocation	0	525,600	525,600
SSO 700 Facility Improvement	0	8,509,500	8,509,500
Sharp Alley Sewer Replacement	0	508,000	508,000
South Branch Winton Woods Sustainable Watershed Evaluation	0	393,000	393,000
Spring Grove Avenue - Township Street Sewer Improvement	0	233,000	233,000
Spring Grove Avenue Sewer Replacement and Rehabilitation	0	127,700	127,700
Station Avenue Sewer Replacement	0	539,000	539,000
Stout Avenue Sewer Improvements	0	520,700	520,700
Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation	11,391,900	8,389,900	(3,002,000)
Upper Duck Sustainable Watershed Evaluation Plan	0	246,000	246,000
Vinton Street - Beekman to Liddell Street Sewer	0	78,300	78,300
Wastewater Treatment System Asset Renewal 2014	0	1,000,000	1,000,000
Watershed Operational Data System	0	2,856,000	2,856,000
Werk & Westbourne Enhanced High Rate Treatment Facility	0	34,000,000	34,000,000
Wet Weather Program Management and Support Services 2014	0	9,000,000	9,000,000
White Oak Terrace Pump Station Elimination	0	297,000	297,000
White Street Sewer Separation	5,021,200	3,002,000	(2,019,200)
Wilder Avenue Sewer Replacement	571,900	409,200	(162,700)
Winton Lake Sustainable Watershed Evaluation Plan	0	818,000	818,000
Winton Woods Diversion Gate Replacement	0	679,500	679,500
Wyoming and Minion Avenues Sewer Separation	2,537,000	2,616,700	79,700
Yoast Avenue Sewer Improvements	0	112,600	112,600
<b>Department Total</b>	<b>78,908,300</b>	<b>211,246,240</b>	<b>132,337,940</b>
<b>Fund Total</b>	<b>78,908,300</b>	<b>211,246,240</b>	<b>132,337,940</b>

**Fund: 756 Water Works PIF****Water Works**

2015 Tank Coating	0	1,350,000	1,350,000
Backup Power Gen. - Western Hills	0	300,000	300,000
Battery, Charger, and DC Panel	50,000	100,000	50,000
Bolton Plant Lab Upgrade/Expansion	0	707,000	707,000
Bolton Substn. Air Switch Upgrade	0	200,000	200,000
Budd-Eighth - Dalton to Evans	0	4,200,000	4,200,000

# Capital Budget Update

## Exhibit 6: Approved FY 2015 Restricted Funds Capital Budget Update Summary



	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
Castings/Street Improvements	668,500	460,000	(208,500)
Cherry Grove Elevated Interior Coating	0	800,000	800,000
Clifton - Woolper to Dixmyth	1,900,000	2,700,000	800,000
Computers, Servers, and Software	228,500	464,500	236,000
Constance Dosing & Monitoring	26,000	26,000	0
Contamination Warning System	71,000	0	(71,000)
Continuous Water Quality Monitors	35,000	178,500	143,500
Convngnc. Infrstr. (Voice/Intnt. Protocol)	150,000	0	(150,000)
Crane Equipment Improvements	50,000	100,000	50,000
Database Management Tool	0	40,000	40,000
Dehumidification System - Miller Plant	0	300,000	300,000
Document Management Upgrade	0	50,000	50,000
Electrical Transformers	0	85,000	85,000
Enterprise Asset Management System	1,015,000	3,485,000	2,470,000
Field Appl. Replmnt. on Large Pumps	0	60,000	60,000
Gas Chrmtgph. Spctrmtr. Tastes/Odor	115,000	115,000	0
Information Technlgy. Serv. Mngmt.	0	75,000	75,000
Kennedy Hghts. Pump Sta. Upgrade	0	750,000	750,000
Kennedy and Highland Avenues	180,000	180,000	0
Large Motor Rewind Program (Annual)	125,000	250,000	125,000
Med. Voltage Sta. Backup Brkrs.	42,000	42,000	0
Meter Interface Units (MIU) 2015	0	510,000	510,000
Miller Large Water Valve Upgrade	0	360,000	360,000
Miller Plt. Filter Bldg. Boiler Replmnt.	0	120,000	120,000
Misc. Concrete/Pavement Repl.	751,600	753,000	1,400
Miscellaneous Masonry Replacement	299,400	300,000	600
Mobile Computer Replacement	0	170,000	170,000
Motor Control Center Equipment	120,000	300,000	180,000
Mt. Airy Exterior Renovation	300,000	1,707,960	1,407,960
New Water Mains Allocation Program	425,000	875,000	450,000
PeopleSoft Upgrade	75,000	75,000	0
Private Development Allocation Prgm.	588,500	340,000	(248,500)
Queen City Ave - Western Hills Viaduct to WH Pump Station	0	100,000	100,000
Regeneration Furnace Equipment	40,000	115,000	75,000
Rehab. Water Mains Allocation Prgm.	2,969,100	1,375,000	(1,594,100)
Remote Term. Units (RTUs) Eqpmt.	75,000	225,000	150,000
Replacement Water Mains Alloc. Prg.	28,268,100	18,653,040	(9,615,060)
Richard Miller Plt. Air Hndlr. Unit Upg.	100,000	300,000	200,000
Richard Miller Plt. Elec. Htr. Upgrade Prog.	0	100,000	100,000
Roof Replacement 2015	0	1,000,000	1,000,000
SCADA Remote Site Communications	110,000	110,000	0
SCADA Remote Terminal Units	62,000	186,000	124,000
Sand Filter Valves - Miller Plant	200,000	600,000	400,000
SharePoint Expansion	25,000	25,000	0
Solar Recording Charts	126,000	126,000	0
Station Valve Equipment	40,000	140,000	100,000
Street Imprv. Allocation Program	10,773,800	6,801,500	(3,972,300)





# Capital Budget Update

## Exhibit 6: Approved FY 2015 Restricted Funds Capital Budget Update Summary

	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
Tank Aeration	0	100,000	100,000
Tennyson Pump Disch. Valve Upg.	150,000	300,000	150,000
Valve Replacement Program	137,500	274,500	137,000
Virtual Server Replacement	0	300,000	300,000
<b>Department Total</b>	<b>50,292,000</b>	<b>53,360,000</b>	<b>3,068,000</b>
<b>Fund Total</b>	<b>50,292,000</b>	<b>53,360,000</b>	<b>3,068,000</b>
<b>Fund: 759 Income Tax Transit</b>			
<b>Transportation &amp; Engineering</b>			
Transit/Rail Corridor Preservation Acq.	100,000	100,000	0
<b>Department Total</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>
<b>Fund Total</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>
<b>Grand Total</b>	<b>130,889,400</b>	<b>267,095,340</b>	<b>136,205,940</b>



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	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
<b>City Manager</b>			
<b>Emergency Communications Center</b>			
Computer Aided Dispatch Upgrades	0	700,000	700,000
	0	700,000	700,000
<b>Office of Environment and Sustainability</b>			
Center Hill Gas & Leachate	112,100	106,700	(5,400)
Emergency Environmental Cleanup/UST	10,000	0	(10,000)
Regulatory Compliance & Energy Conservation	71,600	0	(71,600)
	193,700	106,700	(87,000)
Department Total	193,700	806,700	613,000
<b>Enterprise Services</b>			
<b>Duke Energy Convention Center</b>			
Building Equipment	30,000	155,000	125,000
Capital Maintenance	0	25,000	25,000
Furniture, Fixtures, and Equipment	200,000	50,000	(150,000)
	230,000	230,000	0
<b>Off-Street Parking</b>			
Structural Maintenance & Repair	100,000	100,000	0
	100,000	100,000	0
Department Total	330,000	330,000	0
<b>Enterprise Technology Solutions</b>			
<b>CAGIS Consortium Operations</b>			
CAGIS Infrastructure	59,450	59,450	0
	59,450	59,450	0
<b>CIT-CO Operations</b>			
Active Directory / Server Consolidation	100,000	0	(100,000)
Cincinnati Financial System Upgrades	22,200	0	(22,200)
Electronic Gov't (eGov) Web Enhancement	261,350	0	(261,350)
Information Tech. Efficiency Initiatives	1,000,000	0	(1,000,000)
	1,383,550	0	(1,383,550)
<b>CTS Operations</b>			
Data Management Solution	102,300	0	(102,300)
Information Infrastructure Security	0	100,000	100,000
Information Security, Digital / MAN Expansion	78,000	0	(78,000)
Radio Communications Equipment	30,000	30,000	0
	210,300	130,000	(80,300)
<b>ETS Administration</b>			
Data Infrastructure Security	105,900	0	(105,900)
	105,900	0	(105,900)
Department Total	1,759,200	189,450	(1,569,750)
<b>Fire</b>			
<b>Response</b>			
Appliances for Existing Firehouses	62,200	31,100	(31,100)

# Capital Budget Update

## Exhibit 7: Approved FY 2015 All Funds Capital Budget Program Allocation



	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
CFD Driving Simulator	200,000	0	(200,000)
High Rise Equipment	48,500	22,000	(26,500)
	310,700	53,100	(257,600)
<b>Support Services</b>			
Firefighter PPE	0	115,000	115,000
	0	115,000	115,000
Department Total	310,700	168,100	(142,600)
<b>Health</b>			
<b>Health Administration</b>			
Facilities Renovation & Repairs	309,000	251,700	(57,300)
	309,000	251,700	(57,300)
Department Total	309,000	251,700	(57,300)
<b>Parks</b>			
<b>Operations &amp; Facility Management</b>			
Park Infrastructure Rehabilitation	2,792,700	2,000,000	(792,700)
Smale Riverfront Park	0	4,000,000	4,000,000
	2,792,700	6,000,000	3,207,300
Department Total	2,792,700	6,000,000	3,207,300
<b>Planning and Buildings</b>			
<b>City Planning - Administration</b>			
Neighborhood Studies	81,700	0	(81,700)
	81,700	0	(81,700)
Department Total	81,700	0	(81,700)
<b>Police</b>			
<b>Neighborhood Policing</b>			
Police Mobile Digital Video (In-Car Camera) Storage 2015	0	474,000	474,000
Taser Replacement	0	475,000	475,000
	0	949,000	949,000
Department Total	0	949,000	949,000
<b>Public Services</b>			
<b>Fleet Services</b>			
Fleet Replacements	4,484,700	3,586,430	(898,270)
	4,484,700	3,586,430	(898,270)
<b>Neighborhood Investment Services</b>			
Trash Receptacles/Solar Trash Compactors	186,500	0	(186,500)
	186,500	0	(186,500)
<b>Property Management</b>			
City Facility Renovation and Repairs	4,464,400	3,222,150	(1,242,250)
Community Facility Improvements	400,000	400,000	0
Customs House	1,500,000	0	(1,500,000)
Findlay Market Improvements	105,300	105,300	0
Music Hall Renovations	2,000,000	0	(2,000,000)



	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
Replacement Facilities	1,084,700	1,117,100	32,400
	9,554,400	4,844,550	(4,709,850)
<b>Traffic Control, Pavement &amp; Structure Maint.</b>			
Pothole Repair	0	279,100	279,100
Sign Replacement	330,000	330,000	0
	330,000	609,100	279,100
<b>Department Total</b>	<b>14,555,600</b>	<b>9,040,080</b>	<b>(5,515,520)</b>
<b>Recreation</b>			
<b>Aquatics</b>			
Aquatics Facilities Renovation	2,488,700	1,909,000	(579,700)
	2,488,700	1,909,000	(579,700)
<b>Athletics</b>			
Athletics Facilities Renovation	161,500	731,000	569,500
Outdoor Facilities Renovation	971,500	720,000	(251,500)
	1,133,000	1,451,000	318,000
<b>West Region Community Center Operations</b>			
Compliance with ADA	100,000	100,000	0
Recreation Facilities Renovation	1,108,200	1,948,500	840,300
	1,208,200	2,048,500	840,300
<b>Department Total</b>	<b>4,829,900</b>	<b>5,408,500</b>	<b>578,600</b>
<b>Sewers</b>			
<b>Stormwater - Operations &amp; Maintenance</b>			
Duck Creek Channel Repair	300,000	0	(300,000)
Groesbeck Road Drainage Improvements	0	150,000	150,000
Hillside Avenue Drainage Improvements	0	600,000	600,000
	300,000	750,000	450,000
<b>Stormwater - Planning/Design</b>			
Barrier Dam Bar Rack Replacement	0	150,000	150,000
Barrier Dam Crane Condition Assessment	0	100,000	100,000
Barrier Dam Radial Gates - Hydraulic Actuators Replacements	0	400,000	400,000
West Fork Creek Channel Rehabilitation	300,000	0	(300,000)
	300,000	650,000	350,000
<b>Wastewater Engineering</b>			
3568 Bogart Avenue Sewer Replacement	157,700	160,100	2,400
Addyston Creek and Sewer Rehabilitation	0	190,340	190,340
Airport and Robb Avenue Sewer Replacement	0	101,300	101,300
Bahama Gardens Force Main Replacement	0	176,500	176,500
Benson Street Sewer Replacement Phase 2	0	2,313,000	2,313,000
Berkley Avenue Sewer Replacement	0	589,600	589,600
Bold Face Sustainable Watershed Evaluation Plan	0	75,000	75,000
Bridgetown Road Local Sewer (HNs 8768-8783)	0	206,800	206,800
CSO 12 Sewer Separation Phase A.3 West MLK	0	603,400	603,400
CSO 12 Sewer Separation Phase A.4b	0	2,193,800	2,193,800
CSO 126, 127, 128 Partial Separations	3,839,700	360,000	(3,479,700)

# Capital Budget Update

## Exhibit 7: Approved FY 2015 All Funds Capital Budget Program Allocation



	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
CSO 404, 405, 410, 411 Outfall Reconstruction	0	661,800	661,800
Capital Improvement Program Project Planning	2,000,000	1,000,000	(1,000,000)
Carr Street Access Rehabilitation	0	110,900	110,900
Catholic Calvary Cemetery Sewer Replacement	179,300	169,600	(9,700)
Central Sustainable Watershed Evaluation Plan	0	149,000	149,000
Clough Sustainable Watershed Evaluation Plan	0	520,000	520,000
Colerain Avenue at Gordon Street Sewer Replacement	0	107,300	107,300
Columbia Parkway at Delta Sewer Replacement	0	400,500	400,500
Cora Avenue Sewer Replacement	681,900	180,600	(501,300)
Cypress Street - Ashland Avenue Sewer Replacement	0	67,000	67,000
DIW Office and Laboratory Improvements Phase 2	1,577,400	1,680,100	102,700
Daly Road Sewer Replacement	9,605,900	9,663,000	57,100
Deerfield Road Local Sewer (HNs 11551-11662)	0	216,900	216,900
Dry Run Area Sewers Contract Roundbottom Road	0	7,181,100	7,181,100
Dry Run Sewers Contract Broadwell Road	2,481,900	2,794,000	312,100
Dry Weather Channel for Sanitary Sewer 937	1,969,000	2,328,000	359,000
East Ohio River SWEP	0	234,000	234,000
Emergency Sewer Repairs 2014	0	8,490,000	8,490,000
Faehr Street Sewer Replacement	0	68,100	68,100
Fairmount Avenue Sewer Replacement	0	632,000	632,000
Flow and Water Quality Modeling 2014	0	1,870,000	1,870,000
Foraker Avenue Sewer Replacement-Alms Place to E. Terminus	0	71,500	71,500
Freeman Avenue - Klotter to McMicken Sewer Replacement	0	58,000	58,000
German Cemetery Sewer Replacement	945,300	598,300	(347,000)
High Risk Asset Renewal 2014	0	4,500,000	4,500,000
Home Sewage Treatment Systems Extensions	165,800	200,000	34,200
Indian Creek WWTP Reliability and Service Upgrades	0	5,937,300	5,937,300
Kemper Mill Village Pump Station Upgrade	0	305,500	305,500
Kinsey Avenue Sewer Replacement	0	101,200	101,200
Lick Run Property Demolitions	0	3,158,000	3,158,000
Lick Run Valley Conveyance System	8,000,000	21,366,200	13,366,200
Little Miami WWTP (NPW) Reliability and Service Upgrade	2,405,600	2,897,300	491,700
Lower Duck Creek Sustainable Watershed Evaluation Plan	0	391,000	391,000
Lower Muddy Creek Interceptor SSO Remediation	6,714,400	1,360,100	(5,354,300)
Ludlow and Lafayette Parallel Sewer	0	3,161,000	3,161,000
MCWWTP Service Water (NPW) Reliability and Service Upgrade	0	4,592,300	4,592,300
Manhole Rehabilitation Technology Program 2014	0	1,040,000	1,040,000
Mayhew and Leath Avenues Sewer Replacement	0	107,500	107,500
McKeone Avenue Sewer Replacement	101,400	105,000	3,600
Mt. Airy Forest Sewer Replacement	0	5,183,700	5,183,700
Mt. Pleasant Avenue Sewer Replacement	0	113,600	113,600
Muddy Creek Pump Station Upgrade	0	431,100	431,100
Muddy Creek WWTP Add New Belt Filter Press	0	5,190,000	5,190,000
Myrtle Avenue Sewer Abandonment	0	69,300	69,300
North Bend Road Local Sewer (HNs 504-565)	0	351,900	351,900
Pardee Alley Sewer Replacement - Oswald Alley to 200' North	0	130,100	130,100



	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
Ponderosa Woods Pump Station Elimination	0	187,200	187,200
Programmatic Contingency	0	12,000,000	12,000,000
Prospect Woods Pump Station Upgrade	0	295,400	295,400
Quebec Heights Sewer Separation	3,672,300	3,211,100	(461,200)
Quebec Road Sewer Separation	645,500	1,318,800	673,300
Queen City Avenue Sewer Separation Phase 2	9,237,900	8,215,700	(1,022,200)
Queen City and Cora Avenues Right-of-Way Sewer Separation	3,771,900	2,763,200	(1,008,700)
Rackacres Drive and Crestnoll Lane Area Sewer	1,233,400	1,237,500	4,100
River Road Sustainable Watershed Evaluation Plan	0	242,000	242,000
Rose Hill Avenue Sewer Relocation	0	525,600	525,600
SSO 700 Facility Improvement	0	8,509,500	8,509,500
Sharp Alley Sewer Replacement	0	508,000	508,000
South Branch Winton Woods Sustainable Watershed Evaluation	0	393,000	393,000
Spring Grove Avenue - Township Street Sewer Improvement	0	233,000	233,000
Spring Grove Avenue Sewer Replacement and Rehabilitation	0	127,700	127,700
Station Avenue Sewer Replacement	0	539,000	539,000
Stout Avenue Sewer Improvements	0	520,700	520,700
Sunset Ave, Sunset Lane, and Rapid Run Pike Sewer Separation	11,391,900	8,389,900	(3,002,000)
Upper Duck Sustainable Watershed Evaluation Plan	0	246,000	246,000
Vinton Street - Beekman to Liddell Street Sewer	0	78,300	78,300
Wastewater Treatment System Asset Renewal 2014	0	1,000,000	1,000,000
Watershed Operational Data System	0	2,856,000	2,856,000
Werk & Westbourne Enhanced High Rate Treatment Facility	0	34,000,000	34,000,000
Wet Weather Program Management and Support Services 2014	0	9,000,000	9,000,000
White Oak Terrace Pump Station Elimination	0	297,000	297,000
White Street Sewer Separation	5,021,200	3,002,000	(2,019,200)
Wilder Avenue Sewer Replacement	571,900	409,200	(162,700)
Winton Lake Sustainable Watershed Evaluation Plan	0	818,000	818,000
Winton Woods Diversion Gate Replacement	0	679,500	679,500
Wyoming and Minion Avenues Sewer Separation	2,537,000	2,616,700	79,700
Yeast Avenue Sewer Improvements	0	112,600	112,600
	<b>78,908,300</b>	<b>211,246,240</b>	<b>132,337,940</b>
<b>Department Total</b>	<b>79,508,300</b>	<b>212,646,240</b>	<b>133,137,940</b>

**Trade and Development****Economic Development**

Cintrifuse	0	4,500,000	4,500,000
College Hill NBD	0	2,500,000	2,500,000
Commercial & Industrial Public Improvements	350,000	0	(350,000)
Community Development Focus District	250,000	0	(250,000)
Neighborhood Business District Improvements	900,000	500,000	(400,000)
Neighborhood Business Property Holding	25,000	25,000	0
Retail/Commercial Opportunities	1,268,600	900,000	(368,600)
Strategic Program for Urban Redevelopment	300,000	0	(300,000)
Tax Incentive/Enterprise Zone	100,000	83,100	(16,900)
	<b>3,193,600</b>	<b>8,508,100</b>	<b>5,314,500</b>

# Capital Budget Update

## Exhibit 7: Approved FY 2015 All Funds Capital Budget Program Allocation



	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
<b>Housing Development</b>			
BLOC Ministries	0	250,000	250,000
Downtown Housing Development	653,000	0	(653,000)
Gateway V	0	2,000,000	2,000,000
Mercer Commons	0	700,000	700,000
Neighborhood Market Rate Housing	850,000	0	(850,000)
Strategic Housing Initiatives Program	986,200	0	(986,200)
	<u>2,489,200</u>	<u>2,950,000</u>	<u>460,800</u>
<b>Property Maintenance Code Enforcement</b>			
Hazard Abatement/Demolition Program	220,000	0	(220,000)
	<u>220,000</u>	<u>0</u>	<u>(220,000)</u>
<b>Department Total</b>	<b>5,902,800</b>	<b>11,458,100</b>	<b>5,555,300</b>
<b>Transportation &amp; Engineering</b>			
<b>Director's Office</b>			
Information Systems Acquisition	129,000	0	(129,000)
	<u>129,000</u>	<u>0</u>	<u>(129,000)</u>
<b>Engineering</b>			
Bicycle Transportation Program	516,000	492,350	(23,650)
Bridge Rehabilitation Program	946,000	745,220	(200,780)
Colerain Corr. Imp. I-74 to Spring Grv	86,000	84,690	(1,310)
Curb Ramps - Street Rehab	377,900	500,000	122,100
Downtown Public Paver Replacement	43,000	33,850	(9,150)
Hillside Stairway Rehabilitation Program	172,000	0	(172,000)
Madison/Kenwood RR Bridge	596,400	250,000	(346,400)
ORT Kellogg Ave - Salem to Sutton	596,400	228,250	(368,150)
Ohio River Trail	344,000	338,740	(5,260)
Pavement Management	146,200	242,430	96,230
ROW Ordinance Implementation	86,000	0	(86,000)
Reading Road Street Improvements	0	925,000	925,000
SCIP Loan Repayment	215,000	365,000	150,000
Sidewalk Repair Program	602,000	200,000	(402,000)
Spot Infrastructure Replacement	602,000	474,230	(127,770)
Street Improvements	860,000	860,000	0
Street Rehabilitation	9,601,700	15,101,700	5,500,000
Uptown Access Imprmts West MLK Dr.	172,000	872,000	700,000
Wall Stab. & Landslide Correction	688,000	541,980	(146,020)
	<u>16,650,600</u>	<u>22,255,440</u>	<u>5,604,840</u>
<b>General Aviation</b>			
Airport Infrastructure Improvements	140,000	140,000	0
FAA/ODOT Local Match	200,000	200,000	0
Facility Improvements	289,100	289,100	0
	<u>629,100</u>	<u>629,100</u>	<u>0</u>
<b>Traffic Engineering</b>			
Computerized Traffic Signal System	172,000	172,000	0
Downtown Streetlight Maintenance/Repair	44,000	24,000	(20,000)





	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
Duke Street Light Installation and Renovation	129,000	116,000	(13,000)
LED Traffic and Pedestrian Signals	323,800	323,800	0
Street Light Replacement Project	86,000	82,000	(4,000)
Traffic Control Device Installation and Renovation	43,000	0	(43,000)
Traffic Signal Controllers & Detectors	120,000	120,000	0
Traffic Signal Installation & Renovation	702,900	670,830	(32,070)
	<b>1,620,700</b>	<b>1,508,630</b>	<b>(112,070)</b>
<b>Transportation Planning and Urban Design</b>			
Columbia Parkway Enhancements	215,000	0	(215,000)
Convention Center Expansion	1,000,000	1,000,000	0
Downtown Infrast. Coord. & Implemnt	421,500	324,950	(96,550)
Neighborhood Gateways/Greenways Imprvmnt	470,000	270,000	(200,000)
Neighborhood Transportation Strategies	500,000	970,910	470,910
OKI Corridor Studies	250,000	246,170	(3,830)
Over-the-Rhine Streetscape Imprvmts	516,000	0	(516,000)
Safety Improvements	100,000	98,470	(1,530)
Street Calming Program	0	50,000	50,000
Transit/Rail Corridor Preservation Acq.	100,000	100,000	0
	<b>3,572,500</b>	<b>3,060,500</b>	<b>(512,000)</b>
<b>Department Total</b>	<b>22,601,900</b>	<b>27,453,670</b>	<b>4,851,770</b>
<b>Water Works</b>			
<b>Departmental Support Services</b>			
Computers, Servers, and Software	228,500	464,500	236,000
Convgn. Infrstr. (Voice/Intnt. Protocol)	150,000	0	(150,000)
Database Management Tool	0	40,000	40,000
Document Management Upgrade	0	50,000	50,000
Enterprise Asset Management System	1,015,000	3,485,000	2,470,000
Information Technlgy. Serv. Mngmt.	0	75,000	75,000
Meter Interface Units (MIU) 2015	0	510,000	510,000
Mobile Computer Replacement	0	170,000	170,000
PeopleSoft Upgrade	75,000	75,000	0
SharePoint Expansion	25,000	25,000	0
Virtual Server Replacement	0	300,000	300,000
	<b>1,493,500</b>	<b>5,194,500</b>	<b>3,701,000</b>
<b>Distribution</b>			
Valve Replacement Program	137,500	274,500	137,000
	<b>137,500</b>	<b>274,500</b>	<b>137,000</b>
<b>Engineering</b>			
2015 Tank Coating	0	1,350,000	1,350,000
Backup Power Gen. - Western Hills	0	300,000	300,000
Bolton Plant Lab Upgrade/Expansion	0	707,000	707,000
Budd-Eighth - Dalton to Evans	0	4,200,000	4,200,000
Castings/Street Improvements	668,500	460,000	(208,500)
Cherry Grove Elevated Interior Coating	0	800,000	800,000
Clifton - Woolper to Dixmyth	1,900,000	2,700,000	800,000

# Capital Budget Update

## Exhibit 7: Approved FY 2015 All Funds Capital Budget Program Allocation



	2015 Approved Budget	2015 Update	Change 2015 Approved to Update
Constance Dosing & Monitoring	26,000	26,000	0
Kennedy Hghts. Pump Sta. Upgrade	0	750,000	750,000
Kennedy and Highland Avenues	180,000	180,000	0
Misc. Concrete/Pavement Repl.	751,600	753,000	1,400
Miscellaneous Masonry Replacement	299,400	300,000	600
Mt. Airy Exterior Renovation	300,000	1,707,960	1,407,960
New Water Mains Allocation Program	425,000	875,000	450,000
Private Development Allocation Prgm.	588,500	340,000	(248,500)
Queen City Ave - Western Hills Viaduct to WH Pump Station	0	100,000	100,000
Rehab. Water Mains Allocation Prgm.	2,969,100	1,375,000	(1,594,100)
Replacement Water Mains Alloc. Prg.	28,268,100	18,653,040	(9,615,060)
Roof Replacement 2015	0	1,000,000	1,000,000
Solar Recording Charts	126,000	126,000	0
Street Imprv. Allocation Program	10,773,800	6,801,500	(3,972,300)
	<b>47,276,000</b>	<b>43,504,500</b>	<b>(3,771,500)</b>
<b>Supply</b>			
Battery, Charger, and DC Panel	50,000	100,000	50,000
Bolton Substn. Air Switch Upgrade	0	200,000	200,000
Crane Equipment Improvements	50,000	100,000	50,000
Dehumidification System - Miller Plant	0	300,000	300,000
Electrical Transformers	0	85,000	85,000
Field Appl. Replmnt. on Large Pumps	0	60,000	60,000
Large Motor Rewind Program (Annual)	125,000	250,000	125,000
Med. Voltage Sta. Backup Brkrs.	42,000	42,000	0
Miller Large Water Valve Upgrade	0	360,000	360,000
Miller Plt. Filter Bldg. Boiler Replmnt.	0	120,000	120,000
Motor Control Center Equipment	120,000	300,000	180,000
Regeneration Furnace Equipment	40,000	115,000	75,000
Remote Term. Units (RTUs) Eqpmt.	75,000	225,000	150,000
Richard Miller Plt. Air Hndlr. Unit Upg.	100,000	300,000	200,000
Richard Miller Plt. Elec. Htr. Upgrade Prog.	0	100,000	100,000
SCADA Remote Site Communications	110,000	110,000	0
SCADA Remote Terminal Units	62,000	186,000	124,000
Sand Filter Valves - Miller Plant	200,000	600,000	400,000
Station Valve Equipment	40,000	140,000	100,000
Tennyson Pump Disch. Valve Upg.	150,000	300,000	150,000
	<b>1,164,000</b>	<b>3,993,000</b>	<b>2,829,000</b>
<b>Water Quality Science &amp; Treatment</b>			
Contamination Warning System	71,000	0	(71,000)
Continuous Water Quality Monitors	35,000	178,500	143,500
Gas Chrmtgph. Spctrmtr. Tastes/Odor	115,000	115,000	0
Tank Aeration	0	100,000	100,000
	<b>221,000</b>	<b>393,500</b>	<b>172,500</b>
<b>Department Total</b>	<b>50,292,000</b>	<b>53,360,000</b>	<b>3,068,000</b>
<b>Grand Total</b>	<b>183,467,500</b>	<b>328,061,540</b>	<b>144,594,040</b>



## **Section 5: Consolidated Plan Budget Update and Reconciliation**



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### **Background**

The Consolidated Plan is a five-year plan for the period from 2010-2014 and is required for the receipt of grant funding from the U.S. Department of Housing and Urban Development (HUD). The Calendar Year (CY) 2014 Consolidated Plan Budget represents the last year of the five-year plan and includes the four entitlement grants received by the City: Community Development Block Grant (CDBG), HOME Investment Partnerships Program Grant (HOME), Emergency Solutions Grant (ESG), and the Housing Opportunities for Persons with AIDS Grant (HOPWA). Annually, HUD requires the City to submit a CY Action Plan which determines the annual activities that will be carried out in order to meet the goals of the five year Consolidated Plan.

### **CY 2014 Consolidated Plan Budget/Annual Action Plan Overview**

On October 9, 2013, the City Council approved Ordinance No. 316-2013, which authorized submission of the CY 2014 Annual Action Plan which serves as a funding application for CDBG, HOME, ESG, and HOPWA. The CY 2014 Annual Action Plan accounts for projects and programs which began January 1, 2014 and end December 31, 2014. At the time, Congressional budgets had not been determined, which also delayed the release of HUD grant allocations. As a result, the CY 2014 Annual Action Plan and related grant appropriation levels were estimated assuming reductions. On November 11, 2013, the City Council authorized appropriations to CDBG (Ordinance No. 0341-2013), HOME (Ordinance No. 339-2013), ESG (Ordinance No. 343-2013), and HOPWA (Ordinance No. 0342-2013) that corresponded to the City's CY 2014 Consolidated Plan/Action Plan.

The City was notified on March 18, 2014 of its HUD Grant Allocations for CY 2014 (see Table XVIII for detailed Consolidated Plan resources). On March 25, 2014, the Community Development Advisory Board (CDAB) met and reviewed project appropriations for CDBG and HOME based on the final grant allocations. In addition, an advisory committee convened by Strategies to End Homelessness (STEHL) met on April 30, 2014 to review project appropriations for HOPWA.

The City Council approved revised appropriations based on final grant allocations for CDBG (Ordinance No. 0120-2014), HOME (Ordinance No. 0121-2014), ESG (Ordinance No. 0122-2014), and HOPWA (Ordinance No. 0123-2014) on June 4, 2014.



**Table XVIII: Consolidated Plan Resources**

GRANT	CY 2013	CY 2014 Estimate	CY 2014 Actual
<b>CDBG</b>			
Entitlement Grant	\$11,275,150	\$9,583,878	\$11,059,989
Program Income	\$1,000,000	\$1,300,000	\$1,300,000
Sunset/Prior-year resources	<u>\$140,407</u>	<u>\$0</u>	<u>\$0</u>
Total CDBG	\$12,415,557	\$10,883,878	\$12,359,989
<b>HOME</b>			
Entitlement Grant	\$2,092,841	\$1,778,915	\$2,099,044
Program Income	\$150,000	\$150,000	\$150,000
Sunset/Prior-year resources	<u>\$530,391</u>	<u>\$0</u>	<u>\$0</u>
Total HOME	\$2,773,232	\$1,928,915	\$2,249,044
<b>ESG</b>			
Entitlement Grant	\$811,284	\$689,591	\$915,979
Program Income	\$10,000	\$0	\$0
Sunset/Prior-year resources	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total ESG	\$821,284	\$689,591	\$915,979
<b>HOPWA</b>			
Entitlement Grant	\$643,006	\$546,555	\$672,639
Program Income	\$0	\$0	\$0
Sunset/Prior-year resources	<u>\$102,146</u>	<u>\$0</u>	<u>\$0</u>
Total HOPWA	\$745,152	\$546,555	\$672,639
<b>Grand Total</b>	<b>\$16,755,224</b>	<b>\$14,048,939</b>	<b>\$16,197,651</b>

**Community Development Block Grant (CDBG)**

An amount of \$9,134,189 in Community Development Block Grant (CDBG) project expenditures is included for Calendar Year 2014 (see Attachment I). In addition, an amount of \$2,477,030 was approved for CDBG Planning and Administration and \$748,340 was approved for Section 108 debt service. In November 2013, CDBG grant resources were estimated to be 14% less than the 2013 grant year level; however, actual amounts received in March of this year were 2% less than the 2013 grant year level. On March 25, 2014, the Community Development Advisory Board (CDAB) met and reviewed project appropriations based on the final grant allocations and the CDAB priorities established in 2012. When possible, recommended reductions to “High” and “Medium” projects were minimized. Projects that are budgeted at a different level include:

Blueprint for Success/CARE Program – Resources for this project are reduced to \$214,119, representing a 10% reduction from the 2013 grant year level of \$237,910.



## **Consolidated Plan Budget Update and Reconciliation**

Cincinnati Small Business Loan Fund – Resources for this project are reduced to \$90,000, representing a 10% reduction from the 2013 grant year level of \$100,000.

Financial and Credit Union Services – Resources for this project are reduced to \$55,000, representing a 50% reduction from the 2013 grant year level of \$110,000.

Small Business Services & Technical Assistance – Resources for this project are reduced to \$126,000, representing a 10% reduction from the 2013 grant year level of \$140,000.

Strategic Program for Urban Redevelopment – Resources for this project are reduced to \$555,000, representing a 3% reduction from the 2013 grant year level of \$570,000.

Earned Income Tax Credit Outreach and Financial Literacy – Resources for this project are reduced to \$1,700, representing a 15% reduction from the 2013 grant year level of \$2,000.

Section 8 Mobility Program – Resources for this project are reduced to \$40,375, representing a 15% reduction from the 2013 grant year level of \$47,500.

Historic Structures Stabilization – Resources for this project are reduced to \$210,000, representing a 5% reduction from the 2013 grant year level of \$220,000.

Lead Hazard Testing Program – Resources for this project are reduced to \$495,000, representing a 3% reduction from the 2013 grant year level of \$510,000.

Tenant Representation – Resources for this project are reduced to \$147,000, representing a 2% reduction from the 2013 grant year level of \$150,000.

Fair Housing Services – Resources for this project are reduced to \$167,060, representing a 10% reduction from the 2013 grant year level of \$185,000.

Emergency Mortgage Assistance – Resources for this project are reduced to \$98,000, representing a 2% reduction from the 2013 grant year level of \$100,000.

Hazard Abatement/Barricade Program – Resources for this project are increased to \$1,150,000, representing a 44% increase from the 2013 grant year level of \$800,000. Of the \$1,150,000 allocated to this project, \$350,000 is identified to be used by the Bond Hill Development Corporation to address blight in Bond Hill.

Mill Creek Greenway Restoration – Resources for this project are reduced to \$78,000, representing an 8% reduction from the 2013 grant year level of \$85,000.

Drug Elimination Program – Resources for this project are reduced to \$72,250, representing a 15% reduction from the 2013 grant year level of \$85,000.

Corporation for Findlay Market – Resources for Findlay Market are reduced to \$196,000, representing a 61% reduction from the 2013 grant year level of \$497,250 to realign the budget. These resources support two projects at Findlay Market: Nonprofit Capacity Building and Urban Gardens. Resources are being reduced in CDBG, but General Fund resources of \$226,660 are provided to Findlay Market in order to lessen the impact on Market operations.



### HOME Investment Partnerships Program Grant (HOME)

An amount of \$2,249,044 in HOME Investment Partnerships Program Grant (HOME) project expenditures is included for Calendar Year 2014 (see Attachment II). In November 2013, HOME grant resources were estimated to be 19% less than the 2013 grant year level, but actual amounts received in March of this year represent a decrease of 6%. On March 25, 2014, the Community Development Advisory Board (CDAB) met and reviewed project appropriations based on the final grant allocations and the CDAB priorities established in 2012. When possible, recommended reductions to “High” and “Medium” projects were minimized. Projects that are to be budgeted at a different level include:

HOME Admin - Resources for this project are increased to \$224,904, representing a minor change from the 2013 grant year level of \$224,522. The approved amount for this project is 10% of the overall grant total of \$2,249,044, which is within the allowable planning and administration expenses for this grant.

Homeless to Homes - Permanent Supportive Housing - Resources for this project are reduced to \$169,007, representing a 69% reduction from the 2013 grant year level of \$543,352.

Rental Rehab Program – Resources for this project are reduced to \$580,277, representing a 9% reduction from the 2013 grant year level of \$640,000.

Downpayment Initiative – Resources for this project are reduced to \$203,125, representing a 19% reduction from the 2013 grant year level of \$250,000.

### Emergency Solutions Grant (ESG)

An amount of \$915,979 in Emergency Solutions Grant (ESG) project expenditures is included for Calendar Year 2014 (see Attachment III). In November 2013, ESG grant resources were expected to be 16% less than the 2013 grant year level, but actual amounts received in March of this year represent an increase of 12%. Projects that are to be budgeted at a different level include:

ESG Admin – Resources for this project are increased to \$68,698, representing a 13% increase over the 2013 grant year level of \$60,846. The approved amount for this project is 7.5% of the overall grant total of \$915,979, which is within the allowable planning and administration expenses for this grant.

Homelessness Prevention – Resources for this project are increased to \$397,281, representing a 28% increase over the 2013 grant year level of \$310,439.

### Housing Opportunities for Persons with AIDS Grant (HOPWA)

An amount of \$672,639 in Housing Opportunities for Persons with AIDS Grant (HOPWA) project expenditures is included for Calendar Year 2014 (see Attachment IV). In November 2013, HOPWA grant resources were expected to be 26% less than the 2013 grant year level, but actual amounts received in March of this year represent a decrease of 9%. An advisory committee convened by Strategies to End Homelessness (STEH) met on April 30, 2014 to review project appropriations for HOPWA. Projects that are to be budgeted at a different level include:

Northern KY Independent Health District – Resources for this project are reduced to \$128,197, representing a 10% reduction from the 2013 grant year level of \$142,848.





## **Consolidated Plan Budget Update and Reconciliation**

Caracole House – Resources for this project are reduced to \$497,074, representing a 9% reduction from the 2013 grant year level of \$547,280.

Center for Respite Care – Resources for this project are reduced to \$27,189, representing a 15% reduction from the 2013 grant year level of \$32,000.

HOPWA Admin Costs – Resources for this project are increased to \$20,179, representing a 5% increase over the 2013 grant year level of \$19,175. The approved amount for this project is 3% of the overall grant total of \$672,639, which is within the allowable planning and administration expenses for this grant.



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# Consolidated Plan Budget Update and Reconciliation

## Exhibit I: Community Development Block Grant

Agency	Program Name	CY 2013 Grant Year	CY 2014 Grant Year Appropriations		CY 2014 Grant Year Reconciliation		CDAB Program Scores <sup>1</sup>	
			Amount	% Reduction	Amount	% Reduction	Category	Total
<b>Trade and Development - Administration</b>								
	Youth Employment Programs	960,000	816,000	-15%	960,000	0%	Low	-2
	Financial and Credit Union Services	110,000	93,500	-15%	55,000	-50%	N/A	N/A
<b>Trade and Development - Neighborhood Development</b>								
	Earned Income Tax Credit Outreach and Financial Literacy	2,000	1,700	-15%	1,700	-15%	Low	-8
	Section 8 Mobility Program	47,500	40,375	-15%	40,375	-15%	Medium	-1
	Housing Repair Services	1,868,685	1,588,382	-15%	1,868,685	0%	High	3
	Homeowner Rehab Loan and Lead Abatement Grants	40,000	34,000	-15%	40,000	0%	Low	-7
	Tenant Representation	150,000	127,500	-15%	147,000	-2%	Medium	0
	Fair Housing Services	185,000	157,250	-15%	167,060	-10%	Low	-5
	Emergency Mortgage Assistance	100,000	85,000	-15%	98,000	-2%	Medium	1
	Neighborhood Capacity Building & Technical Assistance	320,000	272,000	-15%	320,000	0%	High	4
	Rental Rehabilitation Program	100,000	85,000	-15%	100,000	0%	High	9
	Blueprint for Success /CARE	237,910	202,224	-15%	214,119	-10%	Low	-9
	Strategic Housing Initiatives Program	420,000	396,413	-6%	420,000	0%	High	8
<b>Trade and Development - Economic Development</b>								
	Cincinnati Small Business Loan Fund	100,000	80,000	-20%	90,000	-10%	Low	-10
	NBD Improvement Program	920,000	874,000	-5%	920,000	0%	High	11
	Small Business Services & Technical Assistance	140,000	112,000	-20%	126,000	-10%	Low	-5
	Strategic Program for Urban Redevelopment	570,000	485,000	-15%	555,000	-3%	High	4
	Future Blooms	185,000	168,750	-9%	185,000	0%	High	6
<b>Trade and Development - Property Maintenance Code Enforcement</b>								
	Code Enforcement Relocation	50,000	42,500	-15%	50,000	0%	Medium	0
	Concentrated Code Enforcement	575,000	575,000	0%	575,000	0%	Medium	-1
	Hazard Abatement/Barricade Program	800,000	680,000	-15%	1,150,000	44%	Low <sup>2</sup>	-5
	Historic Structures Stabilization	220,000	196,000	-11%	210,000	-5%	High	2
<b>Parks</b>								
	Mill Creek Greenway Restoration	85,000	72,250	-15%	78,000	-8%	Medium	0
<b>Police</b>								
	Drug Elimination Program	85,000	72,250	-15%	72,250	-15%	Low	-5
<b>Public Services</b>								
	Corporation for Findlay Market - Nonprofit Capacity Building <sup>3</sup>	497,250	168,000	-61%	168,000	-66%	Medium	-1
	Corporation for Findlay Market - Urban Gardens <sup>3</sup>		28,000		28,000			
<b>Health - Community Health Services</b>								
	Lead Hazard Testing Program	510,000	495,000	-3%	495,000	-3%	Medium	1
<b>TOTAL PROJECT AMOUNT</b>		<b>9,278,345</b>	<b>7,948,094</b>	<b>-14%</b>	<b>9,134,189</b>	<b>-2%</b>		

**NOTES**

1. CDAB priorities were established in 2012.
2. The Hazard Abatement/Barricade Program received a low score due to the availability of other grant sources to support the program. Those grants were term grants and are no longer available.
3. The reduction to Findlay Market will be provided for in the General Fund.



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# Consolidated Plan Budget Update and Reconciliation

## Exhibit II: HOME Investment Partnerships Program

Agency	Program Name	CY 2013 Grant Year	CY 2014 Grant Year Appropriations		CY 2014 Grant Year Reconciliation		CDAB Program Scores <sup>1</sup>	
			Amount	% Reduction	Amount	% Reduction	Category	Total
<b>Trade and Development - Neighborhood Development</b>								
	HOME Admin	224,522	191,783	-15%	224,904	0%	N/A	N/A
	Rental Rehab Program	640,000	520,000	-19%	580,277	-9%	High	9
	Single Family Homeownership Development	220,000	178,750	-19%	220,000	0%	Low	-1
	Neighborhood Capacity Building & Technical Assistance	110,000	89,375	-19%	110,000	0%	High	6
	Downpayment Initiative	250,000	203,125	-19%	203,125	-19%	Low	-1
	Homeless to Homes - Permanent Supportive Housing	543,352	169,007	-69%	169,007	-69%	High	7
	Tenant Based Rental Assistance	400,000	325,000	-19%	400,000	0%	Low	-1
	Strategic Housing Initiative Program (SHIP)	0	251,875	N/A	341,731	N/A	N/A	0
<b>TOTAL PROJECT AMOUNT</b>		<b>2,387,874</b>	<b>1,928,915</b>	<b>-19%</b>	<b>2,249,044</b>	<b>-6%</b>		

**NOTES**

1. CDAB priorities were established in 2012.



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# Consolidated Plan Budget Update and Reconciliation

## Exhibit III: Emergency Solutions Grant

Agency	Program Name	CY 2013 Grant Year	CY 2014 Grant Year Appropriations		CY 2014 Grant Year Reconciliation	
			Amount	% Reduction	Amount	% Reduction
<b>Trade and Development - Neighborhood Development</b>						
	ESG Admin	60,846	51,719	-15%	68,698	13%
	Homeless Shelters & Other Homeless Housing	450,002	450,000	-15%	450,000	0%
	Homelessness Prevention	310,439	187,872	0%	397,281	28%
	<b>TOTAL PROJECT AMOUNT</b>	<b>821,287</b>	<b>689,591</b>	<b>-16%</b>	<b>915,979</b>	<b>12%</b>



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# Consolidated Plan Budget Update and Reconciliation

## Exhibit IV: Housing Opportunities for Persons with AIDS

Agency	Program Name	CY 2013 Grant Year	CY 2014 Grant Year Appropriations		CY 2014 Grant Year	
			Amount	% Reduction	Amount	% Reduction
<b>Trade and Development - Neighborhood Development</b>						
	Northern KY. Independent Health District	142,848	104,874	-27%	128,197	-10%
	Caracole House	547,280	401,792	-27%	497,074	-9%
	Center for Respite Care	32,000	23,493	-27%	27,189	-15%
	HOPWA Admin Costs	19,175	16,397	-14%	20,179	5%
<b>TOTAL PROJECT AMOUNT</b>		<b>741,303</b>	<b>546,556</b>	<b>-26%</b>	<b>672,639</b>	<b>-9%</b>



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## **Section 6: Glossary**



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**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 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 resources 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 former biennial budget cycle was based on a fiscal year that aligned with the calendar year such as 2011/2012. Due to the change in fiscal year commencing July 1, 2013, the biennial cycle will include Fiscal Years 2014-2015 which will include the period from July 1, 2013 to June 30, 2015, to be followed by FY 2016-2017, and so on.

**BOND:** A long-term promissory debt obligation issued in order to generate financing for the construction, rehabilitation, or upgrade of City assets. The sale of bonds is the primary method of financing a capital program.

**BOND (CREDIT) RATING:** The grading of a debt security with respect to the issuer's ability to meet interest and principal requirements in a timely manner. The three major rating services Fitch, Moody's, and Standard & Poor's use AAA as their highest rating and grade down through Bs and Cs. (D is used only by Fitch.) Debts rated AAA, AA, A, and BBB are considered investment-grade. Higher rated bonds provide lower returns, the price an investor pays for greater safety.

**BUDGET:** A comprehensive financial plan of operations for a given time period that aims to balance the allocation of limited resources among competing programs.

**CAFR:** See Comprehensive Annual Financial Report.



**CALENDAR YEAR (CY):** The 12 month period from January 1 through December 31 in any year. The City used to operate on a calendar year budget, but will operate on a July 1 through June 30 fiscal year commencing July 1, 2013.

**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, expenditure savings, canceled encumbrances, or revenues in excess of estimates for that year. Savings exist when total expenditures and encumbrances are less than the appropriations. Canceled encumbrances result from the completion of a contract at a cost less than the encumbered amount.

**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):** 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:** A comprehensive plan required by the U.S. Department of Housing and Urban Development 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, which is also referred to as a base budget.

**CONTRACT AGENCIES:** Entities the City contracts with 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:** Resources 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).

**ENCUMBRANCE:** An amount of resources 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), a statement of revenues and expenditures, and a statement of cash flows.

**FISCAL YEAR (FY):** Any period designated as a budget year, which typically includes 12 months. Cincinnati's fiscal year has traditionally been from January 1 through December 31. The City will operate on 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 of paid time per fiscal year and .75 FTE equals 1566 hours of paid time per fiscal year.

**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):** 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.

**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:** A method of accounting in which 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 that 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:** A system of planning, budgeting, and evaluation that emphasizes the relationship between resources included in the budget 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 a reserved part of a prior year appropriation. These encumbrances cease 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.

**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 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 pay 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, 2013 a six month stub budget was 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 resources 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:** Resources 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:** A liability resulting 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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