

city of
CINCINNATI
CINCINNATI, OHIO

FY 2022-2023
ALL FUNDS
BIENNIAL BUDGET
VOLUME I:
RECOMMENDED
OPERATING BUDGET





**Fiscal Years 2022-2023 All Funds Operating Budget
City Manager's Recommended Biennial Operating Budget**

Mayor

John Cranley

Vice-Mayor

Christopher Smitherman

Members of City Council

Steve Goodin

Greg Landsman

Jan-Michele Lemon Kearney

Liz Keating

David Mann

Chris Seelbach

Betsy Sundermann

Wendell Young

City Administration

Paula Boggs Muething, City Manager

Christopher A. Bigham, Assistant City Manager

John Juech, Assistant City Manager

Sheryl Long, Assistant City Manager

William "Billy" Weber, Assistant City Manager

Andrew Dudas, Budget Director

Karen Alder, Finance Director

Monica Morton, Assistant Finance Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Cincinnati

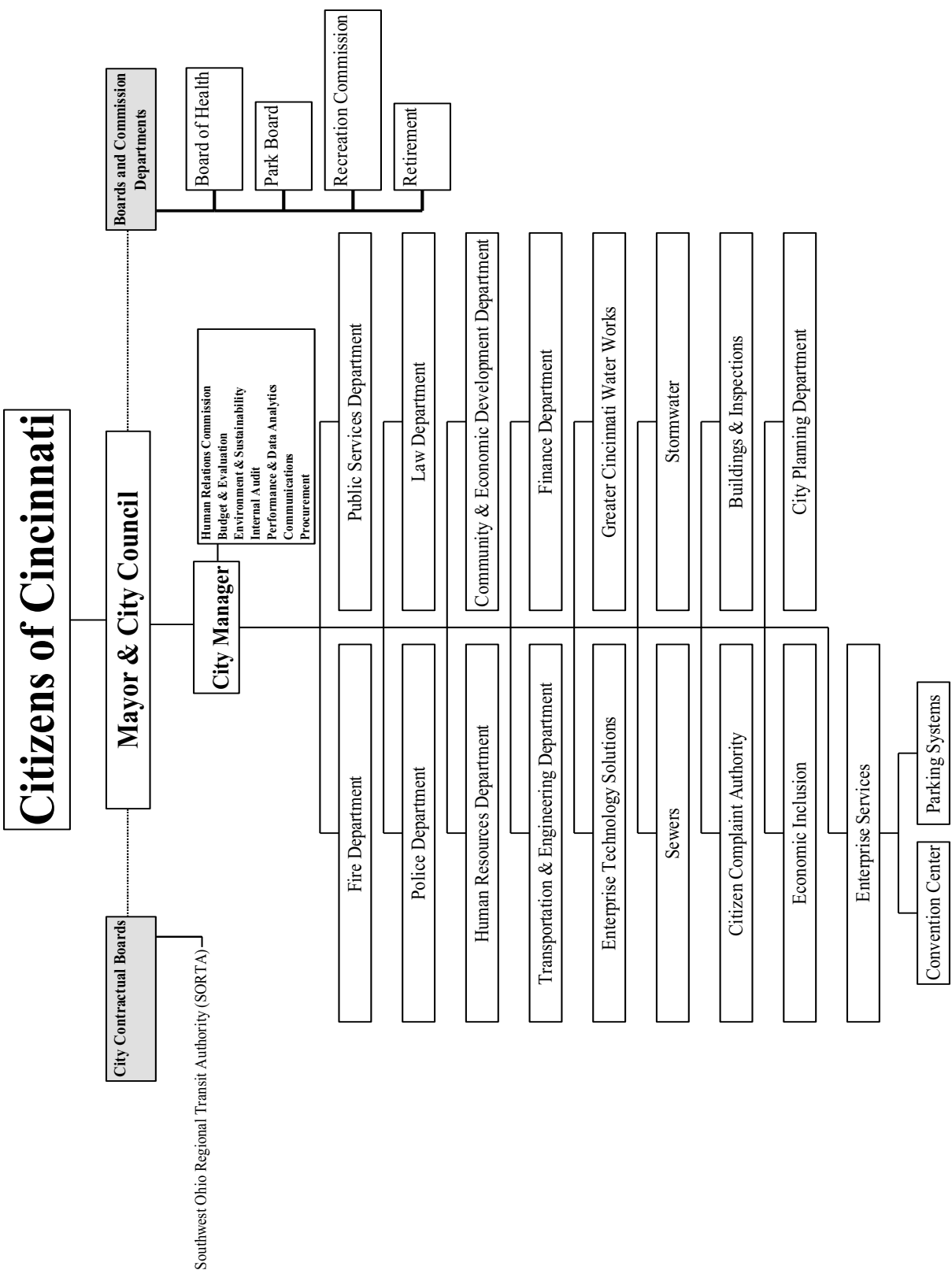
Ohio

For the Biennium Beginning

July 1, 2019

Christopher P. Morill

Executive Director



Southwest Ohio Regional Transit Authority (SORTA)

City Manager's Office
Office of Budget and Evaluation
801 Plum Street, Suite 142
Cincinnati, OH 45202
513.352.3232
513.352.3233 (fax)

Christopher A. Bigham, Assistant City Manager

Andrew Dudas, Budget Director
Brian Gay, Interim Division Manager
Alicia Reinersman, Interim Supervising Management Analyst

Chelsea Ahting, Senior Management Analyst
Bradley Dick, Management Analyst
Paul Popovich, Senior Management Analyst
Joseph Schuster, Senior Management Analyst
Eileen Turner, Senior Management Analyst





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CITY OF CINCINNATI, OHIO



MISSION

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

HOW TO USE THE BUDGET DOCUMENT

The City of Cincinnati's FY 2022 - FY 2023 Recommended Biennial Budget document is designed to help the residents of Cincinnati and the general public gain a better understanding of the City's budget process by highlighting the City's past, present, and future operations. This document contains two volumes. Each volume is divided into major sections. The sections are described below to assist the reader with understanding the budget document.



Volume I

Recommended Biennial Budget

Fiscal Year 2022-2023 All Funds Operating Budget

Manager's Message:

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

Budget Summary:

This section provides an abridged overview of the City of Cincinnati's Recommended Fiscal Year (FY) 2022-2023 Budget. Tables and charts show an overall picture of the City's budget from several perspectives. The section includes: budget assumptions describing various factors affecting the budget; information provided relating to the City's revenue sources and expenditures; and the City's departmental staffing plan and historical comparisons.

Financial Summaries:

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

Departmental Budgets:

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

Appendix:

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



Volume II

Recommended Biennial Budget

Fiscal Year 2022-2023 All Funds Capital Budget

Introduction:

This section provides general information about the Capital Budget, how it is developed, and summarizes the evaluation criteria.

Overview:

The overview provides various summary tables, charts, and graphs that provide an overall picture of the City's capital budget from several perspectives.

Summary Reports:

This section provides summary reports of the Capital Improvement Program (CIP) projects by program and by neighborhood. A report on the operating budget impact of the capital projects is also included in this section.

Capital Acceleration Plan:

This section outlines the Capital Acceleration Plan (CAP) designed to address aging roads and City vehicles.

Departmental Budgets:

This section includes a summary of the projects included in each department's FY 2022-2027 Capital Improvement Program. It also includes descriptions, purpose statements, and phases for each project following the departmental summary.

Appendix:

This section includes the Community Budget Requests (CBR) submitted by Community Councils for review by appropriate City Departments.



HISTORY⁽¹⁾

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

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

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

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

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

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

⁽¹⁾Plan Cincinnati, History and Past Plans, (2013): http://www.plancincinnati.org/sites/default/files/plan_cincinnati_pdf/6-historyplans.pdf



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

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

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

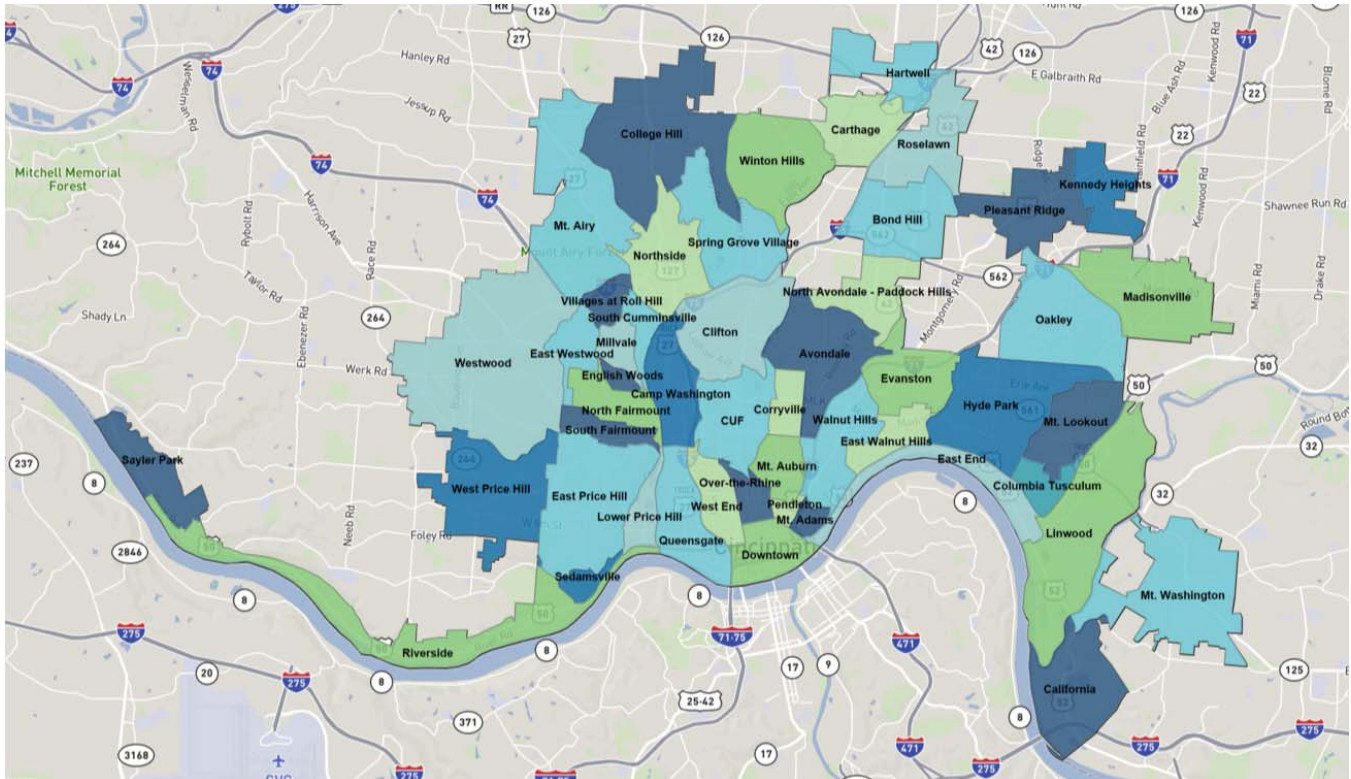
The City grew by annexation and was largely built out to the edges of these neighborhoods by 1920. The automobile facilitated the development of Cincinnati's outermost ring of communities: Westwood, Mt. Airy, College Hill, Roselawn, Pleasant Ridge, and Mt. Washington. For a brief period from 1930 to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

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



LOCATION

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





PROFILE

City	Seat of Hamilton County, Ohio Chartered as a Village in 1802 Incorporated as a City in 1819	
Area	79.54 square miles	
Form of Government	Stronger Mayor-Council	
Land Use	Zone Type	Sq/mi
	Residential	48.19
	Industrial/Manufacturing	11.16
	Parks & Recreation (community)	9.42
	Commercial	6.13
	Office	1.78
	Institutional	1.49
	Planned Development (open space)	1.39
	Urban Mixed	0.04
Major Employers⁽¹⁾	Cincinnati Children’s Hospital General Electric The Kroger Co. Greater Cincinnati International Airport Mercy Health UC Health Procter & Gamble TriHealth Inc. University of Cincinnati St. Elizabeth Healthcare	
Hospitals	The Christ Hospital Mercy Health (West) Cincinnati Children’s Hospital Good Samaritan Hospital Bethesda North Hospital University of Cincinnati Medical Center Cincinnati Veterans Affairs Medical Center Jewish Hospital Mercy Health Mercy Health Anderson Hospital Summit Behavioral Healthcare	



Transportation

Interstates in Cincinnati

I-71, I-75, I-74

Public Transportation

Southwest Ohio Regional Transit Authority (SORTA)

Airport

Cincinnati Municipal Lunken Airport

Educational Facilities

Cincinnati Public Schools 67

Elementary schools 49

Combined K-12 schools 4

High Schools 124

Charter Schools 39

Private Schools 125

Higher Education 17

Art Academy of Cincinnati

ATA College

Athenaeum of Ohio

Chatfield College

Christ College of Nursing and Health Science

Cincinnati College of Mortuary Science

Cincinnati State Technical and Community College

Galen College of Nursing

God's Bible School and College

Good Samaritan College of Nursing and Health Science

Hebrew Union College, Jewish Institute of Religion

Mount St. Joseph University

National College

Union Institute and University

University of Cincinnati

Wilmington College (at Cincinnati State)

Xavier University



CINCINNATI AT A GLANCE

DEMOGRAPHICS (2)

Population

2010	296,943
2019	301,394
% Change	1.50%

Racial Composition

	2010	2019	% Change
White	49.5%	50.7%	2.4%
Black or African American	44.8%	42.3%	-5.6%
Asian	2.0%	2.2%	10.0%
Other	3.7%	4.8%	29.4%
Hispanic or Latino	2.7%	3.8%	39.3%

Labor Market Information

	2010	2019
Civilian Labor Force	152,192	159,509
Employment	135,845	146,749
Avg. Unemployment Rate	10.7%	8.0%

Age Distribution

	2010	2019	% Change
Under 5	7.2%	7.1%	-1.4%
5-19	19.6%	19.0%	-3.1%
20-44	38.4%	39.6%	3.1%
45-64	23.8%	22.1%	-7.1%
65 and Over	11.2%	12.2%	8.9%
Median Age	32.7	32.2	-1.5%

Cincinnati Resident Education Level (25 Years+)

High School Graduate or Higher	88.1%
Some College	19.1%
Associate's Degree	7.4%
Bachelor's Degree	21.4%
Graduate/ Professional Degree	15.7%

City of Cincinnati School Enrollment

Nursery/Preschool	4,382
Kindergarten	3,711
Elementary (1-8)	28,135
High School (9-12)	12,940
College or Professional School	32,218
Total Enrollment	81,386

Household Statistics

	City of Cincinnati	Hamilton County	Ohio	United States
Number of Households	137,582	347,235	4,730,340	122,802,852
Number of Families	62,807	200,635	2,942,581	79,594,270
Average Household Size	2.11	2.30	2.40	2.61
Median Home Value*	178,900	176,000	165,500	264,200
Median Household Income	46,260	60,198	58,642	65,712
Per Capita Income	33,910	38,052	32,780	35,672



SERVICE STATISTICS⁽³⁾

Utilities

Water Customers	240,336
Sewer Customers	226,000
Service Area	290+ sq miles
Pump Stations	100+
Garbage (tons per year)	74,305
Recycling (tons per year)	15,450

Streets, Sidewalks, and Bridges

Paved Lane Miles	2,910
Sidewalk Lane Miles	1,700
Bridges	71
Street Lights ⁽⁴⁾	10,000
Traffic Signals	790

City-Owned Facilities Maintained ⁽⁵⁾ 88

Fleet (# of units) ⁽⁶⁾ 2,842

Health Department

Patients	42,315
Visits	158,954
Food Facilities Inspections	19,528

Public Safety ^(7,8)

Police

Sworn	1,059.00
Civilian Employees	180.00
Neighborhood Police Districts	6

Fire

Sworn	859.00
Civilian Employees	46.00
Fire Districts	4
Fire Stations	26

Emergency Communications Center

ECC Employees	141.00
ETS Employees	7.00

(1) Cincinnati Business Courier, Book of Lists, "Greater Cincinnati Largest Employers" July 2020.

(2) Demographic and Educational Data: Census Bureau American Community Survey (2019 Estimate).

* Median Home Value for housing units with mortgage.

(3) Information as of FY 2020 unless otherwise specified.

(4) Approximate number of streetlights maintained by the City of Cincinnati.

(5) Number of facilities maintained by the Department of Public Services Division of City Facility Management (CFM). Does not include board-owned facilities or enterprise facilities (i.e. Health, Parks, Recreation, Metropolitan Sewer District, or Greater Cincinnati Water Works facilities.)

(6) Fleet assets include vehicles, mowing equipment, construction equipment, and other various specialty units as of March 2021.

(7) Information from Recommended FY 2022-2023 Biennial Budget.

(8) Emergency Communications Center (ECC) includes ECC employees as well as Enterprise Technology Solutions (ETS employees assigned to ECC).



PARKS

East

Alms Park
Annwood Park
Ault Park
Bettman Nature Preserve
California Woods Nature Preserve

Daniel Drake Park
French Park
Geier Esplanade
Hyde Park Square
Kennedy Heights Park

Larz Anderson Park
Owls Nest Park
Pioneer Cemetery
Stanbery Park

West

Buttercup Valley
Fernbank Park
Glenway Woods
Hoffner Park
LaBoiteaux Woods

McEvoy Park
Mt. Airy Forest
Mt. Airy Arboretum
Mt. Echo Park
Olden View Park

Parkers Woods
Rapid Run Park
Sayler Park
Wilson Commons

Central

Avon Woods
Bellevue Park
Burnet Woods
Caldwell Nature Preserve
Eden Park
Fairview Park

Fleischmann Gardens
Hauck Botanical Gardens
Hopkins Park
Inwood Park
Laurel Park
Lytle Park

Mt. Storm Park
Piatt Park
Rawson Woods Nature Preserve
Washington Park

River Parks

Magrith Preserve
Otto Armleder Park
Smale Riverfront Park

Sawyer Point & Yeatman’s Cove
Theodore M. Berry International Friendship Park

NATURE CENTERS

Avon Woods Nature Center
Bettman Natural Resource Center
Caldwell Nature Center
California Woods Nature Center

Krohn Conservatory
LaBoiteaux Woods Nature Center
Trailside Nature Center



RECREATION CENTERS

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

POOLS AND SPRAYGROUNDS

Deep Water Pools

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

Shallow Water Pools

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

Indoor Pool

Mt. Auburn

Spraygrounds

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

COMMUNITY HEALTH CENTERS

Health Centers	Dental Clinic	Pharmacy
Ambrose H. Clement Health Center	No	Yes
Braxton F. Cann Memorial Medical Center	No	Yes
Crest Smile Shoppe (Dental Clinic Only)	Yes	No
Bobbie Sterne (Elm Street) Health Center	Yes	Yes
Millvale at Hopple Street Health Center	Yes	Yes
Northside Health Center	Yes	Yes
Price Hill Health Center	Yes	Yes



BUDGET DEVELOPMENT PRINCIPLES

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

- The Fiscal Year 2022 General Fund Operating Budget must be balanced. While continuing to strive to have a structurally balanced budget, the fiscal impacts of the pandemic may necessitate the use of one-time sources to balance in Fiscal Year 2022.
- The City government encourages citizen participation in budget development.
- The City government reflects efficiency and effectiveness in service delivery, asset maintenance, and capital improvements in the budget.
- The City government at all times emphasizes sound financial planning and management.
- The Biennial Budget will include a multi-year General Fund forecast, with adjustments in the Budget Update.

Budget Engagement

Due to COVID-19, the City adjusted the budget citizen engagement process, which required format changes to limit health risks while gathering input for the City Council, the Mayor, and Administration to consider as the Recommended FY 2022-2023 Biennial Budget was created.

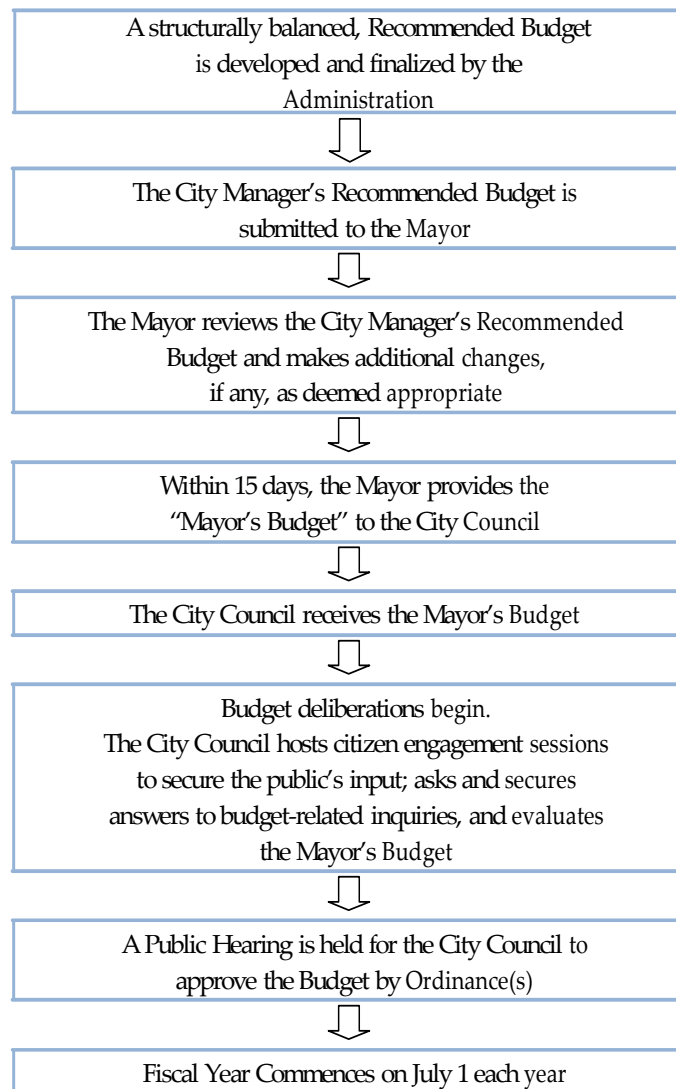
The public engagement process included various information gathering techniques to promote safety and maximize the input received as follows:

- Continuing use of the budget engagement website to keep people informed of upcoming opportunities.
- Budget Basics presentations for various community and business groups were held virtually and made available by request. These presentations educate community organizations, boards and commissions and help to collect feedback.
- The Community Budget Request process provided an opportunity for Community Councils to request up to three projects for consideration in the FY 2022-2023 Biennial Budget cycle.
- The Neighborhood Project Suggestion portal provided an opportunity for the public to offer ideas to the City for inclusion in the Recommended FY 2022-2023 Biennial Budget.
- Three Public Input Forums will be hosted to receive input from the public regarding the City Manager's Recommended FY 2022-2023 Biennial Budget. These forums will be held in the Council Chambers in person and virtually to promote social distancing. The public will be able to provide comment to the City Council at the forums.



BUDGET PROCESS

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



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

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



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

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

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

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

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

The City Manager reviews the recommendations of the EBR and, in turn, develops the recommendations which are submitted to the Mayor for further consideration prior to submission to the City Council. Public comment is solicited during public hearings. The City Council approves the budget and immediately amends the budget during the same meeting of the City Council. The amendments will be included in the Approved FY 2022-2023 Biennial Budget.

BIENNIAL BUDGET

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

Although the City Council approves a multi-year budget, the State of Ohio requires cities to appropriate funds annually. For the first year of the biennium, the budget is "appropriated" by the City Council. The second year of the biennium is also "approved" by the City Council at that time. Subsequently, during the first year of the biennium, the City Council must formally appropriate the Approved FY 2023 Budget Update.



Operating Budget and Capital Budget

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

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

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

BASIS OF BUDGETING

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

There are more than 100 funds in use by the City of Cincinnati, and these funds are controlled by enabling legislation that sets the purpose and use of each fund. As an additional control, the City Council passes appropriation ordinances to approve the budgets for 24 of the largest and most active funds which are called principal restricted funds. An appropriation is a legislated authorization to make limited expenditures based on projected revenues.

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

Measurement Focus

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

The government-wide and proprietary funds' financial statements are reported using the economic resources measurement focus. The government-wide and proprietary funds' financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are



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

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

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

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

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



The City of Cincinnati's FY 2022-2023 Biennial Budget was developed and is maintained by funds. The following table shows the All Funds FY 2022-2023 Biennial Budget, which includes both Operating and Capital:

	FY 2022 Recommended Budget	% of Total Budget (All Funds)
OPERATING		
General Fund	441,113,700	29.4%
Special Revenue Funds		
9-1-1 Cell Phone Fees	1,609,770	0.1%
Bond Hill Roselawn Stabilization & Revitalization Operations	151,470	0.0%
Bond Retirement	184,203,790	12.3%
Cincinnati Area Geographic Information Systems (CAGIS)	4,696,430	0.3%
Cincinnati Health District	18,183,110	1.2%
Cincinnati Riverfront Park	1,582,180	0.1%
Community Health Center Activities	25,825,720	1.7%
Convention Center	9,975,170	0.7%
County Law Enforcement Applied Regionally (CLEAR)	5,438,170	0.4%
General Aviation	2,226,200	0.1%
Hazard Abatement	1,574,840	0.1%
Income Tax-Infrastructure	22,449,850	1.5%
Metropolitan Sewer District	223,329,680	14.9%
Municipal Golf	5,541,800	0.4%
Municipal Motor Vehicle License Tax	3,781,820	0.3%
Parking Meters	4,773,650	0.3%
Parking System Facilities	7,664,530	0.5%
Recreation Special Activities	5,672,910	0.4%
Safe and Clean	51,520	0.0%
Sawyer Point	1,174,460	0.1%
Stormwater Management	26,099,180	1.7%
Street Construction Maintenance & Repair	16,281,200	1.1%
Water Works	148,732,410	9.9%
Other Restricted Funds	30,419,560	2.0%
TOTAL ALL FUNDS OPERATING BUDGET	\$1,192,553,120	79.5%
CAPITAL		
General Capital	83,640,000	5.6%
Restricted Capital Funds		
Convention Center	230,000	0.0%
General Aviation	341,000	0.0%
Metropolitan Sewer District	123,500	0.0%
Metropolitan Sewer District Capital Improvements	112,855,800	7.5%
Parking System Facilities	208,500	0.0%
Stormwater Management	3,939,000	0.3%
Telecommunications Services	30,000	0.0%
Water Works	149,000	0.0%
Water Works PIF	67,000,000	4.5%
Special Revenue Capital Funds		
Special Housing PIF	500,000	0.0%
Grant and Matching Funds		
Alternate Transportation Grants	500,000	0.0%
Fed Aviation Grants	1,000,000	0.1%
Road/Bridges Grants	31,022,405	2.1%
Safety Improvement Grants	6,680,000	0.4%
TOTAL ALL FUNDS CAPITAL BUDGET	\$308,219,205	20.5%
TOTAL ALL FUNDS FY 2022 RECOMMENDED BUDGET	\$1,500,772,325	100.0%

Note: This table does not include Transfers Out. Refer to the Fund Tables in the Financial Summaries Section for more detailed information regarding Transfers Out.



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

The City reports the following major proprietary fund:

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

The City reports the following fund types:

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

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



FINANCIAL POLICIES

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

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

Accounting and Auditing Policies

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

Revenue Policies

- The City Council levies taxes or fees as specified in the City Charter, or as authorized under the laws of the State of Ohio, to generate revenue for service delivery and capital improvement purposes.
- The Biennial Budget is developed based on the current income tax and property tax structure in the City of Cincinnati.
- **Income Tax:** The City Income Tax is 1.8% of gross earnings by residents, non-residents who work in the City, and corporations located in the City. It is subdivided into three components: 1.55% for General Fund operating purposes, 0.15% for permanent improvements (capital),



and 0.10% for maintenance of the City's infrastructure. Due to the passage of Issue 7 in FY 2020, the 2.1% locally levied income tax experienced a rollback of 0.3% during FY 2021. The 0.3% had been previously earmarked for public transit.

- Property Tax: The City's current property tax total is 12.69 mills per \$1,000 of assessed value. Property tax is subdivided into two components: 5.19 mills for General Fund operating purposes, and 7.5 mills for debt requirements of the Capital Improvement Program for Calendar Year (CY) 2021. The CY 2022 Property Tax rate is 3.97 mills for General Fund operating purposes and 7.5 mills for debt requirements of the Capital Improvement Program.
- Intergovernmental revenues are sought from State, Federal, and other sources. The City is not obligated to continue financial support for non-City funded programs and projects after non-City funding has lapsed, except as agreed to as a condition of acceptance of intergovernmental revenues.
- The City ensures revenue collection through efficient collection systems.

Debt Policies

- The City will issue bonds for capital improvements and not for recurring operating expenditures.
- The City publishes an Official Statement for each bond issue in accordance with rules promulgated by the Securities and Exchange Commission.
- The City fulfills all obligations for secondary market disclosure to keep bond market participants informed of significant financial activities of the City.
- The City primarily utilizes dedicated property tax proceeds to support debt service payments on general obligation bonds and notes. It also levies taxes on property based on debt limitations in the Ohio Revised Code and the City Charter as follows:
 - As a result of a prior Court decision, the City has the right to levy property taxes without limitation to support its lawfully issued bonds and notes, and the City's ability to incur debt will be limited only by the arithmetical (percentage) limitations set forth under Section 133.05 of the Ohio Revised Code.
 - Section 133.05 of the Ohio Revised Code provides that the principal amount of both voted and unvoted debt of the City may not exceed 10.5% of the City's assessed valuation, and that the principal amount of unvoted debt may not exceed 5.5% of the City's assessed valuation. The Code also provides several exemptions of debt from the 5.5% and 10.5% limitations.
- Administrative Regulation No. 66 - City of Cincinnati Debt Policy establishes additional guidelines on debt management and issuance.
- As of 6/30/2021, the City will retire approximately 70% of its long-term outstanding general obligation debt in 10 years.



- As of 10/7/2020, Moody's rates the City's general obligation bonds "Aa2", their third highest rating. As of 10/8/2020, the City's general obligation bond rating by S&P Global, formerly Standard and Poors, is "AA", their second highest rating. Both ratings reflect a stable outlook.
- Section #9, "Long-Term Debt" on Page 81 of the City of Cincinnati's 2020 Comprehensive Annual Financial Report contains detail on the City's long-term debt structure. Please refer to the Comprehensive Annual Financial Report for further information.

Investment Policy

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

Fund Balance Reserves Policy

- The City's Stabilization Funds Policy was established in 2015 and was amended in 2019. The amended policy establishes a goal of setting aside 16.7% of general operating revenues as reserves. This reserve amount is based on the Government Finance Officers Association (GFOA) recommended goal of two months of estimated revenues. Importantly, amongst other enhancements detailed below, the policy update provides a specific mechanism to help the City achieve compliance with its existing policy of 16.7% while still providing flexibility to deal with unexpected one-time expenditures that may arise within a given year. The City's Stabilization Funds Policy includes the following:
 1. General Fund Carryover Balance: will maintain one and fifty one hundredths percent (1.50%) of estimated General Fund operating revenues.
 2. General Fund Contingency Account: to be used for one-time unfunded events, shall have a balance which is two and zero one hundredths percent (2.00%) of estimated general operating revenues.
 3. Economic Downturn Reserve Account: to be used for unforeseen economic events or circumstances that cause unexpected drops in General Fund Income Tax Revenue, which result in a budgetary imbalance that cannot be resolved through immediate budgetary adjustments, has a balance which is five and zero one hundredths percent (5.00%) of estimated general operating revenues.
 4. Working Capital Reserve: minimum reserve level of eight and twenty one hundredths percent (8.20%) of general operating revenues. Used only in the event of an emergency or a catastrophic need of the City.

Operating Budget Policies

- The City prepares a General Fund Multi-year Forecast every two years, which provides estimates of income tax and property tax revenue changes and expenditure changes for the forecast period. Explanations of revenue and expenditure assumptions are included in the forecast.



- Mid-year budget monitoring exercises are conducted each year to identify budget issues at the department level to ensure budgets remain within their appropriated funding level.
- The City prepares Final Adjustment Ordinances (FAO) for the General Fund and Principal Restricted Fund accounts at the end of each year for the purpose of realigning accounts and providing funds for the on-going needs of City departments in order to ensure that all departments have balanced budgets by year-end.
- At the beginning of budget development, targets are established for Operating Budget expenditures. These targets reflect adjustments for program changes, any applicable increases in salaries and wages, and inflationary increases in non-personnel items and services. Budgetary requests in excess of the target amounts are considered exceptions and must meet one of the following criteria: legal mandates, City Council mandates, or City Manager initiatives.
- The City strives for a structurally balanced budget for the General Fund and each Principal Restricted Fund where annual total expenditures and encumbrances are equal to or less than the annual revenue estimate for the fund.
- A budget that provides for a positive net carryover balance in the fund at the end of the fiscal year is considered a balanced budget in order to comply with State Law.

Capital Budget Policies

- A capital improvement or capital project is defined as the purchase or improvement of a City asset, including construction or rehabilitation which provides an asset for the City’s use or, in the case of an existing asset, increases the value of the public asset or extends its useful life. Capital improvements are made to improve the value of City assets, and are relatively large expenditure items compared with operating budget items. The City Council may also designate a capital improvement through its authority to establish public policy and identify a public purpose when making capital improvement expenditures. A capital improvement is expected to have a useful life of at least five years, compared to operating budget items which are consumed in the daily delivery of City services.
- The following criteria were used in developing the Capital Budget, which are listed in descending priority sequence:
 1. Hazard Elimination: to eliminate or reduce definite and immediate health and safety hazards;
 2. Legal Mandates: to comply with a court order or other specific legal directive (consent decree, etc.);
 3. Regulatory Compliance: self-initiated improvement in compliance with a federal, state, or local rule or regulation affecting capital assets;
 4. Project Completion: to finish phased projects with related and already committed or expended funding;
 5. Prevent Failure: to systematically, and according to schedule, improve assets that would fail if not periodically improved;



6. **Extend Useful Life:** to improve an asset by making a capital investment to increase the asset's service life;
7. **Cost-Benefit Justified:** to make a capital investment that is supported by benefits equal to or greater than the cost of investment (e.g., benefits may be in jobs, revenue, cost savings, matching funds, etc.);
8. **Service Betterment:** to accommodate growth in service demand, or to otherwise increase the quality of service provided by the capital asset.

PLANNING THE BUDGET

Under the leadership of the City Manager, five strategic priorities were identified that guided the FY 2016-2017 Biennial Budget development and have since been reviewed and modified and have continued as the City's strategic focus into the FY 2022-2023 Biennium. The strategic priorities include:



To develop a financial forecast, an econometric forecasting firm is contracted to provide the City with a multi-year economic forecast. The forecast provides a fiscal context for the development of budget policies. In May 2021, the University of Cincinnati's Economics Center revised projections for City Income Tax for fiscal years 2022 to 2026.

In addition to the long-term financial planning, there are many other planning processes that have an impact on the development of the biennial and update budgets, which are described below:

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

In addition to the comprehensive plan, the City adopted a five-year Consolidated Plan (2020-2024), which guides the use of the City's major federal funds, such as the Community Development Block Grant. The five-year Consolidated Plan incorporates the City's Housing Policy and Economic Development strategies while focusing on three major objectives of providing decent affordable housing, creating suitable living environments, and creating economic opportunities. This document is considered and adopted as a separate process and not included in this document.



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

Additionally, City departments develop department-specific strategic priorities, which set benchmarks for success and data driven performance indicators to assess progress. These priorities build upon the five strategic priorities which lead budget development and assist with determining appropriations. Refer to the Departmental Budget Sections for more information on department strategic priorities.

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



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



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Mayor John Cranley:

May 25, 2021

We are serving the citizens of Cincinnati and leading through an historic time. It would be difficult to overstate the tremendous impact that the COVID-19 pandemic has had on every aspect of our lives - personally, professionally, and economically. We have navigated these uncertain conditions and adapted the operations of the City to continue to provide legacy basic services, as well as serve pandemic specific needs. Our public employees tackled these challenges with grace, courage and resourcefulness. Their determination to show up and do their jobs, no matter the challenge, kept Cincinnati strong.

In the Administration's proposed Biennial Budget for Fiscal Years (FY) 2022 and 2023, we strike a balance between continuing to respond to the immediate needs and impacts of the ongoing pandemic and investing in the future needs of our residents and City.

As you know, the American Rescue Plan (ARP) became law on March 11, 2021, providing a financial lifeline to state and local governments across the nation. Through the Local Fiscal Recovery Fund (LFRF) established under the ARP, the City of Cincinnati will receive approximately \$280 million dollars. These funds present an incredible opportunity to ensure fiscal stability for our City, adapt our public service delivery to the new conditions presented by the pandemic, and to make critical investments in programs and services that respond to the needs of our residents.

Guided by our budget policies and priorities, our proposal maintains City staffing levels essential to the prompt and efficient delivery of core services, promotes public safety and economic growth opportunities, and prioritizes enhancement of our neighborhoods.

Financial Stability and the ARP

The funding provided to the City under the ARP will allow the City to avoid a significant budget deficit in FY 2022 resulting from the economic impacts of COVID-19. Amidst uncertain economic conditions, ARP allows the City to stabilize staffing levels to ensure the continuation of excellent service delivery in FY 2022 and secures the City's fiscal position.



One of the primary financial impacts to the City resulting from COVID-19 will be the impact of remote work to the City's earning tax revenues. As of this writing, there is significant uncertainty in the short-term regarding the extent of these impacts-with ongoing litigation challenging the City's ability to levy taxes on remote workers during the course of the pandemic and with various pending state-level legislative initiatives. The long-term outlook does not provide a reprieve to the uncertainty, as we do not yet know to what extent remote work habits or preferences will be entrenched and whether the state legislature will continue to undermine local self-determination and our municipality's ability to support the city infrastructure that built Ohio's economy.

The ARP provides temporary relief from these economic concerns by allowing local governments to replace lost revenue resulting from the pandemic. Therefore, in this budget we are recommending an allocation of approximately \$67 million dollars to stabilize City operations for FY 2022. The recommended budget is balanced but relies on this one-time source to do so.

Restoration of Reductions Taken in FY 2021 / Customer Service Focus

For FY 2021, departments, particularly in the General Fund, bore the brunt of the pandemic budgetarily with significant one-time reductions that reduced staff, held positions vacant, cost shifted eligible expenditures to various Restricted Funds, and reduced non-personnel spending. For FY 2022, the overwhelming majority of these reductions have been reversed as departments are planning for increased demand for services from residents as the pandemic begins to subside. This aligns with our updated strategic plan, focusing our commitment to core principles on, among other things, excellent service delivery across departments to meet that increased need.

Public Safety and Human Services

Our elected leaders have continued to place an emphasis on public safety. Attrition of sworn public safety staff has significantly increased during the pandemic, while planned recruit classes for FY 2021 were delayed due to the pandemic; this budget includes funding for two traditional recruit classes for both Police and Fire. The majority of the members of each of the Police recruit classes will be reimbursed from a federal Community Oriented Policing Services (COPS) Hiring Grant. Additionally, this budget includes funding for a lateral Police recruit class of up to thirty members. Additional expenditures focused on reducing crime will support the Cincinnati Police Department's Gun Crime Intelligence Center (GCIC), fund additional crime analysts, and expand capacity on the body worn camera team. Emergency Communications Center (ECC) operations will receive additional resources for training and the establishment of a Quality Assurance (QA) team. These investments will make our neighborhoods safer for our residents.

The FY 2022 budget exceeds the goal of allocating 1.4% of the general fund allocation to human services, with total funding of \$8.0 million. Additionally, to improve service delivery and effectiveness of this public investment, the FY 2022 budget will support the creation and staffing of a new Office of Human Services, which will become part of the City Manager's Office.

Growing Economic Opportunities and Promoting Thriving Neighborhoods

As vaccinations increase and infection levels drop, we look to the future to ensure that we are investing and growing economic opportunities for our residents and their neighborhoods. These investments are critical to reversing the negative economic impacts of the COVID-19 pandemic, including counteracting the disproportionate impact on our most vulnerable residents.



This budget proposal invests in growing economic opportunities by funding requested programs and projects through both the Community Budget Request (CBR) process and by the American Rescue Plan (ARP) dollars.

This budget includes fully or partially funding thirty (30) Community Budget Requests (CBR) in the proposed Biennial Budget. As part of the CBR process, community councils submitted up to three budget priorities for funding in the Biennial Budget and departments engaged with the communities to vet and prioritize their projects. Projects funded in this budget include pedestrian safety improvements, crosswalks, sidewalks, signage, lighting, and recreation improvements.

Additionally, this budget proposal invests in strong and thriving neighborhoods by providing additional resources to Neighborhood Community Councils and providing funding to Invest in Neighborhoods to manage the program.

Conclusion

I proudly present this budget proposal with confidence that it safeguards our ability to weather the remainder of the pandemic and emerge as a stronger, safer, and more equitable city.

The City budget team deserves many thanks for their long hours and substantial effort working on this budget proposal. The City has been nimble in developing strategies to navigate the pandemic because of their hard work and dedication. I am similarly appreciative of the employees and residents who submitted ideas and provided feedback throughout the year and as part of this budget cycle.

Thank you, Mayor Cranley and Cincinnati City Council, for your leadership, direction, and support for so many of the priorities outlined herein. The Biennial Budget for FY 2022 and 2023 reflects those priorities.

A handwritten signature in blue ink that reads "Paula Boggs Muething".

Paula Boggs Muething
City Manager



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ALL FUNDS BUDGET

The Recommended FY 2022-2023 Biennial Budget totals \$1.5 billion and includes a \$1.2 billion Operating Budget and a Capital Budget totaling \$308.2 million. As required by state law, all funds are balanced.

Table I - Recommended FY 2022-23 All Funds Budget

(\$ in Millions)	2020-2021 Biennial		Recommended FY 2022	From 2021 Update Approved		Recommended FY 2023
	2020 Approved	2021 Update Approved		\$ Change	% Change	
Operating Budget						
General Fund ⁽¹⁾	\$397.1	\$393.7	\$441.1	\$47.4	12.0%	\$442.6
Restricted Funds ⁽²⁾	\$746.0	\$724.4	\$751.5	\$27.1	3.7%	\$701.3
Subtotal Operating Budget	\$1,143.1	\$1,118.1	\$1,192.6	\$74.5	6.7%	\$1,143.9
Capital Budget						
General Capital Budget	\$63.5	\$57.3	\$83.6	\$26.3	45.9%	\$53.9
Restricted Funds Capital	\$224.2	\$130.1	\$184.9	\$54.8	42.1%	\$192.9
Special Revenue/Matching Capital	\$8.3	\$13.4	\$39.7	\$26.3	196.3%	\$5.6
Subtotal Capital Budget	\$295.9	\$200.7	\$308.2	\$107.5	53.6%	\$252.4
Total All Funds Budget	\$1,439.0	\$1,318.8	\$1,500.8	\$182.0	13.8%	\$1,396.3

⁽¹⁾The Approved FY 2020 and the Approved FY 2021 Update General Fund amounts do not include \$16.7 million and \$17.4 million respectively in Health Department funding that is transferred to the Cincinnati Health District Restricted Fund.

⁽¹⁾The Recommended FY 2022 and FY 2023 General Fund amounts do not include \$16.6 million and \$18.1 million respectively in Health Department funding that is transferred to the Cincinnati Health District Restricted Fund.

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

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

The Operating Budget Summary is intended to provide an abridged overview of the City of Cincinnati's Recommended Fiscal Year (FY) 2022-2023 Biennial Budget. The Recommended FY 2022-2023 Biennial Operating Budget is balanced, but due to expected revenue losses from the COVID-19 (Coronavirus) pandemic, it does use one-time sources to balance.



Recommended FY 2022 - 2023 Operating Budget - Development Calendar

	2020 Dates
Calendar Year (CY) 2022 Tentative Tax Budget Public Hearing Notice Posted in Clerk's Office	December 4
	2021 Dates
Calendar Year (CY) 2022 Tentative Tax Budget Presented to City Council	January 4
Calendar Year (CY) 2022 Tentative Tax Budget Public Hearing (Special Meeting)	January 4
Calendar Year (CY) 2022 Tentative Tax Budget Passage	January 6
Tentative Tax Budget Deadline to County Auditor's Office	January 15
Weekly Budget Presentations at Budget and Finance Committee	February 8 – March 22
City departments developed proposed FY 2022-2023 budgets	February 15 – March 15
Departments submitted proposed FY 2022-2023 budgets	March 3 – 15
Office of Budget and Evaluation analyzed proposed budgets and prepared for Executive Budget Review (EBR) team meetings	March 3 – April 16
City Council Submitted Draft of Budget Policy Motion to Committee	March 18
City Manager and Office of Budget and Evaluation prepared Recommended FY 2022-2023 Biennial Operating Budget	March 25 – May 20
Public Hearing: Budget Policy Motion	March 29
City Council Approved the Budget Policy Motion at City Council	March 31
American Rescue Plan (ARP) Public Hearings	
via Zoom	April 12
Council Chambers via in person and Zoom	April 19
Council Chambers via in person and Zoom	April 26
Income Tax Economic Forecast Report	May 3
City Manager's Recommended FY 2022-2023 Biennial Budget presented to Mayor John Cranley	May 25
Mayor provides the City Council with the Recommended FY 2022-2023 Biennial Budget	May 25
City Manager's FY 2022-2023 Biennial Budget Presentation	June 1
Public Hearings	
Council Chambers via in person and Zoom	June 3
Council Chambers via in person and Zoom	June 8
Council Chambers via in person and Zoom	June 9
Council Motions Due to Budget & Finance Committee Chair	June 14
Budget and Finance Committee Meeting to Recommend Budget	June 21
City Council Adopts FY 2022-2023 Biennial Budget	June 23
FY 2022 Commences	July 1



ALL FUNDS OPERATING BUDGET

Table II - Recommended FY 2022-23 All Funds Operating Budget

(\$ in Millions)	<u>2020-2021 Biennial</u>		<u>From 2021 Update Approved</u>			<u>From 2022 Recommended</u>		
	2020 Approved	2021 Update Approved	Recommended FY 2022 ⁽³⁾	\$ Change	% Change	Recommended FY 2023 ⁽³⁾	\$ Change	% Change
Operating Budget								
General Fund ⁽¹⁾	\$416.9	\$416.2	\$461.3	\$45.1	10.8%	\$463.8	\$2.5	0.5%
Restricted Funds ⁽²⁾	\$728.8	\$707.0	\$734.8	\$27.8	3.9%	\$683.2	-\$51.6	-7.0%
Grand Total	\$1,145.7	\$1,123.2	\$1,196.1	\$72.9	6.5%	\$1,147.0	-\$49.1	-4.1%

⁽¹⁾ Includes Transfers Out; FY 2020 and FY 2021 Update includes \$16.7 million and \$17.4 million in transfers out respectively to the Cincinnati Health District Restricted Fund

⁽²⁾ The Streetcar Operations Fund is not included in the Restricted Funds Total.

⁽³⁾ The Recommended FY 2022 and FY 2023 Restricted Funds amounts do not include \$16.6 million and \$18.1 million respectively in Health Department funding that is now in the Cincinnati Health District Restricted Fund.

The Recommended FY 2022 All Funds Operating Expense Budget totals \$1.2 billion and represents a 6.5% increase of \$72.9 million when compared to the Approved FY 2021 Budget Update. The increase is attributed to a \$45.1 million increase in the General Fund which is in addition to a \$27.8 million increase in the Restricted Funds. This is primarily attributed to: a \$36.7 million increase in the Bond Retirement Fund; a \$3.2 million increase in the Water Works Fund; a \$2.9 million increase in the Community Health Center Activities Fund; a \$2.8 million increase in the Income Tax-Infrastructure Fund; a \$1.8 million increase in the Stormwater Management Fund; a \$0.9 million increase in the Street Construction Maintenance & Repair Fund; and a \$0.6 million increase in the Cincinnati Riverfront Park Fund. These increases are partially offset by: an \$18.9 million decrease in the Income Tax-Transit Fund; a \$1.2 million decrease in the Hazard Abatement Fund; a \$1.1 million decrease in the Metropolitan Sewer District Fund; and a \$0.6 million decrease in the Recreation Special Activities Fund. Various other increases and decreases are budgeted in a variety of funds. All restricted funds' expenditure budgets are balanced to available resources in FY 2022. More details on the restricted funds are included in this section and the Financial Summaries section of the FY 2022-2023 Recommended Biennial Budget document.

The Recommended FY 2022 General Fund Operating Expense Budget, including transfers out, totals \$461.3 million, which represents a \$45.1 million, or 10.8%, increase from the Approved FY 2021 Budget Update as shown in Table II.

BUDGET ASSUMPTIONS

The City's Five Strategic Priorities guided and informed the development of the Recommended FY 2022-2023 General Fund Operating Budget. The following summary includes the major assumptions used in developing the Recommended FY 2022-2023 Biennial Budget.

1. For FY 2022 - FY 2023, the following salary increases have been budgeted:

- Labor agreements with AFSCME (American Federation of State, County and Municipal Employees), AFSCME Municipal Workers (MWs), Cincinnati Building Trades Council, CODE (Cincinnati Organized and Dedicated Employees), and Teamsters will expire during FY 2022 or early FY 2023. Negotiations will begin with each bargaining unit corresponding with each individual labor agreement's expiration date. The cost-of-living adjustments for all

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represented employees are subject to negotiation and will require both union ratification and approval by the City Council. For purposes of salary projections, employees represented by these unions are budgeted for a 2.0% cost-of-living adjustment (COLA) during both FY 2022 and FY 2023.

- The FOP (Fraternal Order of Police), and IAFF (International Association of Fire Fighters) received a 5.0% COLA which was negotiated and agreed upon during FY 2021. Each of these bargaining units are budgeted for a 4.0% COLA during FY 2022 and a 3.0% COLA during FY 2023. Labor agreements for these unions will expire in FY 2024.
 - There is a 2.0% cost-of-living adjustment (COLA) budgeted for non-represented employees in FY 2022 and FY 2023.
2. 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. Merit increases of up to 3.0% for non-represented employees are also funded for FY 2022 and FY 2023. Note: 89.6% of all full-time employees are represented and 10.4% are non-represented.
 3. Overtime expense is limited to emergencies for non-public safety staff in the General Fund. Table III provides the budgeted overtime expenses for all full-time employees in the General Fund, Non-General Fund (including Enterprise Funds), and in All Funds.

Table III – Budgeted Overtime

Department Type	General Fund	Restricted Funds	All Funds
Public Safety	\$ 14,637,350	\$ -	\$ 14,637,350
Non-Public Safety	1,171,387	5,124,850	6,296,237
Grand Total	\$ 15,808,737	\$ 5,124,850	\$ 20,933,587

4. The Ohio legislature has not voted to give an increase to the Hamilton County Board of Commissioners nor have two-thirds of the members of the City Council voted for a raise; therefore, the Recommended Budget includes a 0.0% increase for the Mayor and the City Council members.
5. The Recommended FY 2022-2023 Budget includes a 16.25% employer pension contribution rate for members of the Cincinnati Retirement System (CRS). This amount is consistent with the Collaborative Settlement Agreement (CSA) entered into by the City of Cincinnati on April 30, 2015. The budget also provides for employer contributions to the Ohio Public Employees Retirement System (OPERS) at 14.0%, the Ohio Police & Fire Pension Fund at 19.5% for sworn police officers, and the Ohio Police & Fire Pension Fund at 24.0% for sworn firefighters. The match amount for Deferred Compensation is set at \$200 for Cincinnati Building Trades Council members, \$300 for AFSCME members, \$350 for FOP Supervisors members, and \$750 for CODE and non-represented employees.
6. As part of the aforementioned Collaborative Settlement Agreement, a Deferred Option Retirement Plan (DROP) was instituted. DROP is a voluntary plan for active members of the Cincinnati Retirement System (CRS) who are covered by the Collaborative Settlement Agreement (CSA). Those who enter the plan can delay their retirement and continue to work for the City of Cincinnati. Employees who enter the plan receive a lump sum payment for their accumulated leave balances as if they had retired on the



date they enter the plan. Because of this, as well as increased retirements notwithstanding DROP such as the final retirements from the Early Retirement Incentive Program (ERIP) offered during FY 2021, additional funds are needed to make these lump sum payments. The Recommended FY 2022 Budget includes an additional \$235,370 in the base budget as compared to FY 2020 in the Lump Sum Payments Non-Departmental account.

7. Any City employee who is enrolled in an Anthem plan, is either in the traditional 80/20 plan or the High Deductible Health Plan (HDHP). As of January 1, 2020, Anthem provides both medical and pharmacy benefits under these plans. Under both plans, the employee pays 100% of a deductible and then pays 20% of all in-network healthcare expenses up to an out-of-pocket maximum. FOP members hired before September 2016 and IAFF members hired before April 2016 have an out-of-pocket maximum of \$1,500 for a single plan and \$3,000 for a family plan. All other employees have an out-of-pocket maximum of \$2,000 for a single plan and \$4,000 for a family plan. The premium share for all employees is 10%. The 80/20 out-of-pocket maximum does not include prescription expenses. The 80/20 plan participants are enrolled in three-tier (\$10/\$20/\$30) prescription drug coverage. Under the HDHP, prescriptions are covered in the same manner as all other medical expenses in that the employee pays 100% of a deductible and then pays 20% of all in-network healthcare expenses up to an out-of-pocket maximum. For all employees, the HDHP out-of-pocket maximum is \$3,400 for a single plan and \$6,800 for a family plan.
8. All City employees also have the option to enroll in the City's Integrated Health Reimbursement Arrangement (HRA) if they have other group health coverage available to them. This allows them to receive reimbursement from the City for premiums and out-of-pocket medical expenses when enrolled in another group health plan.
9. Calendar Year 2022 health care expenses are budgeted to increase by 5.0%. Final rates will not be set until later in calendar year 2021.
10. Fuel costs are budgeted at \$2.30 per gallon for gasoline and \$2.60 for diesel fuel. The Administration continues to use fuel hedging as a tool to help with level budgeting for fuel purchases in FY 2022; however, fuel hedging is not a long-term savings method since the City will ultimately pay for variances in the fuel price.
11. The Health Department's General Fund budget was shifted to the Cincinnati Health District Fund for FY 2020. General Fund resources will continue to be transferred out to this fund to provide the necessary resources for the department's expenditures.
12. The Recommended FY 2022-2023 Biennial Budget was prepared using data analytics as prescribed by the City's Office of Performance and Data Analytics (OPDA) to maintain basic services and streamline service delivery at the highest quality and at the lowest possible cost to the citizens. Performance management agreements are included in the Recommended FY 2022-2023 Biennial Budget for each department.
13. The Recommended FY 2022-2023 Biennial Budget includes a 1.0% Consumer Price Index (CPI) inflationary increase across non-personnel expenses for both FY 2022 and FY 2023.



14. The Recommended FY 2022-2023 Biennial Budget includes several department reorganizations. The Purchasing Division has been transferred from the Department of Finance to the City Manager's Office and will now be known as the Office of Procurement. The Resource Bureau within the Cincinnati Police Department has been eliminated, with employees and associated budgets transferred as appropriate within the department. In both cases, these changes have not impacted overall employees or budgetary amounts. During FY 2021, the Private Lot Abatement Program (PLAP) was transferred from the Department of Public Services (DPS) to the Department of Buildings and Inspections (B&I). Finally, the Office of Human Services was established during FY 2021 within the City Manager's Office to manage the City's human services efforts and provide oversight of leveraged support funding.
15. The Recommended FY 2022-2023 Biennial Budget includes the transfer of certain leveraged support items from the Department of Community and Economic Development to the City Manager's Office's newly established Office of Human Services. These leveraged support items include, the City Human Services Fund, Chamber of Commerce Immigrant Center Partnership, Neighborhood Games, Film Commission, Bethany House, Center for Addition Treatment, Eviction Prevention, GeneroCity 513, Immigrant and Refugee Law Center, Shelterhouse, and the University of Cincinnati's Legal Access Program.
16. Due to the passage of Issue 7 in FY 2020, the 2.1% locally levied income tax experienced a rollback of 0.3% during FY 2021. The 0.3% had been previously earmarked for public transit and was the primary source of revenue for the Income Tax-Transit Fund. For FY 2022, no expenses are budgeted in the Income Tax-Transit Fund as that fund will be eliminated. Ongoing expenses and FTEs previously budgeted in that fund have been moved to other funds as necessary as part of the Recommended FY 2022-2023 Biennial Budget.
17. The Early Retirement Incentive Program (ERIP) offered in FY 2021 will generate an estimated \$25.1 million in personnel savings annually. There is an increased pension liability of \$23.8 million associated with these retirements. The cost of this liability over a 15-year period results in an additional employer contribution of \$2.7 million per year across all funds. The Recommended FY 2022-2023 Biennial Budget includes these payments to the Cincinnati Retirement System from the Contribution to City Pension Non-Departmental Account.

LEVERAGED SUPPORT

The City of Cincinnati leverages funding and other resources to support neighborhood revitalization, economic development, human services, and violence prevention. The Recommended FY 2022 General Fund Budget includes the following leveraged support, which totals \$12.4 million, or 2.7% of the Recommended FY 2022 General Fund Budget. Among the \$12.4 million in total leveraged support, \$8.0 million or 1.7% of the Recommended FY 2022 General Fund Budget is dedicated to Human Services and Violence Prevention. While the majority of FY 2021 leveraged support continues at the same amount in the Recommended FY 2022-2023 Biennial Budget, certain leveraged support items have been transferred from the Department of Community and Economic Development to the City Manager's Office's newly established Office of Human Services. These leveraged support items include, the City Human Services Fund, Chamber of Commerce Immigrant Center Partnership, Neighborhood Games, Film Commission, Bethany House, Center for Addition Treatment, Eviction Prevention, GeneroCity 513, Immigrant and Refugee Law Center, Shelterhouse, and the University of Cincinnati's Legal Access Program.



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Table IV – Leveraged Support

Leveraged Support Category and Recipients	FY 2021 Approved Update	FY 2022 Recommended	FY 2021 Update to FY 2022 Recommended	FY 2023 Recommended
Neighborhood Support				
3CDC (For Fountain Square)	\$200,000	\$200,000	\$0	\$200,000
3CDC (Operating Support for Washington Park and Ziegler Park)	\$375,000	\$375,000	\$0	\$375,000
Chamber of Commerce - Immigration Center Partnership (COMPASS)	\$50,000	\$50,000	\$0	\$50,000
Community Urban Agriculture	\$20,000	\$20,000	\$0	\$20,000
Invest in Neighborhoods	\$50,000	\$50,000	\$0	\$50,000
Keep Cincinnati Beautiful	\$400,000	\$475,000	\$75,000	\$475,000
Neighborhood Business Districts	\$120,000	\$120,000	\$0	\$120,000
Neighborhood Community Councils [†]	\$410,000	\$425,000	\$15,000	\$425,000
Cincinnati Neighborhood Games	\$10,000	\$10,000	\$0	\$10,000
Summer Youth Jobs Initiative ^{*†}	\$450,000	\$250,000	(\$200,000)	\$250,000
Youth Employment Opportunities [‡]	\$1,015,000	\$150,000	(\$865,000)	\$0
Total Neighborhood Support	\$3,100,000	\$2,125,000	(\$975,000)	\$1,975,000
Economic Development				
African American Chamber of Commerce [†]	\$525,000	\$325,000	(\$200,000)	\$325,000
Artswave Black and Brown Artists Fund [†]	\$75,000	\$0	(\$75,000)	\$0
Black and Brown Business Fund [†]	\$500,000	\$0	(\$500,000)	\$0
CincyTech	\$250,000	\$250,000	\$0	\$250,000
Cintrifuse	\$250,000	\$250,000	\$0	\$250,000
Film Commission	\$56,250	\$56,250	\$0	\$56,250
Green Umbrella [§]	\$37,000	\$87,000	\$50,000	\$87,000
Hillman Accelerator	\$100,000	\$100,000	\$0	\$100,000
Homebase Cincinnati (formerly CDC Association of Greater Cincinnati)	\$143,000	\$143,000	\$0	\$143,000
MORTAR [†]	\$150,000	\$65,000	(\$85,000)	\$65,000
Regional Economic Development Initiative (REDI)	\$250,000	\$250,000	\$0	\$250,000
The Port [¶]	\$700,000	\$700,000	\$0	\$700,000
Total Economic Development	\$3,036,250	\$2,226,250	(\$810,000)	\$2,226,250
Human Services and Violence Prevention				
Bethany House [*]	\$100,000	\$100,000	\$0	\$100,000
Center for Addiction Treatment [*]	\$87,500	\$87,500	\$0	\$87,500
Center for Closing the Health Gap [*]	\$750,000	\$750,000	\$0	\$750,000
Children's Home Job Readiness Program [†]	\$100,000	\$0	(\$100,000)	\$0
Cincinnati Works [*]	\$250,000	\$250,000	\$0	\$250,000
City Human Services Fund (administered by United Way) [*]	\$5,068,855	\$5,980,060	\$911,205	\$6,523,900
Community Safety Response Program [†]	\$1,000,000	\$0	(\$1,000,000)	\$0
Eviction Prevention Initiatives [†]	\$500,000	\$250,000	(\$250,000)	\$250,000
GeneroCity 513	\$75,000	\$75,000	\$0	\$75,000
Immigrant and Refugee Law Center [*]	\$50,000	\$50,000	\$0	\$50,000
Needle Exchange Program	\$150,000	\$150,000	\$0	\$150,000
Shelterhouse (formerly Strategies to End Homelessness (Winter Shelter))	\$305,000	\$305,000	\$0	\$305,000
The University of Cincinnati's Legal Access Program	\$50,000	\$50,000	\$0	\$50,000
Urban League of Greater Southwestern Ohio (Rapid Change Initiative (Black Led & Black Development Trust)) [†]	\$1,349,717	\$0	(\$1,349,717)	\$0
Total Human Services	\$9,836,072	\$8,047,560	(\$1,788,512)	\$8,591,400
Grand Total	\$15,972,322	\$12,398,810	(\$3,573,512)	\$12,792,650

* Denotes items that received full or partial funding through Federal entitlement or Coronavirus Aid, Relief, and Economic Security (CARES) Act funds in FY 2021.

† Denotes items that received full or partial one-time funding from the General Fund or a Restricted Fund in FY 2021.

‡ Additional funding required to ensure Youth Employment Opportunities has sufficient resources for the entirety of FY 2022.

§ \$37,000 was previously allocated to Greater Cincinnati Energy Alliance. It is now administered by Green Umbrella.

¶ The leveraged support for The Port will be reimbursed based on a contractual obligation, which is offset by an increase in FY 2022 General Fund revenue.



REVENUES

General Fund

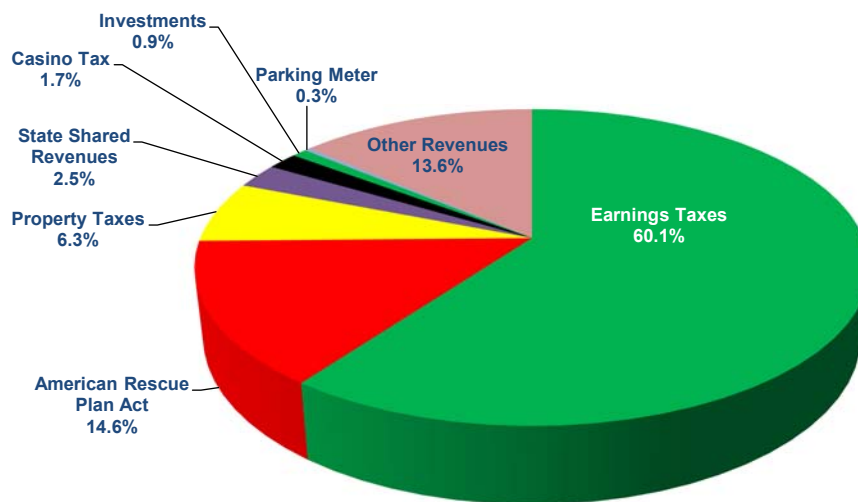
The General Fund revenue estimate for the Recommended FY 2022 Budget in Table V totals \$461.3 million, which is a 24.5% (or \$90.9 million) increase over the Approved FY 2021 Budget Update amount of \$370.4 million. It should be noted that the Approved FY 2021 Budget Update used \$42.2 million in one-time Coronavirus Aid, Relief, and Economic Security (CARES) Act funds to balance. At the time, this was classified as a Transfer In, and therefore not reflected in the Approved FY 2021 Update total revenue of \$370.4 million. It was subsequently determined that Federal stimulus funds would be treated as miscellaneous revenue starting in FY 2021.

Table V – Recommended FY 2022-2023 General Fund Revenue Estimates

(Amounts in Thousands)

Category	Biennial Budget			Approved	Recommended
	Approved FY 2021 Update	Recommended FY 2022	Recommended FY 2023	FY 2021 Update to Recommended FY 2022	FY 2022 to Recommended FY 2023
Earnings Taxes	262,000	277,140	282,405	5.8%	1.9%
Property Taxes	27,418	28,988	28,988	5.7%	0.0%
State Shared Revenues	13,228	11,658	11,658	-11.9%	0.0%
Casino Tax	4,000	8,000	8,000	100.0%	0.0%
Investments	4,125	3,936	3,100	-4.6%	-21.2%
Parking Meter	3,420	1,500	1,500	-56.1%	0.0%
Other Revenues	56,242	130,076	128,144	131.3%	-1.5%
Total	370,433	461,298	463,795	24.5%	0.5%

Graph I – Recommended FY 2022 General Fund Operating Revenue Budget





City Earnings Tax

The University of Cincinnati Economics Center reviewed and updated the earnings tax estimate in May 2021. The revised forecast includes a decrease of General Fund income tax revenue of \$34.1 million for FY 2022 due primarily to the estimated increased number of commuters that will continue to work from home (and not in the City) after the pandemic. The original revenue estimate for FY 2022 was \$311.2 million but has been revised down to \$277.1 million. This amount is \$15.1 million higher than the Approved FY 2021 Budget Update amount of \$262.0 million.

Due to the passage of Issue 7 during FY 2020, the 2.1% locally levied income tax has been reduced to 1.8%. The 0.3% had been previously earmarked for transit. The General Fund receives 1.55% of the 1.8% locally levied tax applied to gross salaries, wages and other personal service compensation earned by residents of the City, and earnings of non-residents earned in the City. It also applies to net income of business organizations for business conducted in the City. The earnings tax is the largest single source of General Fund revenue and accounts for approximately 60.1% of those revenues in FY 2022.

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, the 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) 2021 millage was set at 5.19 mills. The CY 2022 property tax millage for operating purposes has been set at 3.97 mills which will yield \$29.0 million, including rollback, in property tax revenue. Due to the increase in property value and the Hamilton County Auditor's valuation reassessment for CY 2021, this is the same yield as compared to the Approved FY 2021 Budget Update. Property tax is the second largest revenue source at approximately 6.3% of the Recommended FY 2022 General Fund estimated revenue.

State Shared Revenues

State Shared Revenues are the third largest single source of General Fund revenue accounting for approximately 2.5% of General Fund revenues for FY 2022. 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 2022, the total allocated to the City is approximately \$11.7 million, which has been reduced significantly since the State imposed cuts in 2011 as shown in the following chart:

Table VI – State Reductions from 2011 to 2020 on a Calendar Year Basis

	Base Year									
	CY 2011	CY 2012	CY 2013	CY 2014	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019	
Local Government Fund	\$ 21,533,062	\$ 14,735,401	\$ 11,171,423	\$ 10,922,828	\$ 11,945,974	\$ 11,670,956	\$ 11,793,767	\$ 11,877,839	\$ 12,894,927	
Local Government Fund - State	\$ 4,021,586	\$ 2,797,064	\$ 2,279,603	\$ 2,251,989	\$ 1,769,630	\$ 810,004	\$ 301,591	\$ -	\$ 244,697	
Estate Tax	\$ 15,174,153	\$ 15,163,444	\$ 10,655,794	\$ 1,362,973	\$ 825,483	\$ -	\$ -	\$ 947	\$ 348	
Total	\$ 40,728,801	\$ 32,695,909	\$ 24,106,820	\$ 14,537,790	\$ 14,541,086	\$ 12,480,960	\$ 12,095,358	\$ 11,878,786	\$ 13,139,972	

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Casino Tax

In FY 2022, it is estimated that the Casino Tax will generate \$8.0 million. This represents a projected 100.0% increase when compared to the Approved FY 2021 Budget Update due to the anticipated decline in COVID-19 related restrictions. The Casino Tax accounts for 1.7% of General Fund revenue in FY 2022 representing the fourth largest single source.

Investments

Investment earnings on short-term interim funds account for \$3.9 million or 0.9% of the General Fund revenue for FY 2022, which is a slight decrease from the Approved FY 2021 Budget Update.

Parking Meter

Parking Meter revenue in the General Fund totals \$1.5 million, or 0.3% of the General Fund revenue. Parking meter revenue is projected to decline by more than 50% as compared to the Approved FY 2021 Budget Update amount due to the continued impacts of the COVID-19 pandemic.

Other Revenues

These various revenues included in the Other Revenue category comprise 28.2% of the General Fund revenues in the Recommended FY 2022 Budget. When compared to the Approved FY 2021 Budget Update, the revenues have increased \$73.8 million, or 131.3%. Other General Fund revenues and their variances are highlighted in the following chart:



Table VII – FY 2022 General Fund Other Revenues

	FY 2021 Approved Budget Update	FY 2022 Recommended Budget	Difference
American Rescue Plan Act	\$ -	\$ 67,500,000	\$ 67,500,000
Buildings & Inspections Fees and Permits	13,138,112	12,946,878	(191,234)
Public Safety	10,984,300	12,644,520	1,660,220
License & Permits	9,592,967	12,502,059	2,909,092
Charges for Services	9,934,000	10,370,000	436,000
Fines, Forfeits and Penalties	5,916,500	4,475,500	(1,441,000)
Admission Taxes	2,695,022	3,999,948	1,304,926
Miscellaneous	2,070,179	3,764,195	1,694,016
Public Services	749,000	739,000	(10,000)
Revenue from Other Agencies	711,750	628,000	(83,750)
Short Term Rental Excise Taxes	250,000	350,000	100,000
Rent & Investments	199,750	146,000	(53,750)
Payment in Lieu of Taxes	-	10,000	10,000
Total Other Revenues	\$ 56,241,580	\$ 130,076,100	\$ 73,834,520

American Rescue Plan Act

The American Rescue Plan Act provided \$67.5 million in one-time emergency funding to the City. These resources will be used to reimburse COVID-19 related expenses or as revenue replacement, pending guidance from the U.S. Department of the Treasury.

Buildings & Inspections Fees and Permits

The Recommended FY 2022 Budget revenue for Buildings & Inspections includes increased permit fees based on the consumer price index (CPI) as well as the implementation of a 1.0% training surcharge. Despite this increase, because of expected reductions in permit activity due to COVID-19, a decrease in revenues by 1.5% is projected in FY 2022. The permit fee increase is 1.23%.

Public Safety

This revenue category includes various revenues from the Police and Fire departments including emergency transport services, alarm registration fees, impounded vehicle fees, police detail charges, fire inspection fees, false alarm fees, and police auction proceeds. The projected increase in this revenue category is attributable to resumption of activities previously limited by the COVID-19 pandemic, including Police off-duty details for large gatherings as well as an increase in emergency transport services. The Recommended FY 2022 Budget reflects a 15.1% increase in public safety revenues when compared to the Approved FY 2021 Budget Update.



License & Permits

This revenue category includes fees charged for a variety of professional and occupational licenses. Some of the major revenue sources in this category include street privilege permits for gas, electric, and cable television, gas and electric aggregation permits, commercial solid waste permits, a variety of transportation related licenses (including chauffeurs, valets, taxicabs, pedicabs, and other livery vehicles), a variety of miscellaneous business licenses (including parking garages and lots, pawnbrokers, second hand dealers, peddlers, scrap processors, massage establishments and practitioners, and ticket sellers), and special events permit fees. This revenue category is expected to increase by \$2.9 million or 30.3% as compared to the Approved FY 2021 Budget Update. The primary driver of this increase is the implementation of increased commercial solid waste permit fees. Commercial solid waste permit fees now include construction and demolition debris.

Charges for Services

This category includes overhead charges from restricted and enterprise funds. The Recommended FY 2022 Budget reflects a 4.4% increase in charges for services when compared to the Approved FY 2021 Budget Update.

Fines, Forfeits and Penalties

When compared to the Approved FY 2021 Budget Update, this revenue category is projected to decrease by 24.4% in FY 2022. This category includes parking, civil, and lot abatement fines as well as moving violation charges. Parking fines are projected to decrease in FY 2022 by \$1.4 million. Civil fines are projected to decrease by \$64,000 in FY 2022. Both of these reductions are based on current FY 2021 revenue trends and reduced economic activity in the City due to COVID-19.

Admission Taxes

This category includes projected revenues from a charge paid for the right or privilege to enter into a temporary or permanent place or event or participate in any tour or itinerant form of amusement within the City. This revenue category is expected to increase by \$1.3 million or 48.4% as compared to the Approved FY 2021 Budget Update. Many sporting events and concerts were cancelled in FY 2021 or held with limited or no public attendance. As COVID-19 related social distancing restrictions are lifted, admission tax revenue is expected to increase.

Miscellaneous

This revenue category includes projected refunds of prior year expenditures, tax abatement application fees, interest from other sources, and other miscellaneous revenues not otherwise classified. The miscellaneous revenues are projected to increase by 81.8% in the Recommended FY 2022 Budget, primarily due to an increase in arbitrage earnings and interest as well as the expected refund of prior year expenditures.

Public Services

Fees from the Department of Public Services, as well as recycling incentive fees and revenues from the Rumpke recycling contract, are included in this category. The projected 1.3% decline when compared to the Approved FY 2021 Budget Update is based on a review of current FY 2021 revenue.



Revenue from Other Agencies

This revenue category accounts for revenue from other government entities. This category is expected to decrease by 11.8% when compared to the Approved FY 2021 Budget Update. Approximately \$600,000 will be received from The Port (formerly the Greater Cincinnati Redevelopment Authority) based on a contractual obligation. This amount will offset the leveraged support budgeted for The Port in FY 2022.

Short-Term Rental Excise Tax

This revenue category accounts for revenue from taxing residential dwelling units offered to the public for rent for a duration of less than thirty consecutive days. The Approved FY 2021 Budget Update revenue estimate was reduced due to COVID-19 related restrictions. The FY 2022 estimate is expected to increase by 40.0% as COVID-19 restrictions are lifted.

Rents & Investments

This revenue category accounts for revenue from land, buildings, and otherwise not classified rent and investments. The Recommended FY 2022 Budget for rent and investment revenue is expected to decline by 26.9% when compared to the Approved FY 2021 Budget Update.

Payments in Lieu of Taxes

This revenue category accounts for revenue from metropolitan housing payments in lieu of taxes. The Recommended FY 2022 Budget includes \$10,000 in this category.

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Restricted Funds Revenues

The Principal Restricted Funds' revenue available to support the Recommended FY 2022 Operating Budget totals \$725.7 million, which is a \$7.3 million, or 1.0%, increase in revenues as compared to the Approved FY 2021 Budget Update.

Table VIII - Principal Restricted Funds' Revenues

Principal Restricted Funds	Approved FY		Difference
	2021 Budget Update	Recommended FY 2022 Budget	
9-1-1 Cell Phone Fees	\$ 1,300,000	\$ 1,300,000	-
Bond Hill Roselawn Stabilization & Revitalization Operations	-	-	-
Bond Retirement	135,511,090	149,511,042	13,999,952
Cincinnati Area Geographic Information System (CAGIS)	4,562,190	4,469,740	(92,450)
Cincinnati Health District	615,000	615,000	-
Cincinnati Riverfront Park	614,000	1,062,000	448,000
Community Health Center Activities	23,656,440	22,094,961	(1,561,479)
Convention Center	7,370,970	7,048,724	(322,246)
County Law Enforcement Applied Regionally (CLEAR)	5,267,910	5,263,990	(3,920)
General Aviation	1,957,360	1,957,360	0
Hazard Abatement	1,420,050	1,429,379	9,329
Income Tax-Infrastructure	16,322,580	19,386,329	3,063,749
Income Tax-Transit	12,697,900	-	(12,697,900)
Metropolitan Sewer District	272,998,000	268,698,091	(4,299,909)
Municipal Golf	4,790,000	4,790,000	0
Municipal Motor Vehicle License Tax	3,300,000	3,300,000	0
Parking Meter	4,400,000	4,400,000	0
Parking System Facilities	4,605,520	4,850,000	244,480
Recreation Special Activities	6,450,000	5,450,000	(1,000,000)
Safe and Clean	50,000	50,000	0
Sawyer Point	712,000	850,000	138,000
Stormwater Management	25,000,000	26,500,000	1,500,000
Street Construction Maintenance & Repair	15,568,120	15,568,119	(1)
Water Works	169,295,000	177,121,000	7,826,000
Total Principal Restricted Funds	\$ 718,464,130	\$ 725,715,735	\$ 7,251,605

The following Principal Restricted Fund revenue changes in the Recommended FY 2022 Budget are highlighted below because the change is +/- \$1.0 million when compared to the Approved FY 2021 Budget Update.

Bond Retirement

The revenue projection for the Bond Retirement Fund is \$14.0 million higher than the Approved FY 2021 Budget Update. An increase in proceeds from bonds and notes accounts for the vast majority of this increase.



Community Health Center Activities

The Community Health Center Activities Fund's revenue projection for FY 2022 shows a \$1.6 million decrease. The primary driver of this decrease is an expected reduction in revenue from clinic fees. In general, health centers experienced a significant decrease in patient care during FY 2021 due to the COVID-19 pandemic which led to a decrease in patient care billings. While patient care volume is slowly on the rise, it is not expected to reach pre-pandemic levels until FY 2023.

Income Tax-Infrastructure

The sole source of revenue for the Income Tax-Infrastructure Fund is income tax proceeds. Due to the COVID-19 pandemic, income tax revenues were revised downward for FY 2021, but are expected to rise for FY 2022 as the economy slowly opens back up and unemployment rates are on the decline.

Income Tax-Transit

This fund accumulated the proceeds of the 0.3% income tax established for transit needs. Due to the passage of Issue 7 during FY 2020, the main revenue source for this fund was rolled back as the 0.3% of the City's income tax that supports this fund expired at the end of September 2020. The revenue for FY 2022 reflects this change as this fund will be closed upon a final reconciliation.

Metropolitan Sewer District

The Metropolitan Sewer District Fund is projecting a \$4.3 million decrease in CY 2021 as compared to CY 2020 due primarily to a decrease in charges for services. The Metropolitan Sewer District's annual budget is approved by the Hamilton County Board of County Commissioners in December of each year. The County budget (including MSD) is on a calendar year basis, which runs from January 1st through December 31st. Therefore, revenue projections for MSD will be updated closer to the start of their CY 2022 budget.

Recreation Special Activities

The revenue forecast for the Recreation Special Activities Fund is \$1.0 million lower for FY 2022 as compared to the Approved FY 2021 Budget Update. This is based on FY 2021 revenue trends with the vast majority of the decrease related to the lack of activities and programming, much of which is fee based. While activity at the various Recreation Centers and outdoor recreational venues is slowly on the rise, it is not expected to reach pre-pandemic levels until FY 2023.

Stormwater Management

The revenue forecast for the Stormwater Management Fund is \$1.5 million higher in the Recommended FY 2022 Budget as compared to the Approved FY 2021 Budget Update. A rate increase that took effect on January 1, 2021 accounts for the additional revenue.

Water Works

The revenue forecast for the Water Works Fund is \$7.8 million higher in the Recommended FY 2022 Budget than in the Approved FY 2021 Budget Update. In FY 2021, revenues were projected to decline due to COVID-19 particularly among commercial water customers. For FY 2022, these revenues are expected to rebound. Ordinance No. 0321-2016 implemented a 3.75% rate increase in each year from 2017 to 2021. Additionally, the Recommended FY 2022-2023 Biennial Budget for the Greater Cincinnati Water Works

Operating Budget Summary

FY 2022-2023 Biennial Budget



(GCWW) includes a rate increase of 3.75%, effective January 1, 2022 and a rate increase of 5.55%, effective January 1, 2023. A rate increase is necessary for GCWW to maintain compliance with bond covenants and bond rating criteria. The increased revenue will be utilized to replace all public and private lead service lines regardless of the homeowner's ability to pay to comply with new U.S. Environmental Protection Agency (EPA) requirements as well as to gradually reduce the backlog of deferred operation and maintenance projects including the expansion of water main rehabilitation and replacement projects. Additionally, a robust fire hydrant maintenance program will be implemented. The last water rate increase Ordinance was approved by the City Council on October 12, 2016 and went into effect on January 1, 2017.

BALANCING THE RECOMMENDED FY 2022 BUDGET

General Fund

The Approved FY 2021 General Fund Budget Update totaled \$416.2 million. In January 2021, the City submitted a Tentative Tax Budget (TTB), which forecasted a FY 2022 General Fund Continuation Budget (a budget to provide the same level of services in FY 2022 as in FY 2021, which includes anticipated assumptions for wages and wage-based benefit increases) of \$452.8 million in expenses and \$427.1 million in revenues, which resulted in a deficit of \$25.7 million.

For the past several years, the City's continuation budget at the time of the TTB has resulted in a projected budget deficit ranging from \$18 million to \$25 million. However, due to the impact of the COVID-19 pandemic, the continuation budget deficit for FY 2021 was estimated at \$73.4 million.

Balancing the projected deficit of \$73.4 million in the Approved FY 2021 General Fund Budget Update required \$32.5 million of expenditure reductions many of which were one-time reductions. Vacant positions were eliminated, position vacancy savings was sharply increased, leveraged support was shifted to Federal entitlement funds, costs were shifted to various Restricted Funds where eligible, an Early Retirement Incentive Program (ERIP) was implemented, COLAs and merit pay were frozen for non-represented employees, Police and Fire Recruit classes were delayed until FY 2022, and other miscellaneous reductions were taken in various line items.

The FY 2022 continuation budget had a projected budget deficit of \$25.7 million and included the reversal of the vast majority of these one-time reductions taken in FY 2021 as a result of reduced revenues related to the pandemic. Additionally, material changes to expenditures occurred during FY 2021 which are now part of the continuation budget including the restoration of COLAs and merit pay for non-represented employees and negotiated labor agreements with the International Association of Fire Fighters (IAFF) and the Fraternal Order of Police (FOP). The agreements reached with each of these bargaining units called for a 5.0% COLA in FY 2021, a 4.0% COLA in FY 2022, and a 3.0% COLA in FY 2023. Original budget projections had assumed a 2.0% COLA for each of these units in each of those three years.

Additionally, the attrition of sworn staff in both Police and Fire significantly increased during FY 2021. The cost of additional lump sum payouts exceeded the realized vacancy savings in Police. In Fire, without scheduled recruit classes, backfill overtime has been needed to maintain mandatory staffing minimums. Additional Fire overtime is included in the projected \$25.7 million deficit to maintain staffing minimums. Also, the most recent Fire recruit classes were heavily reimbursed by a Staffing for Adequate Fire and Emergency Response (SAFER) grant which will expire in FY 2022 resulting in the loss of approximately \$1 million in reimbursements in FY 2022 as compared to FY 2021. This too has contributed to the continuation budget deficit.



Since the TTB, there have been material revisions to revenues to increase the FY 2022 projected deficit as the City continues to grapple with the effects of the COVID-19 pandemic.

-\$34.1 million: Revision of City Income Tax Revenue

On May 3, 2021, the University of Cincinnati's Economics Center revised projections for City income tax for fiscal years 2022 to 2026. The revised forecast includes a decrease of General Fund income tax revenue of \$34.1 million for FY 2022 due primarily to the estimated increased number of commuters that will continue to work from home (and not in the City) after the pandemic. The original revenue estimate for FY 2022 was \$311.2 million but has been revised down to \$277.1 million.

+\$0.9 million: Revenue and Sources Adjustments

A net increase of \$0.9 million was included due to revised revenue estimates from departments most of which are related to expected rebounds to certain revenue streams as the COVID-19 pandemic eases. Adjustments include reduced permitting fees which are more than offset by small increases in various public safety revenue streams and an increase in commercial solid waste hauler franchise fees as that program will now be managed by the Office of Environment and Sustainability (OES). Additionally, the City will receive \$500,000 in one-time beer and liquor permit revenue from the State of Ohio in July 2021.

+\$3.2 million: Additional Expenditure Adjustments After the TTB

A net increase of \$3.2 million was included due to various increases based on needed adjustments that occurred during FY 2021 after the passage of the TTB. This includes non-personnel increases for fleet and fuel increases, stormwater charges for City buildings, additional election expenses, additional leveraged support for human services, additional information technology expenses, the transfer of non-personnel expenses from the Income Tax-Transit Fund to the General Fund, miscellaneous non-departmental account adjustments, and the inclusion of funds for the Reserve for Contingencies. Personnel increases include adding 2.0 FTEs in the Cincinnati Police Department's Records Section for the Body Worn Camera Team, adding 1.0 FTE in the Law Department to manage the marijuana expungement effort, the transfer of 2.0 FTEs from the Income Tax-Transit Fund to the General Fund, and funding to allow the overfill of Sanitation Helper positions in the Department of Public Services in order to mitigate the lost productivity caused by high turnover in these positions.

Balancing the Deficit of \$62.1 Million

Expenditure increases total \$5.4 million and include:

+\$5.4 million: Department Budget Exceptions

Budget exceptions are recommended based on needed adjustments that occurred during FY 2021 that were not reflected in departments' base budgets. Additional non-personnel expenses are recommended to cover the costs of increased property insurance premiums and funding to support the new Gun Crime Intelligence Center (GCIC). Additional personnel expenses are recommended for 4.0 FTEs at the Emergency Communications Center (ECC) to fund a Quality Assurance (QA) team as well as funding for part-time Instructors to focus on training initiatives. In the City Manager's Office, the Office of Human Services has been established including 2.0 FTEs. In the Law Department, 4.0 FTEs are recommended that include Solicitor positions to focus on domestic violence prosecution, civil litigation, and a general counsel attorney as well as a paralegal to assist with an increased workload in civil litigation. The Cincinnati Police Department has added two Crime Analysts. Also in Police, the next two Police Recruit Classes will include

Operating Budget Summary

FY 2022-2023 Biennial Budget



43 recruits that will be reimbursed from a Community Oriented Policing Services (COPS) Hiring Grant, but the total size of the classes will include 53 recruits. The cost of these additional ten recruits is recommended. Finally, a lateral recruit class of up to 30 recruits is recommended for the Cincinnati Police Department in FY 2022.

One-time use of funds in the amount of \$67.5 million includes:

+\$67.5 million: American Rescue Plan Act

The American Rescue Plan Act provides funding to the City in the form of a Coronavirus Local Fiscal Recovery Fund grant. \$67.5 million from that grant will be used as a one-time emergency resource. These resources will be used to reimburse COVID-19 related expenses or as revenue replacement, pending guidance from the U.S. Department of the Treasury.



Table IX - General Fund FY 2021 Approved Budget Update and FY 2022 Recommended Budget Comparison

<i>(\$ in Millions)</i>	FY 2021 Approved Budget Update	FY 2022 Recommended Budget	Increase / (Decrease)	% Change FY 2021 Approved Update to FY 2022 Recommended
Expenditures				
Public Safety Total	\$284.8	\$314.4	\$29.6	10.4%
Non-Public Safety Total	\$91.0	\$109.8	\$18.8	20.7%
Total Departmental Budgets	\$375.8	\$424.2	\$48.4	12.9%
Non-Departmental Total	\$17.9	\$16.9	(\$1.0)	-5.6%
Transfers Out	\$22.5	\$20.2	(\$2.3)	-10.2%
Total General Fund Expenditures	\$416.2	\$461.3	\$45.1	10.8%

Public safety departments include Police, Fire, and the Emergency Communications Center (ECC). Public safety departments comprised a total of \$314.4 million and non-public safety departments comprised a total of \$109.8 million of the Recommended FY 2022 General Fund Operating Budget total of \$461.3 million. In contrast, the Approved FY 2021 General Fund Operating Budget Update totaled \$416.2 million and included \$284.8 million for public safety departments and \$91.0 million for non-public safety departments. The non-public safety departments total no longer includes funding for the Health Department which is now reflected as a transfer out of \$16.6 million from the General Fund to the newly established Cincinnati Health District Fund. The public safety departments reflect budget increases as compared to the Approved FY 2021 Budget Update of \$29.6 million or 10.4%. The non-public safety departments reflect budget increases of \$18.8 million or 20.7% as compared to the Approved FY 2021 Budget Update.

Table X provides a comparison of each department's General Fund Approved FY 2021 Budget Update to the Recommended FY 2022 Budget.



Table X - General Fund Budget Comparison by Department

	Approved FY 2021 Budget Update	Recommended FY 2022 Budget	% Change Approved FY 2021 Budget Update to Recommended FY 2022 Budget
Police	\$ 151,527,630	\$ 166,003,390	9.6%
Fire	121,314,470	134,799,970	11.1%
Public Safety Sub-Total	\$ 272,842,100	\$ 300,803,360	10.2%
City Manager's Office ⁽¹⁾	\$ 20,417,265	\$ 31,776,840	55.6%
Recreation	15,472,670	18,020,690	16.5%
Public Services	14,362,290	15,871,890	10.5%
Buildings & Inspections	8,600,930	10,601,050	23.3%
Parks	8,273,880	9,254,720	11.9%
Law	7,170,290	8,739,430	21.9%
Finance	6,977,466	7,263,800	4.1%
Enterprise Technology Solutions	5,097,490	6,149,360	20.6%
Community & Economic Development	3,358,570	3,096,230	-7.8%
Transportation & Engineering	2,277,160	2,708,390	18.9%
Human Resources	1,829,950	2,573,130	40.6%
City Council	2,081,490	2,213,310	6.3%
Economic Inclusion	4,290,147	2,069,090	-51.8%
Citizen Complaint Authority	899,040	940,080	4.6%
Office of the Mayor	837,000	908,220	8.5%
Clerk of Council	601,870	673,540	11.9%
City Planning	398,040	509,050	27.9%
Non-Public Safety Sub-Total	\$ 102,945,548	\$ 123,368,820	19.8%
Total Departmental Budgets	\$ 375,787,648	\$ 424,172,180	12.9%
Non-Departmental	\$ 17,890,950	\$ 16,941,520	-5.3%
Transfers Out	\$ 22,523,747	\$ 20,184,230	-10.4%
Total General Fund Budget	\$ 416,202,345	\$ 461,297,930	10.8%

⁽¹⁾ The City Manager's Office includes the Emergency Communications Center.



Restricted Funds Expenditures

The Recommended FY 2022 Restricted Funds Operating Expenditure Budget increased \$30.5 million, or 4.2% from the Approved FY 2021 Budget Update. This is primarily due to expenditure increases in the Bond Retirement Fund, the Cincinnati Riverfront Park Fund, the Community Health Center Activities Fund, the Income Tax-Infrastructure Fund, the Stormwater Management Fund, the Street Construction Maintenance & Repair Fund, and the Water Works Fund. These increases have been partially offset by decreases in the Hazard Abatement Fund, the Income Tax-Transit Fund, the Metropolitan Sewer District Fund, and the Recreation Special Activities Fund.

Table XI - Restricted Funds' Operating Expenditure Budgets

	Approved FY 2021 Budget Update	Recommended FY 2022 Budget	Difference	% Change Approved FY 2021 Budget Update to Recommended FY 2022 Budget
Principal Restricted Funds				
9-1-1 Cell Phone Fees	\$1,631,830	\$1,609,770	(\$22,060)	-1.4%
Bond Hill Roselawn Stabilization & Revitalization Operations	200,000	151,470	(48,530)	-24.3%
Bond Retirement	147,511,030	184,203,790	36,692,760	24.9%
Cincinnati Area Geographic Information System (CAGIS)	4,522,230	4,696,430	174,200	3.9%
Cincinnati Health District	18,039,740	18,183,110	143,370	0.8%
Cincinnati Riverfront Park	1,025,830	1,582,180	556,350	54.2%
Community Health Center Activities	22,969,280	25,825,720	2,856,440	12.4%
Convention Center	9,649,830	9,975,170	325,340	3.4%
County Law Enforcement Applied Regionally (CLEAR)	5,355,880	5,438,170	82,290	1.5%
General Aviation	2,189,590	2,226,200	36,610	1.7%
Hazard Abatement	2,728,810	1,574,840	(1,153,970)	-42.3%
Income Tax-Infrastructure	19,660,020	22,449,850	2,789,830	14.2%
Income Tax-Transit	18,901,550	-	(18,901,550)	-100.0%
Metropolitan Sewer District*	224,470,350	223,329,680	(1,140,670)	-0.5%
Municipal Golf	5,588,820	5,541,800	(47,020)	-0.8%
Municipal Motor Vehicle License Tax	3,703,100	3,781,820	78,720	2.1%
Parking Meter	4,397,960	4,773,650	375,690	8.5%
Parking System Facilities	7,609,230	7,664,530	55,300	0.7%
Recreation Special Activities	6,254,590	5,672,910	(581,680)	-9.3%
Safe and Clean	51,010	51,520	510	1.0%
Sawyer Point	1,547,430	1,174,460	(372,970)	-24.1%
Stormwater Management	24,301,890	26,099,180	1,797,290	7.4%
Street Construction Maintenance & Repair	15,401,690	16,281,200	879,510	5.7%
Water Works	145,570,180	148,732,410	3,162,230	2.2%
Subtotal Principal Restricted Funds	\$693,281,870	\$721,019,860	\$27,737,990	4.0%
Other Restricted Funds	27,651,240	30,419,560	2,768,320	10.0%
Restricted Fund Grand Total	\$720,933,110	\$751,439,420	\$30,506,310	4.2%

*The Recommended FY 2022 Budget amount for the Metropolitan Sewer District Fund is a projection and has not been approved by the Hamilton County Board of County Commissioners.



Bond Retirement

Expenditures for the Bond Retirement Fund vary annually depending on the amount of principal and interest to be paid and refunds. The Recommended FY 2022 Budget includes a \$36.7 million increase related to increased debt service payments in FY 2022. As in FY 2021, the debt service previously paid from the General Fund and other Special Revenue funds will be booked as "Transfers Out" to the Bond Retirement Fund and as debt service expense in the Bond Retirement Fund.

Cincinnati Riverfront Park

The Cincinnati Riverfront Park Fund's expenditures are increasing by \$0.6 million. The majority of this increase is attributable to a one-time shift of eligible expenses from the Cincinnati Parks Department's General Fund budget to this fund for FY 2021. That shift has been reversed for FY 2022.

Community Health Center Activities

The Community Health Center Activities Fund's expenditures are increasing by \$2.9 million. The majority of this increase is related to a one-time budgeted reimbursement of \$2.8 million in FY 2021 for COVID-19 related activities that is not budgeted for FY 2022. The Community Health Center Activities Fund is likely to receive additional reimbursements related to the COVID-19 pandemic, specifically vaccination efforts, but it is unknown how much those reimbursements will be at this time.

Hazard Abatement

The Hazard Abatement Fund's expenditures are decreasing by \$1.2 million due to decreased reimbursements to the General Fund for the Department of Buildings and Inspections. This was a one-time shift of eligible expenses for FY 2021 which has been reversed for FY 2022.

Income Tax-Infrastructure

The Income Tax-Infrastructure Fund's expenditures are increasing by \$2.8 million. Due to decreases in Income Tax revenue due to COVID-19, one-time reductions in expenditures related to the fund became necessary for FY 2021. Many of these reductions have been reversed for FY 2022.

Income Tax-Transit

The Income Tax-Transit Fund's expenditures are decreasing by \$18.9 million. Due to the passage of Issue 7 during FY 2020, both the main revenue source (a rollback of 0.3% of the City's income tax) and primary expenditure (funding for the Southwest Ohio Regional Transit Authority (SORTA) for public transportation) within this fund expired at the end of September 2020. This fund is now obsolete and will be closed, thus there is no budget for the fund for FY 2022.

Metropolitan Sewer District

The Metropolitan Sewer District's (MSD) budget information contained in this budget document is for informational purposes only. The MSD's annual budget is approved by the Hamilton County Board of County Commissioners. MSD's budget is based on a calendar year (January 1 through December 31) not the City's fiscal year (July 1 through June 30). The projected \$1.1 million decrease in the MSD's expenditure budget is primarily due to a decrease in debt service and contractual services which are partially offset by increases in personnel expenditures.



Recreation Special Activities Fund

The Recreation Special Activities Fund's expenditures are decreasing by \$0.6 million. The majority of this decrease is attributable to a one-time shift of eligible expenses from the Cincinnati Recreation Department's General Fund budget to this fund for FY 2021. That shift has been reversed for FY 2022.

Stormwater Management Fund

The Stormwater Management Fund's expenditures are increasing by \$1.8 million. The primary drivers of this increase are an increase in debt service payments as well as increases related to the Private Lot Abatement Program (PLAP) in the Department of Buildings and Inspections. Additional non-personnel resources are needed for fuel and contractual services as well as personnel increases.

Street Construction Maintenance & Repair

The Street Construction Maintenance & Repair Fund's expenditures are increasing by \$0.9 million. Reductions in expenditures related to the fund were necessary in FY 2021 due to concerns about the impact of COVID-19 on gasoline tax revenues in order to ensure the fund balance remained at an acceptable level. Many of these decreases have been reversed for FY 2022.

Water Works

The \$3.2 million increase in the Water Works Fund is primarily due to an increase in personnel and benefits as well as an increase in debt service payments for FY 2022.

Operating Budget Summary

FY 2022-2023 Biennial Budget



RECOMMENDED FY 2023

FY 2023 is the second year of the biennial budget and will be updated in the spring of 2022. Despite the use of \$66.0 million of American Rescue Plan (ARP) funds, expenditures are projected to outpace revenue for the Recommended FY 2023 Budget. To balance the Recommended FY 2023 General Fund Operating Budget, a 3.7% across-the-board reduction was applied to all departments as shown in the table below. When the Recommended FY 2023 Budget is updated, the budget gap will be addressed with some combination of revenue adjustments, expenditure reductions, or the use of additional ARP funds.

Table XII - 3.7% Across-the-Board Reductions to the Recommended FY 2023 General Fund Operating Budget

Department Name	FY 2023	
		3.7% Reduction*
City Council	\$	(83,931)
Office of the Mayor		(34,462)
Clerk of Council		(25,906)
Enterprise Technology Solutions		(236,477)
City Manager's Office		(471,511)
Office of Budget & Evaluation		(36,273)
Emergency Communications Center		(511,826)
Office of Environment and Sustainability		(93,430)
Office of Procurement		(46,713)
Office of Performance and Data Analytics		(53,480)
Internal Audit		(18,412)
Law		(340,502)
Human Resources		(99,106)
Finance		(278,497)
Community & Economic Development		(124,221)
City Planning		(21,376)
Citizen Complaint Authority		(36,619)
Recreation		(691,561)
Parks		(339,586)
Buildings & Inspections		(407,827)
Police		(6,467,377)
Transportation & Engineering		(103,054)
Public Services		(604,813)
Health**		(670,914)
Fire		(5,241,501)
Economic Inclusion		(78,831)
Non-Departmental Accounts		(640,498)
TOTAL		(17,758,704)

*Reduction Amounts are reflected in the FY 2023 Recommended Budget amounts by department.

**The Reduction amount for the Health Department reflects the reduction in the transfer out to the Cincinnati Health District Fund that would be required.

The Recommended FY 2022 General Fund Operating Budget incorporates revenue increases that carry over to the next fiscal year. The \$17.8 million reduction would require some combination of additional revenue increases, expenditure reductions, and one-time sources such as additional American Rescue Plan funds to maintain a balanced budget in FY 2023.



Staffing Plan

The FY 2022-2023 Recommended Biennial Budget does not include the displacement or layoff of City employees. However, the recommended staffing plan includes the elimination of 25.48 Full-Time Equivalents (FTEs) over the biennium. The reductions are concentrated in FY 2022, the first year of the biennial budget. In FY 2021 and continuing into FY 2022, the Early Retirement Incentive Program (ERIP) has significantly impacted city-wide staffing levels and departmental organizational structures. It should also be noted that eligible employees are still entering the Deferred Retirement Option Program (DROP) program with similar consequences and challenges for departmental staffing plans.

All Funds Staffing Summary

The FY 2022-2023 Recommended Biennial Budget provides for a net, all funds reduction of 26.48 FTE for FY 2022 and a net, all funds increase of 1.00 FTE in FY 2023. In FY 2022 thirteen departments sustain FTE reductions and five agencies increase FTE. In FY 2023 one department shows an all funds increase of 2.0 FTE and one department has a 1.0 FTE reduction.

General Fund Staffing Summary

FTE supported by the General Fund shows a small decrease in the FY 2022-2023 Recommended Biennial Budget with a net reduction of 4.20 FTE in FY 2022. The FTE count in FY 2023 remains unchanged. In the FY 2022 Recommended Budget eight departments have General Fund reductions and four departments have FTE increases.

Restricted Funds Staffing Summary

In contrast to historical trends, Restricted Funds FTE show a greater decrease over the biennium than the General Fund. The Recommended Biennial Budget includes a 22.28 FTE reduction in FY 2022 and a 1.0 FTE increase in FY 2023. In FY 2021, the staffing plan showed a significant shift of FTE from the General Fund to Restricted Funds. In the FY 2022-2023 Recommended Biennial Budget this trend is altered. The General Fund FTE count shows a lesser change while the Restricted Funds FTE experiences a greater reduction. In FY 2022, ten agencies show FTE reductions and four agencies show increases. In FY 2023 only two agencies experience FTE changes for a net increase of 1.0 FTE.

Table XIII – FY 2022-2023 Recommended Biennial Budget City Staffing Plan

<i>(in Full-Time Equivalents, FTE)</i>	FY 2021 Approved Update	FY 2022 Recommended Budget	Change From FY 2021	FY 2023 Recommended Budget	Change From FY 2022
General Fund	3,332.45	3,328.25	(4.20)	3,328.25	0.00
Restricted Funds	<u>2,878.54</u>	<u>2,856.26</u>	<u>(22.28)</u>	<u>2,857.26</u>	<u>1.00</u>
Total City Staffing	6,210.99	6,184.51	(26.48)	6,185.51	1.00

Operating Budget Summary

Staffing Plan



General Fund: Changes by Department/Agency

The overall General Fund reduction of 4.20 FTE in FY 2022 is primarily the result of decreases in Finance, Recreation, Parks, Buildings & Inspections, Enterprise Technology Solutions, Fire, Police and Clerk of Council. The main driver of the General Fund FTE increases is the City Manager's Office which adds 26.73 FTE in FY 2022, the majority of which are due to the transfer of the Finance Department's Division of Purchasing to the City Manager's Office which will now be known as the Office of Procurement. There are also increases in Public Services, Law and Human Resources.

City Manager's Office

The 26.73 FTE increase in the City Manager's Office is primarily due to the transfer of the Division of Purchasing from the Finance Department (a total of 19.0 FTE) to the City Manager's Office. Additionally, a Quality Assurance (QA) Team (4.0 FTE) has been added to the Emergency Communications Center (ECC). Other significant changes in the City Manager's Office include the addition of 2.0 FTE for the newly established Office of Human Services and 2.0 FTE for Special Events permitting. A Division Manager position was added in the Office of Performance and Data Analytics. These increases were partially offset by reductions in other offices primarily due to ERIP related position eliminations.

Table XIV - General Fund FY 2022-2023 Biennial Budget City Staffing Plan Changes by Department

General Fund FTE Changes by Department		
	Change FY 2022	Change FY 2023
Clerk of Council	(0.80)	0.00
City Manager's Office	26.73	0.00
Buildings & Inspections	(6.00)	0.00
Enterprise Technology Solutions	(4.20)	0.00
Finance	(19.00)	0.00
Fire	(3.00)	0.00
Human Resources	2.00	0.00
Law	7.50	0.00
Parks	(5.00)	0.00
Police	(2.00)	0.00
Public Services	9.00	0.00
Recreation	(9.43)	0.00
Total Change	(4.20)	0.00



Other General Fund Department Changes

The Department of Public Services shows an increase of 9.0 FTE. This is primarily due to the addition of 10.0 FTE to allow for the overfill of Sanitation Helper positions. This increase is partially offset by the elimination of a position as part of ERIP. There is high turnover in the Sanitation Helper positions so the overfill is designed to combat the high turnover and vacancy rate to ensure enough staff is available on a daily basis.

The Law Department's FTE increases by 7.5 FTE related to a number of programs and issues. Staff increases are related to the following: Staff to handle marijuana expungement workload in accordance with the City Administrative Code, a Prosecutor to focus on violence reduction initiatives, additional staff in Civil Litigation to address additional workloads and the transfer of staff from the Income Tax-Transit Fund which is being eliminated for FY 2022.

The Human Resources Department's 2.0 FTE increase is due to the transfer of a Division Manager from the Income Tax-Infrastructure Fund to the General Fund and the transfer of a position from the Department of Enterprise Technology Solutions that was part of the departments' ERIP plans.

The Police Department's 2.0 FTE decrease is due to the elimination of 6.0 FTE related to ERIP. These reductions are partially offset by the creation of 4.0 FTE, including two Crime Analysts and two Administrative Specialists to focus on redacting video for public release for the Body Worn Camera Redaction Team.

The Recreation Department staff complement is reduced by 9.43 FTE due to a re-organization related to ERIP. The Fire Department's 3.0 FTE reduction is due to the reclassification of Fire Alarm Operator & Dispatcher positions.

The remaining reductions in the other departments are position eliminations related to ERIP.

Restricted Funds: Changes by Department/Agency

In FY 2022, the Restricted Funds' FTE count is reduced by 22.28. Generally, the primary driver for these reductions are the position eliminations and staff re-organizations required as a consequence of ERIP. However, in FY 2022, several departments show increases in Restricted Funds' FTE including: the Health Department, Buildings & Inspections, the City Manager's Office, and Parks.



Table XV - Restricted Funds FY 2022-2023 Biennial Budget City Staffing Plan Changes by Department

Restricted Funds FTE Changes by Department		
	Change FY 2022	Change FY 2023
City Manager	7.00	0.00
Buildings & Inspections	10.00	0.00
Community & Economic Developmer	(1.00)	0.00
Enterprise Services	(2.00)	0.00
Enterprise Technology Solutions	(2.00)	0.00
Finance	(6.00)	0.00
Health	37.60	0.00
Human Resources	(1.00)	0.00
Law	(3.00)	0.00
Parks	3.00	0.00
Public Services	(17.00)	0.00
Sewers	(10.00)	0.00
Stormwater Management Utility	0.00	2.00
Transportation & Engineering	(5.50)	0.00
Water Works	(32.38)	(1.00)
Total Change	(22.28)	1.00

The Health Department's increase of 37.6 FTE is due primarily to the addition of 31.0 FTE Public Health Nurses supported by a contract with the Cincinnati Public Schools (CPS) in the Home Health Services Fund. Other smaller additions include: an Epidemiologist added in the Food Service License Fees Fund, a Health Counseling Supervisor in the Health Network Fund, and, finally several minor adjustments to the Table of Organization to better align the organizational structure to meet the service needs of the population.

The FTE increase in the Department of Buildings & Inspections is due to the transfer of the Private Lot Abatement Program (PLAP) from the Department of Public Services during FY 2021.

The Department of Finance transfers 5.0 FTE to the City Manager's Office as part of the transfer of the Division of Purchasing function. Finally, Parks is adding 3.0 FTE to the Greenspace program.

In FY 2023 the Stormwater Management Utility adds two Engineering Technician positions to meet demands of an additional workload.



Public Safety Staffing

Public Safety FTE includes the total personnel in both the Fire and Police Departments (sworn and non-sworn). It is important to note that the Public Safety FTE total also includes 141.0 FTE in the Emergency Communications Center and 7.0 FTE in the Enterprise Technology Solutions Department which provide information technology services to the Emergency Communications Center. Non-Public Safety FTE consists of all City FTE not included in the Public Safety total.

The Recommended FY 2022 Budget provides a Public Safety workforce of 2,292.0 FTE. This represents a decrease of 1.0 FTE from the FY 2021 Approved Budget Update. There is no change in the Recommended FY 2023 Budget. Non-Public Safety FTE decreases by 25.48. Within the staff complement included in the Public Safety workforce, the Police Department's staff decreases by 2.0 FTE and the Fire Department staff shows a 3.0 FTE reduction.

Table XVI - Public Safety FTEs Compared to Non-Public Safety FTEs

<i>(in Full-Time Equivalents, FTE)</i>	FY 2021 Approved Update	FY 2022 Recommended Budget	Change From FY 2021	FY 2023 Recommended Budget	Change From FY 2022
Public Safety FTE	2,293.00	2,292.00	(1.00)	2,292.00	0.00
Non-Public Safety FTE	<u>3,917.99</u>	<u>3,892.51</u>	<u>(25.48)</u>	<u>3,893.51</u>	<u>1.00</u>
Total All Funds FTE	6,210.99	6,184.51	(26.48)	6,185.51	1.00

General Fund: Public Safety FTE and Non-Public Safety FTE

Concentrating on the General Fund, Table XVII below shows that public safety staffing trends in the General Fund are consistent with the total General Fund budget since all public safety FTE are concentrated in the General Fund. Furthermore, it is important to note that public safety is the primary focus of General Fund expenditures. Public Safety FTE represent approximately 37% of the All-Funds total workforce in the Recommended FY 2022 Budget, but approximately 69% of the total General Fund workforce in the Recommended FY 2022 Budget. Public safety positions in the General Fund decrease by 1.0 FTE in the Recommended FY 2022 Budget with no change in the Recommended FY 2023 Budget. Non-public safety positions decrease by 3.2 FTE. Six non-public safety departments show small decreases in FTE, which are partially offset by FTE increases in four other non-public safety departments. Overall, General Fund FTE decreases by 4.20 in the Recommended FY 2022 Budget. There is no change in the Recommended FY 2023 Budget.

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

<i>(in Full-Time Equivalents, FTE)</i>	FY 2021 Approved Update	FY 2022 Recommended Budget	Change From FY 2021	FY 2023 Recommended Budget	Change From FY 2022
General Fund Public Safety	2,293.00	2,292.00	(1.00)	2,292.00	0.00
General Fund Non-Public Safety	<u>1,039.45</u>	<u>1,036.25</u>	<u>(3.20)</u>	<u>1,036.25</u>	<u>0.00</u>
Total General Fund Staffing	3,332.45	3,328.25	(4.20)	3,328.25	0.00



As shown in Table XVIII, the level of sworn FTE is unchanged in both the Police and Fire Departments in the FY 2022-2023 Recommended Biennial Budget.

Table XVIII - FY 2022- 2023 Sworn Strength Staffing Summary

<i>(in Full-Time Equivalents, FTE)</i>	FY 2021 Approved Update	FY 2022 Recommended Budget	Change From FY 2021	FY 2023 Recommended Budget	Change From FY 2022
Police Sworn	1,059.00	1,059.00	0.00	1,059.00	0.00
Fire Sworn	<u>859.00</u>	<u>859.00</u>	<u>0.00</u>	<u>859.00</u>	<u>0.00</u>
Total Sworn	1,918.00	1,918.00	0.00	1,918.00	0.00

Since the Approved FY 2017 Budget Update, the Police Department's budget each year included funding for a 30-person recruit class in order to maintain their sworn FTE level. Each year, the 30-person recruit class is designed to offset the annual attrition of sworn officers to maintain the sworn FTE level. If attrition in a given year is projected to be less than 30.0 FTE, the recruit class size can be decreased or delayed. If attrition in a given year is projected to be more than 30.0 FTE, the recruit class size can be increased or started earlier to maintain the sworn FTE level target. Due to the COVID-19 pandemic, there was no police recruit class in FY 2021.

The FY 2022-2023 Recommended Biennial Budget includes a 53 member Police recruit class slated to start in July 2021. A 53 member Police recruit class is also slated to start in July 2022. 43 members of each of these recruit classes will be reimbursed from a Community Oriented Policing Services (COPS) Hiring Grant. Additionally, the Recommended FY 2022 Budget includes a 30 member Police recruit class for lateral transfers that will begin in September 2021. Lateral transfers are officers currently employed by other Ohio law enforcement agencies.

The Fire Department has a 40 member recruit class beginning in June 2021. A second 40 member recruit class is slated to start in February 2022. While there are no grant funds available at this time for the Fire recruit classes, the department has applied for a Staffing for Adequate Fire and Emergency Response (SAFER) grant. The next round of grant awards will be announced in the Fall of 2021.

The chart below shows the estimated sworn strength for both Police and Fire in July of 2021 and 2022, and June 2023. The estimate takes into account the expected graduation of recruits each year as well projected attrition of sworn staff.



Table XIX - Projected Sworn Staffing Summary During FY 2022 and FY 2023

Sworn FTE	July 2021	July 2022 40 Fire Recruits and 80 Police Recruits Graduate	June 2023 40 Fire Recruits and 50 Police Recruits Graduate
POLICE	983	1,019	1,024
FIRE	776	802	806

Longer Term Staffing Trends

A longer perspective is shown in Table XX. The total public safety FTE supported by the General Fund has increased by 97.10 FTE since the year 2000 which represents a 4.42% increase while non-public safety positions have declined by 936.95 FTE or 47.48% during the same period. Overall, General Fund FTE has declined by 20.16% since 2000.

Table XX - General Fund FTE Change 2000-2022

	CY 2000 Approved Budget	FY 2022 Recommended Budget	FTE Change From 2000 Budget	Percentage Change
<i>(in Full-Time Equivalents, FTE)</i>				
Public Safety FTE	2,194.90	2,292.00	97.10	4.42%
Non-Public Safety FTE	<u>1,973.20</u>	<u>1,036.25</u>	<u>(936.95)</u>	<u>-47.48%</u>
Total General Fund Staffing	4,168.10	3,328.25	(839.85)	-20.15%

In Table XXI, sworn public safety positions have increased by 131.00 FTE since the year 2000. This represents a 7.33% increase in sworn staff since 2000.

Table XXI - Public Safety Sworn FTE Change 2000-2022

	CY 2000 Approved Budget	FY 2022 Recommended Budget	FTE Change From 2000 Budget	Percentage Change
<i>(in Full-Time Equivalents, FTE)</i>				
Public Safety Sworn FTE	1,787.00	1,918.00	131.00	7.33%



Distribution of FTE by Bargaining Unit

There are six bargaining units that represent employees. Those six units include: the American Federation of State, County and Municipal Employees (AFSCME) (which includes a separate contract for part-time Municipal Workers (MW)), the Cincinnati Building Trades Council, Cincinnati Organized and Dedicated Employees (CODE), the Fraternal Order of Police (FOP), the International Association of Fire Fighters (IAFF), and the Teamsters. Across all funds, represented employees account for 84.2% of all FTEs.

Graph II - Recommended FY 2022 Budget Bargaining Unit Representation

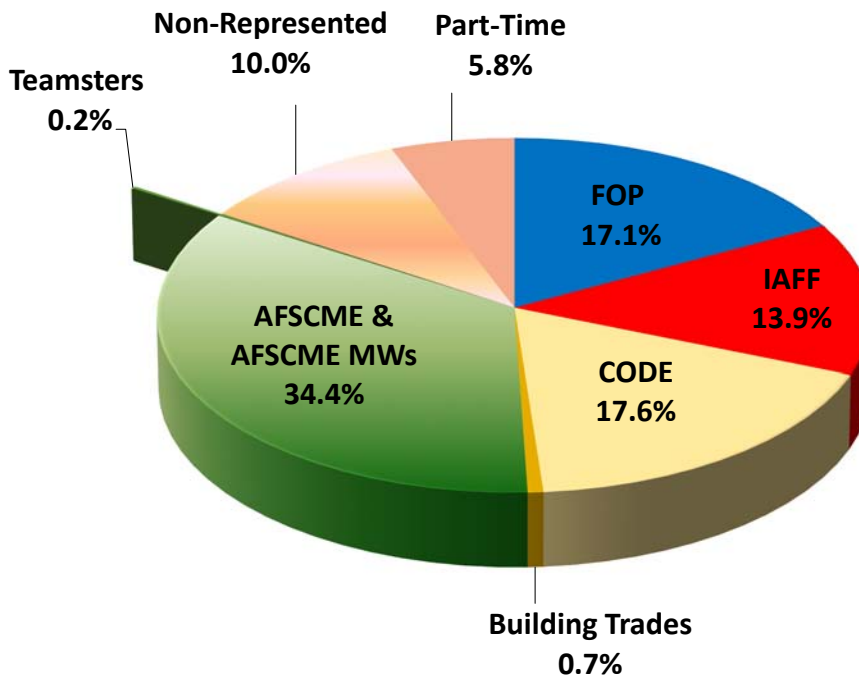


Table XXII below shows a list of FTE adjustments in the FY 2022-FY 2023 Recommended Biennial Budget. The Departmental Budgets section of this document provides a more detailed description of each FY 2022-2023 FTE change by agency.



Table XXII - Summary of FTE Changes by Department Over the Biennium

Department/Agency	Increases in FY 2022	Increases in FY 2023	Decreases in FY 2022	Decreases in FY 2023	Net Change Over Biennium
City Council					
Office of the Mayor					
Clerk of Council			(0.80)		(0.80)
City Manager	33.73				33.73
Buildings & Inspections	4.00				4.00
Citizen Complaint Authority					
City Planning					
Community & Economic Development			(1.00)		(1.00)
Enterprise Services			(2.00)		(2.00)
Economic Inclusion					
Enterprise Technology Solutions			(6.20)		(6.20)
Finance			(25.00)		(25.00)
Fire			(3.00)		(3.00)
Health	37.60				37.60
Human Resources	1.00				1.00
Law	4.50				4.50
Parks			(2.00)		(2.00)
Police			(2.00)		(2.00)
Public Services			(8.00)		(8.00)
Recreation			(9.43)		(9.43)
Sewers			(10.00)		(10.00)
Stormwater Management Utility		2.00			2.00
Transportation & Engineering			(5.50)		(5.50)
Water Works			(32.38)	(1.00)	(33.38)
Total	80.83	2.00	(107.31)	(1.00)	(25.48)

Impact of the Early Retirement Incentive Program (ERIP)

In the Spring of FY 2020 the City of Cincinnati experienced sharp declines in revenues due to the COVID-19 pandemic and anticipated further severe consequences in FY 2021, FY 2022 and beyond. The City Council and the Administration realized the necessity to take swift action to react to immediate and projected budget deficits while at the same time maintaining essential core services. Responding to these challenges, the Administration developed aggressive measures to reduce personnel operating costs which would maintain essential staffing levels necessary to continue the level of quality City services. One of those

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measures was the development of an Early Retirement Incentive Program (ERIP) to eliminate future vacant positions and eliminate many currently vacant positions.

A hiring freeze for non-essential positions that was enacted at the end of FY 2020 continued into mid-year FY 2021 as departments evaluated their staffing plans to adapt to the impact of ERIP. It was necessary for many departments to re-organize in an effort to continue to provide a similar level of service with fewer FTEs. The following table shows the results of the implementation of ERIP and the impact on departmental staffing plans for the biennium. The positions listed below were eliminated during FY 2021 as part of ERIP.

Table XXIII - Positions Eliminated During FY 2021 as Part of ERIP

Fund	Department	Job Title
General Fund	Buildings & Inspections	Assistant Supervisor of Inspections
General Fund	Buildings & Inspections	Assistant Supervisor of Inspections
General Fund	Buildings & Inspections	Inspector 2
General Fund	Buildings & Inspections	Inspector 2
General Fund	Buildings & Inspections	Inspector 1
General Fund	Buildings & Inspections	Inspector 1
General Fund	City Manager's Office	Administrative Specialist-EXM
General Fund	City Manager's Office	Administrative Technician
General Fund	City Manager's Office	Senior Administrative Specialist-EXM
Community Development Block Grant	Community & Economic Development	Senior Development Officer-EXM
Parking Meter	Community & Economic Development	Parking Meter Collector
Parking System Facilities	Community & Economic Development	Utility Laborer
Parking System Facilities	Community & Economic Development	Parking Attendant
General Fund	Economic Inclusion	Administrative Technician-EXM
General Fund	Emergency Communications Center	Clerk Typist 2
General Fund	Enterprise Technology Solutions	Administrative Specialist-EXM
Enterprise Technology Solutions	Enterprise Technology Solutions	Administrative Technician-EXM
General Fund	Enterprise Technology Solutions	Computer Systems Analyst-EXM
Enterprise Technology Solutions	Enterprise Technology Solutions	Information Technology Coordinator
General Fund	Enterprise Technology Solutions	Radio Operator-Technician 2
Community Health Activities	Health	Pharmacist-EXM
Cincinnati Health District	Health	Administrative Specialist-EXM
Cincinnati Health District	Health	Nursing Supervisor-EXM
Cincinnati Health District	Health	Public Health Nurse 3
Public Health Research	Health	Clerk Typist 3
General Fund	Human Resources	Administrative Specialist-EXM
General Fund	Parks	Administrative Specialist
General Fund	Parks	Supervisor Parks/Recreation Maintenance and Construction
General Fund	Parks	Parks/Recreation Maintenance Crew Leader
General Fund	Parks	Administrative Technician-EXM
Forestry Assessments	Parks	Parks/Recreation Maintenance Crew Leader
Income Tax-Infrastructure	Parks	Parks/Recreation Maintenance Crew Leader - Krohn
General Fund	Parks	Parks Operation Supervisor
General Fund	Parks	Florist
General Fund	Parks	Florist
General Fund	Parks	Reproduction Machine Operator
General Fund	Parks	Division Manager
General Fund	Police	Senior Computer/Programmer Analyst-EXM
General Fund	Police	Administrative Technician-EXM
General Fund	Police	Clerk Typist 2
General Fund	Police	Clerk Typist 3
General Fund	Police	Clerk Typist 3
General Fund	Police	Clerk Typist 2
General Fund	Police	Clerk Typist 3
General Fund	Police	Clerk Typist 3
General Fund	Police	Accounting Technician 2
General Fund	Police	Division Manager



Fund	Department	Job Title
General Fund	Public Services	Administrative Technician-EXM
Street Construction Maintenance & Repair	Public Services	Senior Administrative Specialist
Street Construction Maintenance & Repair	Public Services	Convention Hall Security Worker
General Fund	Public Services	Accounting Technician 2
Fleet Services	Public Services	Welder
Fleet Services	Public Services	Automotive Mechanic-Crew Chief
Street Construction Maintenance & Repair	Public Services	Supervising Structures Maintenance Worker
Street Construction Maintenance & Repair	Public Services	Motor Equipment Operator 1
Street Construction Maintenance & Repair	Public Services	Motor Equipment Operator 2
Income Tax-Infrastructure	Public Services	Storekeeper
Municipal Motor Vehicle License Tax	Public Services	Laborer
General Fund	Recreation	Accountant-EXM
General Fund	Recreation	Administrative Technician-EXM
General Fund	Recreation	Therapeutic Recreation Program Coordinator
General Fund	Recreation	Community Center Director
General Fund	Recreation	Community Center Director
General Fund	Recreation	Community Center Director
General Fund	Recreation	Community Center Director
General Fund	Recreation	Community Center Director
General Fund	Recreation	Supervising Storekeeper
General Fund	Recreation	Clerk Typist 3
General Fund	Recreation	Community Center Director
General Fund	Recreation	Community Center Director
Metropolitan Sewer District	Sewers	Administrative Technician-EXM
Metropolitan Sewer District	Sewers	Engineering Technical Supervisor
Metropolitan Sewer District	Sewers	Senior Engineering Technician
Metropolitan Sewer District	Sewers	Civil Engineering Technician 2
Metropolitan Sewer District	Sewers	Civil Engineering Technician 2
Metropolitan Sewer District	Sewers	Deputy Director Water & Sewer
Metropolitan Sewer District	Sewers	Treatment Superintendent-EXM
Metropolitan Sewer District	Sewers	Supervising Engineer-EXM
Metropolitan Sewer District	Sewers	Division Manager
Metropolitan Sewer District	Sewers	Supervising Engineer-EXM
General Aviation	Transportation & Engineering	Airport Maintenance Worker
Incom Tax-Transit	Transportation & Engineering	Supervising City Planner-EXM
Water Works	Water Works	Senior Human Resources Analyst-EXM
Water Works	Water Works	Administrative Technician-EXM
Water Works	Water Works	Administrative Specialist-EXM
Water Works	Water Works	Assistant Supervisor of Customer Service
Water Works	Water Works	Water Works Maintenance Field Supervisor
Water Works	Water Works	Administrative Technician-EXM
Water Works	Water Works	Administrative Technician-EXM
Water Works	Water Works	Senior Plant Operator
Water Works	Water Works	Senior Computer/Programmer Anlyst-EXM
Water Works	Water Works	Senior Computer/Programmer Anlyst-EXM
Water Works	Water Works	Supervisor Of Water Distribution Maintenance
Water Works	Water Works	Water Works Maintenance Worker
Water Works	Water Works	Water Works Maintenance Crew Leader
Water Works	Water Works	Supervising Storekeeper
Water Works	Water Works	Accounting Technician 3
Stormwater Management	Water Works	Water Works Construction Inspector
Water Works	Water Works	Water Works Guard
Water Works	Water Works	Accounting Technician 3
Water Works	Water Works	Welder Helper
Water Works	Water Works	Engineering Technician 4



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Recommended Staffing Plan

	General Fund				Restricted Funds				All Funds			
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2020	FY 2021	FY 2022	FY 2023	FY 2020	FY 2021	FY 2022	FY 2023
City Council	27.00	27.00	27.00	27.00	0.00	0.00	0.00	0.00	27.00	27.00	27.00	27.00
Office of the Mayor	10.00	10.00	10.00	10.00	0.00	0.00	0.00	0.00	10.00	10.00	10.00	10.00
Clerk of Council	6.60	6.80	6.00	6.00	0.00	0.00	0.00	0.00	6.60	6.80	6.00	6.00
City Manager	176.00	185.00	211.73	211.73	14.00	14.00	21.00	21.00	190.00	199.00	232.73	232.73
Buildings & Inspections	110.50	111.50	105.50	105.50	0.00	5.00	15.00	15.00	110.50	116.50	120.50	120.50
Citizen Complaint Authority	6.00	8.00	8.00	8.00	0.00	0.00	0.00	0.00	6.00	8.00	8.00	8.00
City Planning	10.00	10.00	10.00	10.00	0.00	0.00	0.00	0.00	10.00	10.00	10.00	10.00
Community & Economic Development	23.00	22.00	22.00	22.00	14.00	15.00	14.00	14.00	37.00	37.00	36.00	36.00
Enterprise Services	0.00	0.00	0.00	0.00	39.38	39.38	37.38	37.38	39.38	39.38	37.38	37.38
Economic Inclusion	9.00	9.00	9.00	9.00	3.00	3.00	3.00	3.00	12.00	12.00	12.00	12.00
Enterprise Technology Solutions	58.00	57.90	53.70	53.70	37.80	37.80	35.80	35.80	95.80	95.70	89.50	89.50
Finance	75.80	78.00	59.00	59.00	31.70	38.70	32.70	32.70	107.50	116.70	91.70	91.70
Fire	908.00	908.00	905.00	905.00	0.00	0.00	0.00	0.00	908.00	908.00	905.00	905.00
Health	0.00	0.00	0.00	0.00	514.33	537.86	575.46	575.46	514.33	537.86	575.46	575.46
Human Resources	20.10	20.10	22.10	22.10	4.00	4.00	3.00	3.00	24.10	24.10	25.10	25.10
Law	71.20	74.20	81.70	81.70	11.00	14.00	11.00	11.00	82.20	88.20	92.70	92.70
Parks	147.40	149.40	144.40	144.40	84.80	80.80	83.80	83.80	232.20	230.20	228.20	228.20
Police	1,243.00	1,241.00	1,239.00	1,239.00	0.00	0.00	0.00	0.00	1,243.00	1,241.00	1,239.00	1,239.00
Public Services	113.00	112.00	121.00	121.00	370.00	326.00	309.00	309.00	483.00	438.00	430.00	430.00
Recreation	287.44	289.55	280.12	280.12	124.35	131.26	131.26	131.26	411.79	420.81	411.38	411.38
Sewers	0.00	0.00	0.00	0.00	740.00	740.00	730.00	730.00	740.00	740.00	730.00	730.00
Stormwater Management Utility	0.00	0.00	0.00	0.00	32.00	34.00	34.00	36.00	32.00	34.00	34.00	36.00
Transportation & Engineering	14.00	13.00	13.00	13.00	144.30	190.30	184.80	184.80	158.30	203.30	197.80	197.80
Water Works	0.00	0.00	0.00	0.00	658.78	667.44	635.06	634.06	658.78	667.44	635.06	634.06
Total	3,316.04	3,332.45	3,328.25	3,328.25	2,823.44	2,878.54	2,856.26	2,857.26	6,139.48	6,210.99	6,184.51	6,185.51
Police Sworn	1,059.00	1,059.00	1,059.00	1,059.00	0.00	0.00	0.00	0.00	1,059.00	1,059.00	1,059.00	1,059.00
Fire Sworn	859.00	859.00	859.00	859.00	0.00	0.00	0.00	0.00	859.00	859.00	859.00	859.00
Non-Sworn	1,398.04	1,414.45	1,410.25	1,410.25	2,823.44	2,878.54	2,856.26	2,857.26	4,221.48	4,292.99	4,266.51	4,267.51



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ACCOMPLISHMENTS IN FISCAL YEAR 2021

Approving an annual budget provides an important opportunity to see not only where the City is going but to also identify significant accomplishments over the past year. The following highlights some of those successes in FY 2021.

City Manager's Offices (CMO)

- The Office of the City Manager conducted the 2020 Neighborhood Leadership Academy which provided an eight-week program to inform residents on local government functions and equip them with the knowledge necessary to serve as material resources for their neighbors. This free program started January 14, 2020 and was available to all residents of Cincinnati. Due to an overwhelming response the class was capped at 80 participants; over 60 residents participated.
- The Office of the City Manager held six sessions of the Boards and Commissions Academy with over 50 participants. This webinar was designed to provide volunteer board members with essential information needed to best serve as a Civic Board or Commission member.
- The Office of the City Manager provided COVID-19 isolation services for individuals experiencing homelessness from March 2020 to October 2020. In March 2020, the City Manager's Office met an immediate demand by the Shelter Community to create a COVID-19 isolation area. The CMO worked with the Health Department and Cincinnati Recreation Commission to convert the Over-the-Rhine Recreation Center into an isolation center for individuals experiencing homelessness to have a safe place to self-isolate when tested or diagnosed.
- The Office of the City Manager, upon the Mayor's May 8, 2020 executive order, activated a cross departmental team aimed at expedited permits and processes for restaurants seeking to expand their exterior dining areas, both onto the public rights of way and private parking lots. On May 14, 2020, the City launched a public facing webpage, guideline booklet, and online application to assist restaurants with outdoor dining. This effort has since expanded into a permanent program.
- The Office of the City Manager led the City of Cincinnati (City Manager's Office, Mayor's Office, and Department of Planning) and Hamilton County outreach effort for the 2020 Census. This year-long project from October 2019-October 2020 consisted of monthly Complete Count committee meetings and trainings, built dozens of community partnerships, and executed targeted outreach to 100,000+ underserved residents through mail, phone, and digital communications to generate participation in the Census.
- The Office of the City Manager lent a full-time staff member to the Department of Health to assist with the pandemic response. CMO staff have been instrumental in implementing a remote call center system, rolling out vaccine distribution to the public, and mobilizing over 400 volunteer medical reserve corps members in the effort.
- The Office of Aging and Accessibility completed phase one of the American Association of Retired Persons (AARP) Livable Communities Program which consisted of conducting



community research and a needs assessment. A community based survey with over 600 participants was conducted alongside of 5 focus groups. Launched the Age Friendly Cincinnati Advisory Group, which will meet quarterly to give feedback and participate in efforts to build a more livable city for people of all ages.

- The Office of Aging and Accessibility was awarded a Community Challenge Grant from the AARP to partner with Clifton Heights Redevelopment Corporation, Clifton Heights Community Council, and University of Cincinnati Design students to develop and install a crosswalk mural in May 2021.
- The Office of Aging and Accessibility convened a City work group to review and update over 800 class specifications/job descriptions for the entire City of Cincinnati to ensure inclusive hiring practices.
- The Office of Communications/CitiCable increased the number of live events on CitiCable in compliance with the Ohio Open Meetings Act. While continuing coverage of Board of Health and Citizen Complaint Authority meetings, other new meetings are produced weekly and aired live, including but not limited to the City of Cincinnati Primary Care Board, the Board of Health Finance Committee, Cincinnati Planning Commission, and the Cincinnati Retirement Board and its committees.
- The Office of Communications/CitiCable streamed, recorded, and aired multiple press conferences including, COVID Relief Information, the Mayor's COVID related announcements, community engagements, and important City government public information. Since the beginning of the pandemic, this office has provided live coverage of Ohio Governor DeWine's and Hamilton County's COVID press briefings.
- The Office of Communications/CitiCable managed four of the City of Cincinnati's Facebook pages. Increased the City's social media audience by adding 72.3% net followers from the previous 248 days. Reached approximately 500,000 people and over 100,000 engagements as of March 1, 2021.
- The Office of Communications/CitiCable worked on the Greater Cincinnati Complete Count Committee for the 2020 Census. The process involved working with the Mayor's Office, the City Manager's Office, City Planning and more than 100 local organizations to put together digital campaigns, marketing outreach, media efforts, and other assets related to the local Census awareness efforts.
- The Office of Human Relations worked on the Greater Cincinnati Complete Count Committee for the Census. Focused efforts on outreach to hard to reach communities. Met with faith-based and civic organizations, and communities to solicit and encourage their constituents to participate in the Census count. Promoted the personal and community benefits of a complete count.
- The Office of Human relations solicited and recommended members of the community for awards to be given by the Ohio Dr. Martin Luther King, Jr. Holiday Commission. Awards were determined based on the accomplishments of the individual in commitment and accomplishments to the principles and practices of Dr. Martin Luther King, Jr.



- The Office of Human Relations held annual Lunch & Learn sessions which provided educational information to City employees and the public on a variety of topics related to diversity, equity, inclusion, and accessibility.
- The Office of Human Relations convened a working group whose mission is to capture and memorialize the rich history and contributions of the West End community that have been affected by development in the community, beginning with the construction of I-75.
- The Office of Human Relations participated in numerous forums sponsored by local organizations including, but not limited to, the Jewish Community Relations Council, World Cinema, German-American Citizens League, Unified Cincy, COVID-19 testing, the Ohio Governor's Expedited Pardon Project, and the Cincinnati Police Department's (CPD) Get The Groceries.
- The Office of Performance and Data Analytics was awarded the Silver Certification from Bloomberg Philanthropies What Works Cities (WWC) program in July 2020. This certification is the national standard of excellence for well-managed, data-driven local government, and OPDA led the effort to apply, work with the WWC team, and communicate the vital work of benchmarking progress and using data to deliver real results for the Cincinnati community.
- The Office of Performance and Data Analytics continued efforts throughout the COVID-19 pandemic to lead the administrative response and information sharing. This has included weekly City Department response reporting, daily public data updates, and continuing to create enhanced data visualization in partnership with the Cincinnati Health Department.
- The Office of Performance and Data Analytics worked with the Department of Transportation & Engineering, Buildings & Inspections, and the City Manager's Office to move the Temporary Outdoor Street Dining Permit Applications and informational materials to a permanent program application for Cincinnati businesses through the OpenCounter system.
- The Office of Performance and Data Analytics leveraged the City's partnership with OpenCounter to improve City processes in the online system, including Special Events, Street Closures, Zoning, Business Permits, Parking Permits, and more.
- The Office of Performance and Data Analytics managed the Accela migration project, working with Cincinnati Area Geographic Information System (CAGIS), Buildings & Inspections, and City Planning to improve City permitting and planning processes and push the project forward throughout the year.
- The Office of Performance and Data Analytics developed curriculum for the new ShiftCincy continuous improvement program and piloted the program with an accelerated course for OPDA staff.
- The Office of Performance and Data Analytics refreshed CincyInsights dashboards to improve functionality and accessibility of City data visualizations. Streamlined the CincyInsights website to make dashboards easier to find and provide the community with how-to guidance on utilizing these important tools.



- The Office of Performance and Data Analytics led the Request for Proposals (RFP) process to acquire a vendor to facilitate the Cincinnati City Perception Survey, with a vendor to be selected by the end of the fiscal year. This survey will allow the City administration and Departments to gauge perception of City departments and services in order to effectively improve customer service.
- The Office of Performance and Data Analytics managed the Early Retirement Incentive Program (ERIP) on behalf of the City Manager's office to leverage a City-wide budget savings totaling \$25.1 million to help narrow the City's budget deficit.
- The Office of Performance and Data Analytics supported the efforts of the Cincinnati Chamber, in partnership with Bloomberg Philanthropies, to create the Cincinnati Workforce Innovation Center, aiming to increase job stability and wages while decreasing turnover through the Economic Mobility Initiative.
- The Office of Performance and Data Analytics expanded collaborations with other government entities, partnering with the county and state to provide access to City data and visualization tools to support shared goals.
- The Office of Performance and Data Analytics facilitated the first virtual PartnerStat Meetings during the Fall of 2020. All leverage support partners were represented and able to present relevant data on their organizations efforts on various fronts including: human services, development, startups and tech.
- The Office of Performance and Data Analytics published the new Tax Increment Finance (TIF) District dashboard on CincyInsights in partnership with the Department of Community & Economic Development,. This dashboard visualizes the revenue collected, expenses, and current fund balance in each TIF district in Cincinnati.
- The Office of Budget and Evaluation received the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award for the FY 2020-2021 Biennium.
- The Office of Budget and Evaluation managed the receipt and dispersion of Coronavirus, Aid, Relief, and Economic Security (CARES) Act resources for the City during the pandemic.
- The Office of Internal Audit conducted operational audits, within generally accepted government auditing standards, by providing independent and objective assurance designed to add value and improve the operations of the City. This was achieved by examining and evaluating the efficiency of internal controls, and identifying and recommending opportunities to reduce cost, minimize risk, improve performance, and increase productivity of personnel and assets.
- The Office of Internal Audit produced three quality audit reports that included 59 recommendations to improve the internal control structure within City government.
- The Office of Internal Audit followed up on four audits to determine the status of the recommendations, and the steps taken by the department to follow through on the response.
- The Internal Audit Committee met to ensure transparency around governance, risk management, and internal control practices.



- The Office of Internal Audit oversaw the Fraud, Waste and Abuse Hotline in support of management's efforts to establish a culture that embraces ethics, honesty, and integrity, and properly investigated cases within Internal Audit's jurisdiction.
- The Office of Environment and Sustainability executed a 100-megawatt power purchase agreement for electricity for City Government and Residents through the Cincinnati Electric Aggregation Program. This 1000-acre array will provide 25% of the City's government's electricity and 15% of the aggregation program's annual electricity consumption. Over the course of the contract, the City expects to save 1.8 million dollars. It is anticipated to generate 134 jobs subject to the City's project labor agreement (PLA) during the construction.
- The Office of Environment and Sustainability helped to secure financial, technical, and strategic support to help with the passage of Issue 7, the City's transit levy, through its membership in the American Cities Climate Challenge. This levy will help 21.5% of Cincinnati households that do not have a car access jobs, schools, and other important destinations.
- The Office of Environment and Sustainability was awarded the Leadership in Energy and Environmental Design (LEED) for Cities and Communities Silver Certification. The LEED scoring process helps local governments track and verify performance for a wide variety of sustainability indicators, including energy, water, transportation, education, health, and more. The award acknowledges the City's significant progress toward the climate, equity, and resilience goals of the Green Cincinnati Plan.
- The Office of Environment and Sustainability partnered with Duke Energy Ohio, People Working Cooperatively, and the Hamilton County Community Action Agency to launch a series of energy equity programs for multifamily buildings to help meet the 2018 Green Cincinnati Plan goal of reducing household energy burden by 10%. Energy burden is defined as the percentage of income used to pay household energy bills. All programs are directed to help lift the energy burden of Cincinnati renters at or below 200% of the federal poverty limit.
- The Office of Environment and Sustainability partnered with Fleet Services to secure a \$400,000 grant from the Ohio Environmental Protection Agency to support the purchase of four trash trucks that will utilize clean diesel technology and idle reduction technology.
- The Office of Environment and Sustainability partnered with Fleet Services to increase the total electric and hybrid vehicles in the City Fleet to 19 electric vehicles and 58 police hybrids. A case study was developed with the Electrification Coalition to demonstrate the cost saving opportunities these vehicles present when compared to traditional internal combustion engines.
- The Office of Environment and Sustainability partnered with the National Oceanic and Atmospheric Administration (NOAA) and community volunteers to collect heat data and develop a Urban Heat Island Map which outlines the hottest areas in the City and highlights the impacts of extreme heat, caused by climate change, on vulnerable communities. This study collected over 10,000 datapoints across our City providing the most comprehensive look at the impacts of heat on residents to date.
- The Office of Environment and Sustainability partnered with the Department of Community & Economic Development and the Greater Cincinnati Foundation to enhance the funding



available for urban agriculture in the City. Again, demand exceeded available resources. In total, the City received requests from 53 Agricultural locations for resources totaling \$152,363. Twenty-seven existing sites were funded at \$34,016 and twelve new sites were funded at \$35,488.

- The Office of Environment and Sustainability relaunched SolarizeCincy, a residential bulk buying solar discount program for homeowners. This program makes the going solar journey easier by providing a certified contractor and makes it cheaper by securing discounts for participating residents. In the first week of the program launch, over 50 residents signed up to participate in the solar cohort.
- The Office of Environment and Sustainability partnered with Groundwork Ohio River Valley to launch the Climate Safe Neighborhoods pilot program in the Lower Price Hill (LPH) neighborhood. This Program establishes an equity engagement team of LPH residents to discuss disproportionate climate impacts on low income and residents of color and to develop solutions. The lessons learned will be incorporated into the community outreach strategies for the 2023 Green Cincinnati Plan.

Buildings and Inspections (B&I)

- Buildings and Inspections reorganized and relaunched the Landlord Education Training Series via videoconferencing with Police, Law, Metropolitan Sewer District (MSD), Fire, and Public Services, Property Maintenance Code Enforcement (PMCE), and the Police Department.
- Buildings and Inspections consolidated Property Maintenance Code Enforcement and Building Construction Inspections into one section. With 34 inspection districts, each district inspector will handle all issues in their territory. Inspectors are cross trained to manage both citizen complaints and existing building orders, as well as inspecting construction activity resulting from permits and orders. Consolidation allows the department to be more customer friendly, improve customer service, and educate customers more effectively by providing property owners with one inspector for all code enforcement and construction activities.
- Buildings and Inspections issued 81% of approved permits within three business days. There were 7,036 applications submitted and 8,915 permits issued.
- Buildings and Inspections completed same-day reviews from Tier 1 and Tier 2 review services and reviewed more than 40% of the total plan reviews by the Building Plans Examination section when the Department was open to the public. This high diversion rate allows for more complete and timely reviews of larger projects by the remaining building plan professionals.
- The Building Plan Examination section met or exceeded established department plan review goal days over 98% of the time. The department goals for review times: Ohio Building Code (OBC) - 15 working days for initial review, OBC revisions - 5 working days for review, Residential Code of Ohio (RCO) - 10 working days for initial review, and RCO revisions - 5 working days for review.
- Buildings and Inspections maintained a 99% success rate in meeting Zoning Permit plan review goal days.



- The Zoning Division took over 135 Zoning Relief cases to the Zoning Hearing Examiner for review and issued over 267 Zoning Certificates of Compliance.
- Buildings and Inspections developed and implemented Outdoor Dining Programs, in partnership with the Department of Transportation and Engineering (DOTE) and the City Manager's Office (CMO), to support restaurants during the COVID-19 pandemic.
- Buildings and Inspections developed the COVID-19 Safe and Healthy Schools Program for Temporary School Facilities to expedite reviews and support temporary expansion of schools in response to the pandemic.
- The Urban Conservation Office took over 49 Certificate of Appropriateness Applications and 20 Zoning Relief Applications to the Historic Conservation Board.
- Buildings and Inspections established two new local historic landmarks, the Redding Apartments/3700 Reading Road, and the Mercantile Library/414 Walnut Street.
- The Urban Conservation Office added 100 properties to the Ohio Historic Resource Inventory list within the community of West Price Hill and supported Price Hill Will on efforts to document the community's historic buildings.
- Buildings and Inspections completed 30,873 heating ventilation, and air conditioning (HVAC)/Building inspections and 9,530 plumbing inspections. All inspections were done within 24 hours of receiving the request.
- Buildings and Inspections utilized route optimization to increase the efficiency of elevator inspectors by reducing driving times, allowing increased inspection management and increased communication with elevator owners.
- Buildings and Inspections continued implementation of the eztrak.cagis.org website, which allows elevator owners the ability to pay, manage, and access information about their elevator online at any time.
- The Property Maintenance Code Enforcement (PMCE) Division enforced 4,959 health and safety code violations involving 2,154 cases. The estimated value of the work necessary to correct these violations is \$13,261,250.
- Property Maintenance Code Enforcement (PMCE) held nine public nuisance hearings involving 55 condemned buildings and demolished 20 blighted buildings at an average cost of \$25,576 for a total of \$511,523. PMCE barricaded 112 vacant open abandoned buildings at an average cost of \$221 per building and total cost of \$24,737. Under the Historic-Stabilization of Structures Program (SOS), PMCE completed the stabilization of one historic building which received an historic preservation award from the Cincinnati Preservation Association.
- Property Maintenance Code Enforcement (PMCE) conducted a total of 32,177 inspections as follows:
 - o 768 barricading and monitoring open vacated buildings.



- o 19,030 housing code inspections
 - o 2,341 vacant foreclosed property inspections
 - o 75 foreclosed residential properties registered for monitoring with fee revenue of \$39,000. PMCE enforced and monitored the compliance of the Vacated Building Maintenance License (VBML) requirements on 1,048 buildings.
 - o 2,189 residential zoning code enforcement inspections
 - o 351 commercial zoning inspections
 - o 3,726 fire escape and façade inspections
 - o PMCE gained compliance on 20 facades and fire escapes including the engineer/architect reports and necessary repairs to assure safety.
 - o 1,244 concentrated code enforcement inspections
 - o 764 demolition inspections of dangerous and unsafe buildings.
 - o 469 quality control inspections behind inspectors to review work quality and customer service.
- Property Maintenance Code Enforcement (PMCE), along with administration, implemented and developed the marketing for the Residential Rental Registration (RRR) and Residential Rental Inspection (RRI) programs in September 2020. Registered 9,590 rental properties. PMCE is also currently processing 274 distressed rental properties under the RRI program.
 - Buildings and Inspections assumed responsibility for the Private Lot Abatement Program (PLAP) in November 2020. The transfer enhances the efficiency of the program. B&I regularly inspects properties and can coordinate with PLAP through the enforcement of the City's weed, high grass, and litter regulations from within the same department.

Citizen Complaint Authority (CCA)

- The Citizen Complaint Authority (CCA) commenced 75 new investigations based on citizen complaints in 2020. In addition, CCA referred 174 complaints to the Cincinnati Police Department (CPD) for investigation after screening and reviewing those complaints. With respect to Fiscal Year (FY) 2021 specifically, to date, CCA has commenced 46 new complaints for investigation and referred 111 complaints to CPD for review and investigation.
- The Citizen Complaint Authority (CCA) completed 44 investigations in 2020 and issued 305 findings associated with those cases. During FY 2021, to date, CCA has investigated and completed 33 cases and issued 230 findings.
- The Citizen Complaint Authority (CCA) responded to the scene of all officer-involved shootings that occurred in 2020 (two incidents total). That onsite response includes one shooting that has taken place in FY 2021 thus far. In all cases, CCA's Investigators monitored the processing of evidence by CPD, monitored interviews conducted by Homicide



Investigators, and gathered information necessary to open independent CCA investigations into the shootings.

- The Citizen Complaint Authority (CCA) responded to the scene of all cases involving deaths in police custody that occurred in 2020 (two incidents total). That onsite response includes one death in custody that has occurred in FY 2021 thus far. In all cases, CCA's Investigators monitored the processing of evidence by CPD, monitored interviews conducted by Homicide Investigators, and gathered information necessary to open independent CCA investigations into the deaths.
- The Citizen Complaint Authority (CCA) issued 16 recommendations and 11 observations to the CPD in 2020. For FY 2021, to date, CCA issued 20 recommendations from July 1, 2020 through March 3, 2021, not including the recommendations that are anticipated in April 2021. Those recommendations addressed police policy and training, including the following topics: investigatory stops, searches and frisks, Body Worn Camera (BWC) evidentiary access, BWC use policy, CPD's Use of Force Review Board, TASER deployment, defining harassment as a citizen allegation, and more.
- The Citizen Complaint Authority (CCA) collaborated with CPD on the periodic review of its use of force procedures, during which CCA issued multiple recommendations regarding CPD's proposed policy revisions. Fifty percent of CCA's recommendations were adopted by CPD, including those pertaining to the use of warnings before deployment of a Conducted Electrical Weapon (CEW) (i.e. TASER), as well as those pertaining to the definition of "force" in CPD's policies. CCA will continue to work with CPD regarding consideration of its other recommendations.
- The Citizen Complaint Authority (CCA) collaborated with CPD, the Office of Performance and Data Analytics, and Criminal Justice Initiatives on a project to improve the transmission, reporting, and implementation assessment of CCA recommendations. The project successfully resulted in streamlined internal processes and will result in greater public transparency with respect to CCA recommendations in FY 2021.
- The Citizen Complaint Authority (CCA) published its 2019 Annual Report, which summarized CCA's activities and outcomes for the 2019 calendar year, including, among other things, data analysis regarding CCA's investigations of serious interventions, complaint statistics, and five-year trends. In FY 2021, CCA has prepared its 2020 Annual Report, summarizing its activities and outcomes for 2020, which will be finalized and published by the end of the fiscal year.
- The Citizen Complaint Authority (CCA) published its 2019 Patterns Report, which examined an adopted three year period and tracked (i) officers who have received a high number of complaints against them, (ii) repeat complainants who have filed complaints against officers, and (iii) the top circumstances that formed the basis for the filing of complaints. CCA has also prepared its 2020 Patterns Report, which will be finalized and published by the end of FY 2021 and will include a summary of CCA's recommendations and observations issued in 2020.
- The Citizen Complaint Authority (CCA) prepared an Officer-Involved Firearm Discharge Report addressing CCA investigations of police shootings that occurred in 2018-2019 and



including policy recommendations. CCA's investigations of those 2018-2019 shootings were completed in FY 21, and the full report will be published by the end of FY 2021.

- The Citizen Complaint Authority (CCA) enhanced the Citizen Complaint Management System (CCMS) reporting features, which included but were not limited to new programming related to numbering a tracking system which easily identifies CCA's recommendations, and their topics; updated programming logic to citizen and officer pattern reports; verification of data via cross-reporting by district, complaints, demographics, allegations, citizens, etc.; creation of tracking for multiple circumstances per complaint; and more.
- The Citizen Complaint Authority (CCA) liaised with and provided guidance to public officials and representatives from other cities interested in creating an oversight agency or improving existing oversight functions, including officials and representatives from jurisdictions such as Akron, Ohio; Columbus, Ohio; San Francisco, California; and New York City.
- The Citizen Complaint Authority (CCA) hired, onboarded, and trained three new experienced and diverse Investigators. The new Investigators included a former NYPD detective fluent in Spanish; a former Cleveland prosecutor with criminal defense experience; and a counterintelligence investigator from the U.S. Intelligence Community.
- The Citizens Complaint Authority (CCA) trained and onboarded two new CCA Board Members, restoring the Board to its seven-member-full-strength level.
- The Citizen Complaint Authority (CCA) provided 19 community engagements and trainings, reaching more than 270 people in 2020. During FY 2021, CCA provided engagements that included presentations at meetings of the Cincinnati Bar Association, Cincinnati Black United Front, Harvard Club of Cincinnati, and Intercommunity Justice and Peace Center, among others; and engagements with CPD officers during roll call, CPD Captains from nearly all police districts, the Hamilton County Public Defender's Office, Hearing Speech + Deaf Center, academic researchers, and local African-American media.
- The Citizen Complaint Authority (CCA) enhanced its ability to engage the community remotely during the COVID-19 pandemic by creating opportunities for public participation in CCA's monthly Board Meetings virtually, winning plaudits from the community. This was the first time in CCA's history that the public was permitted to participate remotely in CCA's Board Meetings. CCA relied on teleconference software and collaboration with CitiCable to provide this forum for virtual engagement, and successfully maintained those virtual Board Meetings during the winter pandemic spike.
- The Citizen Complaint Authority (CCA) worked with its Board Chair to create more opportunities for the community to (i) offer comments and questions during monthly Board Meetings; (ii) provide qualitative feedback to CCA on its efficacy; and (iii) become educated about issues related to community concerns through the use of guest speakers (such as police commanders and City officials). These meetings involved more than five guest speakers, and agenda items included new police TASER technology, efforts to prevent violent extremism, and the history of civilian oversight in Cincinnati.



- The Citizen Complaint Authority (CCA) created "CCA Commendations" for use in investigative reports as a means of recognizing positive interactions between community and police, highlighting praiseworthy police conduct, and incentivizing such conduct.
- The Citizen Complaint Authority (CCA) established new procedural guidance for its Investigators that streamlined both the use of its allegations, and its report-writing standards, providing for greater consistency in the communication of investigative findings and tracking of data.
- During quarterly meetings of the City Manager's Advisory Group (MAG), CCA briefed members of the MAG on the operations of CCA and addressed its concerns related to CCA's backlog, recommendations process, and priorities for 2021. CCA also advised the City Manager with respect to the functions of the MAG. Additionally, CCA collaborated with community leaders, CPD, and the City Manager's Office on issues of public safety and police-community relations during meetings of the Bias Free Policing Working Group and Cincinnati Initiative to Reduce Violence (CIRV).

City Planning

- The Department of City Planning continued work on 12 neighborhood plans including Mt. Auburn, Mt. Airy, Clifton, Hyde Park, Mohawk Area, Saylor Park, Kennedy Heights, Columbia Tusculum, West Price Hill, West End, Spring Grove Village, and South Cumminsville in FY 2021 to-date.
- The Department of City Planning processed, analyzed, and moved 10 zoning changes through legislative process in FY 2021 to-date. Some of the zoning changes included Disney Avenue in Oakley, VP3 Planned Development in Corryville, Cincinnati Birth Center in Walnut Hills, Elm and Liberty Planned Development in Over-the-Rhine, Poste II Planned Development in Walnut Hills, Cardiff Avenue in Oakley, Blair Lofts in Avondale, Northside Scholar House Planned Development, and the Crosley Building.
- The Department of City Planning reviewed five Final Development Plans in FY 2021 to-date. These included the South Crescent Arms Apartments (Redding Apartments) in Avondale and the Mercantile Library Building in the Central Business District. The Department also has undertaken community engagement for the proposed revision to the Over-the-Rhine Historic District Guidelines.
- The Department of City Planning completed the 2020 Census work in FY 2021. This project began in 2018 with the Local Update of Census Addresses. In 2019, the Department began to help facilitate Greater Cincinnati Counts, the Complete Count Committee of Cincinnati and Hamilton County, which was a collaboration of the City, County, and over 200 government, community, faith, non-profit, and business leaders. The Department of City Planning participated in leading both in-person and virtual meetings of the Complete Count Committee, Census outreach events, and sharing of digital outreach and resources. The 2020 Census concluded on October 15, 2020.
- The Department of City Planning completed its 18-month long facilitation of the Property Tax Working Group, which was chaired by Vice Mayor Christopher Smitherman and Carol Gibbs of the Mt. Auburn Community Development Corporation. The Department also continued its involvement with other special projects such as the Engage Cincy Action Team



(ECAT), City Budget Community Engagement, Neighborhood Summit Planning Team, and community engagement for the Rapid Run/Dunham recreation area project.

- The Department of City Planning has reviewed 19 Minor Subdivision of Land applications and 16 Major Subdivision of Land applications in FY 2021 to-date. Major Subdivisions of Land also require City Planning Commission review and approval.
- The Department of City Planning has reviewed a total of 562 Environmental Reviews in FY 2021 to-date.
- The Department of City Planning actively participates in the City's Coordinated Site Review Advisory Team and reviewed 76 projects in FY 2021 to-date.
- The Department of City Planning reviewed and recommended for City Planning Commission approval of 23 sales and/or leases of City-owned property and 13 easement requests on City-owned property in FY 2021 to-date.
- The Department of City Planning worked on other special projects for approval by the City Planning Commission during FY 2021 to-date, including changes to Court Street in the Central Business District, changes to Auburn Avenue in Mt. Auburn, changes to streets near Fountain Square in the Central Business District, the closure of a portion of E. Freedom Way at The Banks, and the proposed street closure of portions of streets in Over-the-Rhine and Pendleton.

Community and Economic Development (CED)

- DCED collaborated with Stett Transportation, Inc. to obtain approval for a Job Creation Tax Credit (JTC) to purchase and improve an existing building at 110 East 8th Street, to relocate 14 jobs currently located in Northern Kentucky, and to create a minimum of 2 new jobs. This will result in the creation of 16 new jobs, at a total annual payroll of \$1.1 million in the City of Cincinnati.
- DCED facilitated a forgivable loan of \$1,500,000 to fund acquisition costs of the Court Street South project, which includes one and two-bedroom residential condos. This project will create 8 permanent jobs at a total annual payroll of \$250,000 and 58 temporary construction jobs at an annual payroll of \$2,986,069. This project aligns with the Compete and Live Initiatives of Plan Cincinnati, and Cincinnati Center City Development Corporation (3CDC) has received the support of the Downtown Residence Council.
- DCED facilitated an agreement with OTR Holdings, Inc, authorizing a 12-year tax exemption for 100% of the value of improvements made to real property located at 31 E. Court Street in the Central Business District of Cincinnati. DCED also negotiated a Public Infrastructure Funding Agreement whereas the City will provide funding of up to \$4,000,000 for the design and construction of public infrastructure improvements along Court Street.
- Through the use of a Community Reinvestment Area (CRA), DCED facilitated a 15-year tax exemption for 100% of the value of improvements made to 216 E. Sixth Street and 600-610 Main Street, with the remodeling of the Gwynne Bldg. into a 168,883 Sq. ft hotel with 163 rooms, and approx. 9,500 Sq. ft of commercial space. It is estimated that 176 temporary



construction jobs will be created with an annual payroll of \$17.6 million and 267 full-time employees will be created at a total annual payroll of \$10 million.

- DCED recommended a 5-year, forgivable loan of \$2,929,750 for the Foundry Project, which is the redevelopment of Fountain Place into a mixed-use office space with ground-floor commercial space. \$2,093,071 of the forgivable loan will come from the Downtown/OTR West Tax Increment Financing (TIF) District and the remaining \$836,678.87 will come from the expired TIF associated with the original Macy's project. The project will bring hundreds of office workers to the urban center.
- DCED recommended a 12-year, 100% (net 52%) Community Reinvestment Act (CRA) tax exemption for the Graphite Oakley project. This project consists of five new apartment buildings with 316 residential units located at the former Cast-Fab site in Oakley. The project will follow Leadership in Energy and Environmental Design (LEED) Silver, Gold or Platinum standards or Living Building Challenge standards.
- DCED facilitated substantial pre-development activities to advance redevelopment progress in the Camp Washington Incentive District (Camp Washington TIF District) by implementing tax exemptions granted for parcels of real property on Spring Grove Avenue in the Camp Washington neighborhood, in connection with a redevelopment project undertaken by Kao USA Inc. and the Hamilton County Land Reutilization Corporation.
- DCED recommended a TIF District Grant for the new construction project which includes approx. 92 rental units; approx. 18,900 sq. ft. of commercial space; and right of way (ROW) infrastructure improvements to support the private development including streetscaping, water main, a public plaza; and roadway maintenance. The Developer is committing to the creation of 88 permanent jobs and \$4.9 million in annual payroll, as well as 124 construction jobs with \$6.8 million in one-time payroll.
- 2600 Apartments LLC intends to invest in the Corryville business district and has proposed a split site project along the 2600 Block of Short Vine Street in the Corryville neighborhood which includes approximately 27 apartments. In addition to creating jobs and housing, the development will remove the few remaining blighted and/or vacant properties in the Corryville business district. This project benefits a neighborhood in need of many more jobs and quality housing units.
- DCED considers the project located in Evanston, to be an Undercapitalized Project, so a net 60% commercial tax abatement for a 15-year term, notwithstanding the points determination was recommended. This project benefits a neighborhood in need of many more jobs and quality housing units. The renovation of this building will enhance the community of Evanston and transform a blighted property.
- With the recommendation of a \$1 million interest only, forgivable loan, DCED set in motion the acquisition, demolition, and development of the former Kroger Site in Walnut Hills. Anticipated future development of the site includes approximately 325 housing units, with a target of 30% of the units being affordable to households earning 50%- 80% of the AMI. Also included would be 57,000 sq. ft. of mix of retail, commercial and office uses.
- A subsidiary of Alaya Properties, DCED recommended a 15-year, 52% net rate CRA tax exemption for a rehabilitation project which will include two small storefronts and 6,000 sq.



ft. of office space located at 2332 Victory Parkway in Walnut Hills, in connection with the remodeling of an existing building. The remaining floors will include 37 residential rental units.

- DCED recommended a Community Reinvestment Area Tax Exemption Agreement (LEED or Living Building Challenge) for the Zeta House Corporation of Tri-Delta authorizing a 14-year tax exemption for 100% of the value of the improvements made to real property. Zeta House Corporation of Delta-Delta-Delta (Tri-Delta) is relocating their sorority house from the corner of Straight Street and Clifton Avenue to a new site, a vacant lot at 2605 University Court in the CUF neighborhood.
- DCED collaborated with TEAM Inc. on a 6-year, 40% refundable job creation tax credit (JCTC-R) with an annual incentive cap of \$75,000. The company agrees to create 150 new jobs at 2249 E. Seymour Avenue in Cincinnati's Bond Hill neighborhood. The Company would sign a long-term tenant lease and invest approximately \$11.6 million to build a state-of-the-art aerospace inspection and testing facility. The Project would result in 150 new FTE jobs in the City and \$9,600,000 in annual payroll.
- The Willkommen Zuhause includes the construction of 3 residential and mixed-use buildings and the renovation of 7 historic structures throughout Over-The-Rhine (OTR). 3CDC will manage the commercial spaces. DCED recommended a forgivable loan totaling \$1.7 million: an interest only HOME loan of \$1 Mil. which will be used to finance the construction of the 10 HOME-assisted units; and a forgivable loan for the Project totaling \$2,231,155 with sale of the City Property to the Developer for \$1.00.
- In June 2019, DCED issued a Request for Proposals (RFP) for the sale and development of the City-owned property at 1623 Pleasant Street in Over-the-Rhine. Kunst will redevelop the vacant, blighted building to create a total of 8 residential units. The project will help achieve Plan Cincinnati's goals of improving housing quality and creating a more livable community by restoring a long vacant property to productive use in the Over-the-Rhine neighborhood.
- Melrose IHNGC Limited Partnership will begin construction of a 26-unit permanent supportive housing development for families experiencing homelessness at 835-847 Oak St. The development will consist of a new 4 story, LEED certified building, which will include a multi-purpose room, counseling offices, and parking. IHNGC will offer all residents on-site mental health counseling, case management, legal services, and life skills training, with additional specialized support for children.
- The Arts Apartments at Music Hall are located at 845 Ezzard Charles Drive in the West End neighborhood. The project consists of the renovation of 21 multi-family buildings. Based on the DCED recommendation of a net 67%, 15-year CRA Tax Exemption, City Council has approved the CRA tax exemption as the project directly supports "affordable housing initiatives" and contributes to "furthering urban redevelopment" in the West End neighborhood.

Duke Energy Convention Center (DECC)

- The Duke Energy Convention Center continues to make an impact for our venue, the events, and our community through composting, recycling, and our roof solar array. The DECC



achieved a 32% diversion rate in 2020, up 20% from previous years. Solar Generation through February 25, 2021 is 1,114,868 kWh.

- The DECC was named a top 30 Convention Center in North America and recognized as a 2021 Center of Excellence by EXHIBITOR Magazine, an industry leading publication for trade shows and events. DECC was also recognized as a Prime Site Award Winner by Facilities and Destinations magazine for the tenth consecutive year.
- Duke Energy Convention Center achieved Global Biorisk Advisory Council® (GBAC) STAR™ accreditation, the gold standard for prepared facilities. Under the guidance of GBAC, a Division of ISSA, the worldwide cleaning industry association, DECC implemented the most stringent protocols for cleaning, disinfection, and infectious disease prevention in its facility.
- During the pandemic, the DECC continued to serve the community by hosting three Hoxworth blood drives, COVID-19 vaccination clinics, and implementing a solution to continue the tradition of Fall Feast by delivering meals to those in need in partnership with Give Back Cincinnati and working with Cincinnati Public Schools "Toyful Joyful" event to deliver gifts to children.
- In July 2020, the DECC team created a hybrid event to illustrate the Center's capacity to meet in person and virtually. "Hybrid Events: Confusing Possibilities Made Simple" was launched with pre-taped, live content, remote and local break-out pods that attracted more than 300 meeting planners and guests.
- In January, the DECC partnered with Prestige A/V and Creative Services to establish a local broadcast studio at the Center. Located in an underutilized space, Live from 525 can be activated for virtual presentations, keynote speeches, pre-taped interviews, or commercial interstitials by DECC clients or other downtown business groups needing broadcast capabilities.
- The Café at 5th and Elm was completed in February 2021 and began operation immediately. D.E. Foxx was the contractor of record and the Café will be a welcome addition to the downtown business scene. Other capital projects include an escalator modification, new fabric walls in meeting rooms and approved new meeting room carpet.
- The DECC applied for and received a \$1 million award of CARES Act funding for upgrades to the ventilation system, required PPE including masks, gloves and plexiglass barriers, sanitization and cleaning products, a riding floor scrubber, touchless Point of Sale (POS) system for the Café and touchless temperature check hardware.
- In spite of event cancellations due to the pandemic, the DECC team and the Convention & Visitors Bureau (CVB) Executive Vice President worked in partnership with groups previously contracted to meet at the Center during the pandemic, and secured 52 re-bookings for future dates totaling more than \$3.5M in spending at the Center.

Department of Economic Inclusion (DEI)

- The Department of Economic Inclusion (DEI) vetted approximately 200 certifications between July 1, 2020 and March 1, 2021.

Operating Budget Summary



FY 2021 Accomplishments

- DEI certified 50 individual firms as a Small Business Enterprise (SBE), Banks Small Business Enterprise (BSBE), Small Local Business Enterprise (SLBE), and/or Emerging Local Business Enterprise (ELBE) firms between July 1, 2020 and March 1, 2021, despite reduced staffing and a backlog of certification applications that resulted from the 3-month suspension of certification application processing during Temporary Emergency Leave (TEL).
- Between July 1, 2020 and March 1, 2021, DEI certified 54 Minority Business Enterprise (MBE) and/or Women Business Enterprise (WBE) firms for a total of 247 actively certified MBE, MWBE and/or WBE firms as of March 1, 2021.
- In fiscal year 2021, DEI monitored approximately 365 contracts valued at almost \$400,000,000 for progress toward either mandatory MBE and WBE inclusion goals or aspirational SBE subcontracting goals through March 1, 2021.
- As of March 1, 2021, DEI had evaluated 228 procurements or development projects for prevailing wage applicability, making prevailing wage determinations for each procurement or project.
- DEI developed, promoted, and conducted a new virtual outreach session, "Minority, Women & Small Business Enterprise Certifications 101," in partnership with the offices of Councilmember Lemon-Kearney and Councilmember Sundermann, which was attended by more than 35 small, minority and women business firms.
- DEI worked with the Purchasing Division to publish an RFP for the City of Cincinnati Disparity Study Update for evaluation and award of consulting services for a new comprehensive disparity study. The City received 6 responses, and the RFP evaluation committee is actively engaged in the evaluation process.
- DEI monitored more than 210 construction contracts for compliance with federal, state, or local prevailing wage laws, resolved all but one underpayment issue in-house, and referred one prevailing wage complaint to the Ohio Department of Commerce for further investigation.
- In FY 2021, DEI negotiated and conducted oversight of 5 leveraged support contracts with a total value of approximately \$1.0 million. DEI negotiated and is currently conducting oversight of contracts totaling more than \$2.2MM to supporting grant programs administered by 5 local agencies for the specific benefit of local black and brown businesses and artists.
- DEI conducted 68 bid and RFP reviews as of March 1, 2021 to advise the Purchasing Division regarding which bidders or respondents met or exceeded the MBE, WBE or SBE subcontracting goals for the procurement.
- DEI provided assistance to the Economic Inclusion Advisory and Accountability Board ("EIAAB") for its quarterly meetings, requested an amendment to Cincinnati Municipal Code (CMC) 324-49, which was passed by the City Council, to allow for additional renewal terms for EIAAB members, and drafted proposed revisions to the EIAAB by-laws to bring them into alignment with the ordinance amendment.



- Approximately 85 incentive contracts not subject to inclusion monitoring or prevailing wage monitoring were managed by DEI strictly for compliance with the City's Wage Enforcement ordinance.
- DEI negotiated and drafted a Memorandum of Understanding between DEI, the Planning Department (Planning), the Office of Performance and Data Analytics, and the Human Resources Department for the sharing of a position between DEI and Planning and other leveraged support to provide position savings associated with the Early Retirement Incentive Program (ERIP).
- In response to the COVID-19 crisis, DEI developed electronic processes for many of its internal and external functions, creating long-term efficiency improvements in multiple areas.
- In FY2021, DEI made changes to its certification renewal processes to streamline the renewal of currently certified firms without jeopardizing the integrity of the City's inclusion programs. Those initially implemented efficiencies have led to the discovery of additional opportunities for further improvements, which are currently being developed.

Enterprise Technology Solutions (ETS)

- Cincinnati Area Geographic Information System (CAGIS) staff created the Cincinnati Residential Rental Registration online program as part of the CAGIS Edge (Accela Automation) implementation.
- Cincinnati Area Geographic Information System (CAGIS) staff developed a mobile field application for the Cincinnati Fire Department to collect inventory data on all commercial buildings subject to regular Fire Safety Inspections.
- Cincinnati Area Geographic Information System (CAGIS) staff launched Online 2.0 public GIS website, which replaced the legacy site.
- Cincinnati Area Geographic Information System (CAGIS) staff implemented Edge (Accela Automation) for four agencies as a part of phase one engagement with the vendor for project implementation.
- Telecommunications staff completed installation of an 800 MHz Radio Monitoring System. System training is underway.
- ETS Enterprise Applications staff upgraded the CFS reporting system to WebFOCUS 8.207, which will make new tools available to ETS to create more dynamic and informative reports for our users. This tool will also be leveraged across enterprise systems to allow more complex reporting options to the Cincinnati Human Resources Information System (CHRIS) and domain-specific insight graphs (DIGS) areas.
- ETS Enterprise Applications staff worked to upgrade the CFS Financial System to version 3.11. This offers a streamlined purchasing process with a new SHOP page that makes creating orders easier. Also, the Vendor Self Service system was upgraded to VSS 4.2. The new version of VSS streamlines the vendor registration process and presents a cleaner interface for vendors to update their information and reply to online bids.



- ETS Enterprise Applications awarded an RFP Contract for PeopleTools Upgrade 8.58 to SpearMC. This 13-week project will bring the PeopleSoft system (CHRIS) compliant with Oracle's maintenance contract.
- ETS Enterprise Applications staff maintained CHRIS user accounts. Approximately 500 accounts were removed, and 400 accounts were modified and/or created. Additionally, staff worked with Risk Management, HR Training, and MSD to audit CHRIS security.
- ETS Enterprise Applications staff upgraded the City's web content management system to Mura X. This upgrade is more user friendly and enhances accessibility of the City's websites. This system was also integrated into Active Directory (AV) for better security controls.
- ETS Enterprise Infrastructure staff replaced the City's aging core network routing infrastructure with state-of-the-art Cisco routers, changed Internet provider improving speed, installed state-of-the-art firewall to replace aging devices, and implemented new routing features to assist with disaster recovery portfolio.
- ETS Enterprise Infrastructure incorporated the Streetcar Supervisory Control and Data Acquisition (SCADA) system and the Health Women, Infants, and Children (WIC) location networks into the City Metropolitan Area Network.
- ETS Enterprise Infrastructure staff improved disaster recovery remediation by implementing continuous data duplication to a remote data center and by periodic data duplication to Azure Blob Storage.
- ETS Enterprise Infrastructure staff replaced aging data center core network switches to increase reliability and speed.
- ETS Enterprise Infrastructure upgraded core virtualization software. This software runs all the City's servers and keeps the City up to date with the latest features and security fixes.
- ETS Enterprise Service Desk increased efficiency by using KACE software to manage City inventory assets on an Enterprise level. KACE also standardized a City approved computer imaging process which allowed for the successful imaging and replacement of over 500 devices during the past year.
- County Law Enforcement Applied Regionally (CLEAR) transitioned several client services to an electronic format, mitigating the risk of COVID-19 transmission. This included remote learning, security and quality control assessments, and support desk operations.
- County Law Enforcement Applied Regionally (CLEAR) staff upgraded the hardware at the backup location.
- CLEAR staff worked with multiple agencies to implement their third-party in-car camera systems, third-party records management systems, and to identify a method to support in-car printers.
- CLEAR staff developed an application to share reusable information on the MobileCop summary screen with agencies' third-party records management system providers.



Finance Department

- Accounts and Audits received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the 39th consecutive year for the FY 2019 Comprehensive Annual Financial Report.
- Accounts and Audits worked with the Cincinnati Financial System (CFS) team in Enterprise Technology Solutions to implement an upgrade to the financial system. The enhancements include a streamlined order entry process, functionality to individualize user screens to maximize productivity and improvements to Vendor Self Service (VSS).
- The Income Tax Division worked in partnership with Civica Tax System programmers and Fifth Third Bank lockbox staff to upgrade the processing of Cincinnati income tax returns through the lockbox facility. The data entry clerks at the Bank will capture enough data on Individual and Business income tax returns to allow for the auto-posting of selected return types making the tax return processing function more efficient and eventually freeing up tax examiners to perform more detailed audits.
- The Income Tax Division worked in partnership with Civica Tax System programmers and Lexis Nexis staff to automate research of "returned mail" to update the database with new addresses and reinstate the billing process. This automation will make the billing process more efficient and allow clerical personnel to be reassigned to other high priority functions.
- The Income Tax Division completed the Employee/Employer Refund Identification Project which upgraded the Tax System to secure the employee refund process and increase the efficiency of the Job Creation Tax Credit compliance function.
- The Income Tax Division updated the Income Tax Returns, Instructions and Tax System to account for the mid-year tax rate change from 2.1% to 1.8% effective October 2, 2020.
- The City of Cincinnati was named one of the top 100 Healthiest Employers in Greater Cincinnati by the *Cincinnati Business Courier*. In addition, the City was recognized by the Health Business Council of Ohio as a Gold Award winner, and by the American Heart Association as a silver-level health achievement workplace.
- Successfully completed active open enrollment in the midst of the COVID-19 pandemic while many employees were working remotely, and those who were still working in person were not permitted to attend meetings with more than 10 people in attendance. By setting up virtual meetings, reaching out to departments to remind and encourage enrollment, and setting up one-on-one enrollment sessions, 4,818 out of 4,947 eligible employees successfully completed open enrollment.
- Employee Health Services (EHS) successfully launched a rapid COVID testing clinic for City employees in November 2020. Clinics were held three days a week at the old District Five Police Station to ensure proper social distancing and allow employees to remain in their vehicles throughout the testing process. EHS is currently preparing to assist with COVID vaccinations for City employees and has completed all necessary paperwork for the State of Ohio and is awaiting the arrival of the first vaccine shipment.

Operating Budget Summary

FY 2021 Accomplishments



- Employee Safety continues to grow and work as a team to provide needed services to departments. Three new team members were added in FY 2021. This brings the employee safety complement to nine: the Occupational Safety and Health Coordinator, a new Supervising Safety Specialist position, a new electrical-focused Senior Safety Specialist, a new certified Industrial Hygienist Senior Safety Specialist, four Senior Specialists, and one Specialist.
- The Public Employees Assistance Program (PEAP) transitioned to online counseling, after initially being slated to "close" as part of TEL. The online counseling services have been a great benefit to City employees and their families in the midst of the pandemic.
- The Treasury Division of Finance managed the investment of approximately \$1.045 billion of idle cash resources generating income of more than \$6 million to date in the current interest rate environment. The General Fund earns approximately 39% of this interest income.
- As authorized by the City Council, the Board of Health of the City of Cincinnati, and the Tax Commissioner of the State of Ohio, the Finance Department successfully procured emergency financing necessary to address the COVID-19 health crisis. In April 2020, the City closed on a \$50 million borrowing from PNC Bank, at a one-year term and an all-in true interest cost of 2.53%.
- The Finance Department successfully completed a \$34.41 million financing needed to fund the approved FY 2021 Capital Improvement Program. The General Obligation Tax-Exempt Improvement Bonds were sold competitively, resulting in an aggregate all-in true interest cost of 1.49%, which is the lowest all-in true interest cost of any bond series in the City's debt portfolio.
- The Finance Department also successfully completed four refunding financings: \$79 million in General Obligation Refunding Bonds were issued in March 2020 at an all-in true interest cost of 2.05%, or a 6.78% net present value savings. The refunding resulted in significant savings of \$6.9 million in gross debt service cost over the life of the bonds.
- \$50.83 million in Water System Refunding Revenue Bonds were issued in June 2020 at an all-in true interest cost of 2.55%, or a 9.73% net present value savings. The refunding resulted in significant savings of \$11.5 million in gross debt service cost over the life of the bonds.
- \$30.06 million in General Obligation Refunding Bonds were issued in October 2020 at an all-in true interest cost of 2.02%, or a 9.03% net present value savings. The refunding resulted in significant savings of \$1.9 million in gross debt service cost over the life of the bonds.
- \$21.27 million in Economic Development Revenue Refunding Bonds were issued in October 2020 at an all-in true interest cost of 2.02%, or an 11.55% net present value savings. The refunding resulted in significant savings of \$2.8 million in gross debt service cost over the life of the bonds.
- The Finance Department affirmed the City's strong credit rating with both major rating agencies. S&P Global maintained its rating at AA/Stable. Moody's maintained its rating at Aa2/Stable. These ratings were critical in ensuring the City was able to place its debt at some of the lowest available interest rates.



- Treasury enhanced overall productivity by automating processes in relation to cash receipting and bank reconciliations.
- Purchasing has posted approximately 181 unique solicitations to the City's Vendor Self Service and Open Data sites to date in FY 2021. In addition, Purchasing's Open Data portal remains some of the most actively viewed datasets, receiving more than 362,000 views.
- Purchasing was a crucial part of the City's COVID-19 pandemic response, including sourcing personal protective equipment (PPE) and cleaning supplies for City staff and facilities, as well as establishing and running a central stores operation for requisition and disbursement of supplies. In addition, Purchasing secured a vendor for and coordinated all facility cleanings.
- Purchasing participated in the upgrade of the Cincinnati Financial System (CFS) and its vendor component, Vendor Self Service (VSS). The upgraded VSS site includes a streamlined registration process and allows greater access to business opportunities by allowing vendors to access the portal from any device.
- In addition to operating the City's central stores for the pandemic response, Printing Services has maintained turnaround times and volume above industry standards. 687 requisitions and 272,038 pieces of outgoing mail have been processed in FY 2021 to date.
- Purchasing solicited for the City's procurement card program, involving millions in City spending each year and affecting small dollar, travel and training, and office supplies purchases Citywide.

Cincinnati Fire Department (CFD)

- Maintained Emergency Medical Services (EMS) revenues in excess of specified target.
- Grant management including reimbursement requests for funding 39 fire fighter salaries and benefits over multiple years. Grant project management, including reimbursement requests for \$2,414,252.65 in FY 2021.
- A vast amount of effort and time was spent caring for COVID 19 activities related to the department. The overall goal of the CFD was the protection of the workforce, ensuring the proper use of protective equipment for each member, extension of the maximum use of city equipment, and supporting the initiatives of continuity of city service.
- On March 12, 2020, the Cincinnati Fire Department (CFD) activated its Emergency Operations Center (EOC) to coordinate and support citywide disaster preparedness operations with the 17 other city agencies. The EOC provides a central location for interagency and inter-jurisdictional coordination and executive decision-making to better manage disaster response and recovery in the community.
- Coordinated activation of the Emergency Operations Center (EOC) for unrest and additional pandemic related activities. Implemented work on a fire hydrant database through Active 911 that will reduce the time needed for hydrant service and repair.

Operating Budget Summary

FY 2021 Accomplishments



- Completed the execution of a voluntary comprehensive Health and Wellness program funded through a Staffing for Adequate Fire and Emergency Response (SAFER) grant resulting in 712 members participating; 660 of which completed the entire program and 52 completing only the bloodwork portion. Nearly everyone who participated in this program stated they would do it again in a post survey.
- Assisted in the coordination of over 620 COVID-19 tests, resulting in 224 positive cases; required thousands of notifications to CFD members to take the proper Center for Disease Control and Prevention (CDC) recommendations to quarantine and isolate in order to help limit the spread of the coronavirus. These actions allowed the department to remain fully staffed throughout the peak spread of the virus.
- Continued to safely train members of the Fire Department during the COVID-19 pandemic while maintaining proper social distancing and with the use of various virtual platforms on critical topics like the Incident Command System, Paramedic School, and Fire Instructor Training. This included a Fire Cadet class of 20 students for five weeks during the summer.
- Restructured, revised, authored, and implemented all Structure Fire Procedures (20) and provided 24 hours of Command Training to all Fire Officers.
- Managed the COVID Pandemic from the operational perspective, including: (1) Created 13 different EMS Response Models and PPE Guidance in accordance with CDC recommendations and the Medical Director's office; (2) Created 13 educational and information videos on various topics related to the pandemic; (3) Ordered and delivered all COVID related PPE for Operations companies; (4) Coordinated the manpower, training, and scheduling of vaccinators to administer COVID-19 vaccine to CFD.
- Answered all 74,381 calls for service without a single reduction in service delivery due to the pandemic.
- Fire deaths in the City of Cincinnati decreased during 2020. There were two fatalities and five fire related injuries. There were no children fatalities.
- The Cincinnati Fire Prevention / Risk Reduction Division received a \$115,000 Federal Emergency Management Agency (FEMA) grant for a fire safe house to train citizens on fire safety.
- Implemented a food truck permitting process to ensure compliance with fire safety standards.
- The Emergency Management Division (EMD) assisted with planning an alternate treatment site for potential COVID patients. The project involved months of planning and work with internal and external partners on orders from the Governor to combat the overload of COVID patients on area hospitals.
- The Emergency Management Division (EMD) led efforts to build awareness of the coronavirus. EMD has worked closely with the Cincinnati Health Department to guide response throughout the pandemic.



- The Emergency Management Division (EMD), at the request of Union Safety Committee, began use of a supplemental tool for mapping and tracking hydrant pressures to the National Fire Protection Association (NFPA) color standard. This program requires continued support with the Greater Cincinnati Water Works (GCWW) to provide equipment necessary to test hydrants and drive use of the app. Currently, 280 devices are receiving dispatch information and over 10,000 hydrants are tracked with the program.
- The Emergency Management Division (EMD) has assisted the Cincinnati Health Department to conduct mass vaccinations, including the vaccination of more than 3,000 citizens per day. To date, this project has vaccinated tens of thousands of residents.
- EMD has maintained PPE supplies throughout the pandemic. There have been no documented cases of a firefighter acquiring COVID-19 during an incident.
- Transitioned the Quartermaster System to an online platform to increase the efficiency with which firefighters can order and receive uniforms.

Cincinnati Health Department (CHD)

- Dr. Melba Moore, Health Commissioner, was selected to serve on the Governor's Minority Health Strikeforce. The Strikeforce was formed to address the disproportionate impact of COVID-19 on minorities in Ohio.
- Due to the COVID-19 Pandemic response, the Communicable Disease Unit (CDU) and the Epidemiology program scaled up with an incident command system (ICS) structure and COVID-19 command center. The team conducted more than 20,000 investigations and made more than 100,000 phone calls to the community. Epidemiology developed a dashboard and neighborhood-specific maps to monitor and track the spread of COVID-19.
- Cincinnati Health Department's clinical operations received a Health Center Quality Leader award for ranking among the top 20% of health centers for best overall clinical performance. In 2020, CHD saw 39,000 patients and conducted 137,000 visits.
- The Cincinnati Health Department Dental program was selected to participate in the first Teledentistry Learning Collaborative led by the National Network for Oral Health Access (NNOHA). The School-Based Dental Centers were also nominated to receive the Dr. James F. Quilty Jr. Champions of Oral Health Award for 2020 and the "Jack W. Gottschalk, DDS Notable Service Award".
- From the onset of the Covid-19 Pandemic, the Emergency Preparedness Unit leveraged several grant opportunities from the Ohio Department of Health to offset costs associated with conducting 16,000 COVID-19 tests at sites in Cincinnati's underserved neighborhoods. These funds were further utilized to prepare for the mass vaccination campaign in late 2020.
- The Epidemiology program developed and released an updated analysis of life expectancy in the City of Cincinnati, by the City overall, by race and sex for Cincinnati neighborhoods. The program also developed a dashboard for 25 clinical metrics to monitor clinical operations' efficiency and inform decision-making across community health centers, school-based health centers, vision centers, and pharmacies.

Operating Budget Summary

FY 2021 Accomplishments



- An updated Community Health Assessment was released, highlighting demographic and social determinants of health in the City of Cincinnati, to support accreditation requirements.
- Cincinnati Health Department collaborated with Cincinnati Children's Hospital Medical Center to track quality improvement metrics related to COVID-19 contact tracing with the goal of isolation and quarantine within two days of symptom onset or positive COVID-19 test results to reduce disease transmission.
- 260 licensed schools received education from the Get Vaccinated team regarding immunization school requirements. A total of 81 Healthcare provider offices received instruction through the Maximizing Office Based Immunization (MOBI) program and the Teen Immunization Education Session (TIES) program.
- Cincinnati Health Department's Technical Environmental Services office was awarded a \$12,000 Mosquito Control Grant from Ohio Environmental Protection Agency (OEPA) for the fourth consecutive year. These funds will be used to help pay for mosquito surveillance, larval control, and public education efforts to combat West Nile Virus, Zika and other mosquito-borne diseases.
- In 2020, the Food Safety and Inspection program conducted more than 5,280 inspections. The Environmental Health offices addressed more than 2,000 COVID-19 related complaints and conducted enforcement and educational activities at residences and businesses to ensure mask-wearing, social distancing, quarantine/exclusion, and deep cleaning. The Environmental Waste office was awarded more than \$72,000 from the Hamilton County Solid Waste Management District.
- In 2020, the Healthy Homes office conducted more than 2,367 nuisance complaint inspections to protect renters from enduring inadequate housing conditions. These enforcement interventions typically involve low-income renters that have suffered from unsafe conditions that potentially lead to unhealthy outcomes.
- Healthy Communities has continued to hold its Live-Work-Play-Cincinnati Coalition meetings via a virtual platform with approximately 40 attendees per meeting. Healthy Communities also concluded year one of the Tobacco 21/Tobacco Retail License (T21/TRL) program on November 30, 2020, with 78% of Cincinnati tobacco retailers having purchased a license.
- Healthy Communities was awarded \$132,000 to continue work on the Ohio Department of Health (ODH) Tobacco Use Prevention and Cessation program and \$58,500 to continue work on the ODH Cribs for Kids program. Healthy Communities also partnered with The Community Builders on the National Association of County & Health Officials (NACCHO) Getting Further Faster grant and will receive an \$8,625 subgrantee award for its participation and \$275,583 for administration of the ODH COVID-19 Care Resource Coordination Support grant.
- The Cincinnati Health Department created web content to educate the public on COVID-19 throughout the pandemic. Information includes data dashboards and case tracker; opt-in email information; legislation, mandates, and guidelines; resources; bi-lingual information; checklists, measures; advisories, testing, and vaccinations. Additionally, the Health



Department targeted advertisements relating to maternal and child health with additional program funds.

- The Cincinnati Health Department serviced over 45,000 customers requesting birth and death certificates, permits, and corrections to records.
- The Lead Program received a three-year federal grant for \$3.5M to remediate 200 properties with lead hazards to prevent childhood lead poisoning.
- The Cincinnati Health Department participated in virtual town hall meetings with various healthcare providers and community organizations on the efficacy of the COVID-19 vaccine. Some of the hosts and facilitators of these town halls included the Cleveland Clinic, Cincinnati Medical Association, Ohio Department of Health Minority Strikeforce, AARP, Givaudan, Greater Cincinnati Public Assembly Alliance, Faith Alliance, Cincinnati Women's Club, and the Community Action Agency.
- Cincinnati Health Department was awarded a \$983,002 Ohio Department of Mental Health grant to support the Substance Use Treatment and Mental and Behavioral Health program. Also, CHD has provided behavioral therapy services to 390 patients in 2021 and served more than 162 patients via Safe Place Cincy since January 2020.
- Cincinnati Health Department secured more than \$100,000 in grant funding from the Greater Cincinnati Foundation to support community vaccination clinics and COVID-19 surveillance and reporting associated with at-risk populations.

Human Resources (HR)

- The Office of Employee Advancement (OEA), in collaboration with the City Manager's Office (CMO), launched the Implicit Bias Initiative. OEA oversaw the initiative's completion for the Cincinnati Police Department (CPD) and Cincinnati Fire Department (CFD) while continuing efforts to complete all employees city-wide.
- In conjunction with Traliant, OEA utilized 1,000 remaining licenses from the 2019 Administrative Regulation 25 (Sexual Harassment and Discrimination) training initiative to complete Implicit Bias training city-wide.
- OEA partnered with the Mayerson Academy to provide Professional Leadership Development training to 46 City leaders through the Strong Cincinnati Institute.
- OEA logged almost 1,000 hours training City employees to obtain a Commercial Driver's License (CDL), created an online registration process, curriculum, and began partnerships between the CPD and Metro/SORTA to provide selected officers CDL training and passenger endorsements.
- OEA completed its 46th year of partnering with the Murray & Agnes Seasongood Good Government Foundation, resulting in a return on investment of over \$300,000.
- eSkills was acquired and implemented to develop and administer exams. Civil Service examination processes and activities were transitioned to nearly fully online with the exception of public safety exams. Face-to-face recruitment and selection activities such as



interviews, Subject Matter Expert (SME) meetings, validations, were also transitioned to the online platform.

- Virtual Civil Service Commission meetings were implemented and are now conducted through Zoom to ensure the health and safety of City employees, customers, stakeholders, and Commissioners. The meetings are now broadcast live via Citi cable. Implementation has allowed the City to continue to deliver services that impact the recruitment and retention of talent for highly critical positions such as nurses and other essential City workers.
- Human Resources successfully negotiated and signed three labor contracts, including the Teamsters, Fraternal Order of Police, and International Association of Fire Fighters. Significantly, and in response to public demand, the City was able to remove the disciplinary Peer Review process from the City entirely.
- The Centralization and Standardization of the City's human resources functions progressed to include the implementation of HR Council meetings and draft Service Level Agreements specific to Tier 1 and Tier 2 departments.
- Human Resources played a significant role supporting the Office of Performance of Data and Analytics (OPDA) in the initiation and implementation of the Temporary Emergency Leave (TEL) that was taken as part of the City's response to the COVID-19 pandemic State of Emergency.
- Temporary Human Resources policies, including those implementing the Families First Coronavirus Response Act, remain in effect and have been created and managed by the HR department throughout the State of Emergency.
- During the TEL, HR supported employees seeking unemployment while working through the Ohio Department of Jobs and Family Services' unemployment claim process and continues to routinely report fraudulent claims made in the names of City employees.

Law Department

- Assisted the City Manager's Office (CMO) with determining eligibility and prioritization of CARES Act funding to ensure compliance and successful implementation of proposed projects funded with such pandemic-related emergency resources in a timely manner, and further assisted the CMO on all aspects of COVID-related legal and operational issues, including acceptance of CARES funds, emergency orders, and vaccine distribution procedures and administration in coordination with the Cincinnati Health Department.
- Provided legal guidance to the CMO related to structuring, negotiating, and drafting the necessary agreements to advance the development of a \$27 million music venue and adjacent City-owned public park, a \$90 million office tower known as 180 Walnut, the Liberty and Elm project, Walworth Junction, The District at Clifton Heights, Madison & Whetsel Phase IIB, The Foundry, and the FC Cincinnati Stadium Infrastructure Project among others.
- Structured, negotiated, and drafted necessary agreements to create a pedestrian plaza on Court Street in the Central Business District and to facilitate the development of the adjacent mixed-use properties.



- Facilitated the establishment and implementation of the City's Outdoor Dining Program to address pandemic restrictions on bars and restaurants, allowing eligible establishments to expand patron seating to streets, sidewalks, and parking areas while maintaining patron, employee, pedestrian, and traffic safety.
- Pioneered Virtual Hearings for the City's administrative boards, becoming the first major city in Ohio to conduct all board hearings related to zoning, housing, and building appeals in an entirely virtual format to ensure the safety of participants and City staff.
- Researched and drafted Charter amendments and other legislative measures to implement ethics reform, including the Economic Development Reform Panel, while ensuring City compliance with court-mandated Councilmember suspension and removal processes.
- Provided legal guidance and services for implementation of the City's solar array project, through which the City is building a 400-megawatt plant to allow the City to generate its own renewable energy, while avoiding incurrence of capital costs for the project and ensuring sufficient capacity for future growth of the solar array program.
- Researched legal issues and provided guidance regarding implementation of the ERIP (Early Retirement Incentive Program) program, allowing eligible, vested members of the Cincinnati Retirement System to retire up to two years early, in order to achieve desired workforce reduction levels and long-term operational savings for the City.
- Provided legal assistance regarding the successful negotiation and implementation of a 3-year FOP contract which incorporated City goals of implementing police reform, supporting officers, enhancing morale during the pandemic, and energizing the focus on community relations amidst a national discussion on the state of policing in America.
- The City, in partnership with the City of Columbus, successfully obtained an injunction from the Franklin County Court of Common Pleas, which determined that the City had put forth sufficient evidence to show that the utility rate increases authorized by House Bill 6 could not be collected due to underlying fraud, bribery, and other corrupt activity which resulted in passage of the legislation, and if the litigation concludes successfully as anticipated, the ruling will result in hundreds of thousands of dollars in direct savings to all utility ratepayers in Cincinnati and in the region.
- Despite the challenges of FY 2020, the Collections Division recovered referred cases of municipal debt at a rate higher than the national average, with Collections staff and outside counsel recovering approximately 31% of all referred debt in FY 2020 to date, in comparison to an anticipated national recovery rate for the year of 5-8% for all types of debt, with municipal debt often projected at a lower recovery rate.
- Through its affirmative nuisance litigation, the Law Department's Quality of Life section has worked to protect various project-based subsidized housing across the City, including the recent preservation of 83 units of low-income senior housing in Walnut Hills which will now remain affordable housing for decades to come due as a result of the Quality of Life team's advocacy efforts in Fairview Loans LLC v. Alexandra LP.
- Successful affirmative litigation regarding the Colonial Village housing project resulted in the facility being placed in court-ordered receivership to address ongoing concerns about



deferred maintenance and neglect by the current owners of the subsidized housing project in Avondale, which receivership will serve to address long-standing code violations while negotiating a sale to a responsible owner who can provide the necessary management and funds to protect and improve this valuable resource of more than 60 affordable housing units.

- In partnership with Police, Fire, and Buildings staff, the Quality of Life team successfully abated a century-old nuisance existing on Illinois Avenue, a private street that had been impassable for decades due to disinvestment and abandonment by its residents, which efforts resulted in successful abatement of the nuisance conditions on the entire street and acquisition of the remaining privately-owned parcel of land, which property is now slated to be converted into a walking trail for public use in partnership with Hamilton county.
- Advised and assisted GCWW Administration with COVID-19 responses to protect public health and address pandemic-related affordability issues, including implementation of State and City delinquency water shutoff moratoriums, cooperation with Community Action Agency CARES utility payment program, and development of a water hardship delinquency forgiveness program.
- The Division of Prosecuting Attorneys prosecuted approximately 37,000 City criminal and traffic charges during the calendar year 2020, done with a drastically reduced staff for several months due to implementation of Temporary Emergency Leave, which total cases included over 1,000 Operating a Vehicle Under the Influence (OVI) charges and over 1,500 Domestic Violence charges.
- The office's Domestic Violence Prosecutor, operating under a federal grant through the YWCA, established a streamlined tracking system for domestic violence cases and was able to track the vast majority of the incoming cases, allowing the Prosecutor to speak to or attempt to contact the impacted victims of domestic violence in those cases, which, in addition to other proactive case management protocols, served to increase the likelihood of successful domestic violence prosecutions.
- In coordination with the Hamilton County Municipal Court, City Prosecutors oversaw over 180 persons successfully completing the Diversion program such that they will not have a criminal record related to the diverted offense(s).
- The Law Department took over responsibility for the Parking Violations Bureau (PVB) in January of 2020, which administrative function had previously been provided by Hamilton County on a contractual basis; and since the Parking Violations Bureau became operational, over 7,000 parking tickets have been administered, resulting in over two million dollars paid to the City for parking infractions, and the PVB team has further implemented improved systems for receipt of electronic payments and the conducting of remote hearings.
- At the request of the City Manager, the supervising attorney of the Office of Administrative Hearings investigated and issued orders against a mental health counseling practice found to be in violation of the City's ban on conversion therapy for minors, after which the State of Ohio mental health counseling licensure board suspended the counselor at issue for engaging in the prohibited practice.

Cincinnati Parks Department



- Cincinnati Parks ranked 5th of the nation's largest 100 cities, jumping three spots in the annual ranking of park access and quality as compiled by the Trust for Public Land, whose mission is to "create parks and protect land for people, ensuring healthy, livable communities for generations to come."
- Implemented a comprehensive organizational restructure touching all aspects of the organization including operations, facilities, planning and design, volunteerism, and natural resources. These improvements allow for the more effective use of resources, new technologies, enhanced service levels and the development of our most important resource, our staff.
- In response to COVID-19, in very short order, new safety protocols for staff and guests, reporting mechanisms and facility operation were developed and implemented. Public programs were modified to allow Explore Nature! and Krohn Conservatory to safely offer free and paid programs including, for the first time ever, virtual events.
- Thanks to the generous donation from Tom Jones and support from the Cincinnati Parks Foundation, the field in Eden Park south of Mirror Lake and along Martin Drive near the old water reservoir was transformed. Tom Jones Commons includes a variety of features such as a walking loop, picnic shelter, kiosk and more.
- Working with stakeholders and the Cincinnati Parks Foundation, the Kyle Plush Pavilion in Stanbery Park was completed, honoring Kyle's legacy and bringing a new performance venue to the park for the enjoyment of Mt. Washington and surrounding communities.
- With the generosity of donors and the Cincinnati Parks Foundation, construction was completed to expand the John G. & Phyllis W. Smale Riverfront Park Lot 23 to the west, between the Vine Street steps and the new Andrew J. Brady ICON music center.
- Geospatial Information Systems (GIS) technology was used to analyze the condition of every trail throughout the park system, informing the creation of an electronic work order solution immediately used to repair the most hazardous bridges, stairs, down trees and overgrowth in 21 parks.
- Continued to increase digital engagement informing park users and customers about greenspaces, amenities, services and programs across primary social media accounts, to nearly 112,500 followers spread across Twitter (34,200), Facebook (42,900) and Instagram (35,400).
- Modified the Deer Management Program areas, nearly eliminating all park trail user complaints.
- Working with a steering committee of neighborhood representatives and representatives from the Cincinnati Ballet and the Cincinnati Art Museum, a new master plan was developed for the complete renovation of the Johnston Park, which will become part of a cultural walking loop in and around Eden Park.
- Hyde Park Square was renovated with new walkways, an accessible drinking fountain, new landscape, restored lawn and a new decorative fence. The project was jointly funded by the Park Board, the Parks Foundation, and the community.

Operating Budget Summary



FY 2021 Accomplishments

- Staff developed a process to identify communities in which there are deficiencies in the amount of park space, park amenities or park maintenance, mapping and data collection.
- Working with Mad Tree Brewing and the Cincinnati Parks Foundation, the Fall Releaf program planted 850 'mad trees' including a large scale planting of 108 trees in the West End community.
- With the support of community volunteers and partners such as the Parks Foundation, a series of improvements and repairs were made in Burnet Woods including new lighting, repaved roadways, new picnic tables and a new walkway along the lake. Additionally, the center roadway between the upper and lower parts of the park were closed to vehicles facilitating installation of a new playground.
- In Sawyer Point, structural repairs were completed for the Viewing Platform/Fishing Pier that projects into the Ohio River.
- Several new IT systems were utilized to improve purchasing, tracking and customer service capabilities. These include purchasing and inventory management systems at Krohn Conservatory, a new inventory management system at the central warehouse and the implementation of QuickBooks software. For the first time, customers may purchase parking permits, metal detection permits and Krohn admissions online.
- All Park Board computers were upgraded from Windows 7 to Windows 10 (90 were replaced and 35 upgraded).
- Parks completed the first ever inventory of more than 30,000 street trees, leading to the development of a dashboard allowing field staff to make data driven decisions about the health and expansion of the tree canopy.

Cincinnati Police Department (CPD)

- CPD navigated an unprecedented pandemic response - both internally and externally. Officers were required to continue their daily public safety duties interacting with the public amidst a highly contagious virus. Internally, as an essential department, the Department was tasked with managing ever-changing regulations in order to keep its employees as safe as possible. This included enforcing local, state, and federal mandates and ensuring that appropriate supplies were on hand to do so. With employees also contracting COVID-19, maintaining full patrol staffing was paramount.
- The SAVER tool presents on a map, real time, calls for service data including incident location, caller comments, associated 9-1-1 caller's Global Positioning System (GPS) coordinates, and patrol car location. SAVER was developed in house and at no cost to the City. It has been accessed by over 450 users with 12,513 logins. 224,972 incidents have been viewed since its launch in August 2020. Feedback shows SAVER simplifies operations by providing data visually in a single system for officers, field supervisors, and the Real Time Crime Center (RTCC). Numerous success stories include locating an injured citizen in the woods and a shooting victim.
- The Cincinnati Police Peer Support Team administered a voluntary, third party resilience assessment to 703 police employees. The assessment included health resources for all



employees and offered confidential, no cost professional mental health care to any officer scoring in the at-risk range. Results of the assessment are being used to design and implement improved initiatives to address mental health for police officers. The team has worked cooperatively with neighboring police agencies to secure the Byrne Grant used to bring military approved Resilience in Leadership Training to the Department. Approximately 75 officers have received this training during FY 2021.

- Members of the Real Time Crime Center (RTCC) were awarded the Ohio Attorney General's Law Enforcement Group Achievement Award for their work on Forensic Genealogy. Their year-long investigation led to the identification and arrest of a serial rapist involved in several 20-year-old cases.
- In 2020, under COVID-19 restrictions, City/Police Department continued working remotely with Economic Development/Law Department and the Banks Community Authority to plan a Designated Outdoor Refreshment Area (DORA) at the Banks. The DORA was postponed in 2020, but on Thursday, March 25, 2021, the City/Police Department, in partnership with the Banks Community Authority, opened Cincinnati's first DORA area at the Banks.

Department of Public Services (DPS)

- Public Services prepared and monitored the FY 2021 Operating Budget, totaling over \$62M and consisting of six appropriated funds.
- Public Services prepared the FY 2022 Capital Budget Request, consisting of 21 projects and totaling over \$29 million.
- City Facility Management (CFM) completed over 1,500 work orders, including more than 650 preventative maintenance and 850 corrective service repairs.
- City Facility Management (CFM) renovated the Duke Energy Convention Center Café.
- Public Services constructed a retaining wall at the Cincinnati Art Museum.
- Public Services completed sewer repairs at Police District 4 (PD4), removing obstructions and minimizing future flooding issues.
- Public Services completed over 17,734 service requests for bulk items, cleaned 15,092 miles of road, and collected 7,630 tires.
- The Neighborhood Operations Division (NOD) collected more than 3,800 tons of yard waste from approximately 70,500 homes and removed over 800 dead animals from streets and right-of-ways.
- Maintained 1,297 Greenspace locations, completed over 620 illegal dumping cleanups, and removed over 434 graffiti tag locations throughout the City.
- The Neighborhood Operations Division (NOD) collected over 2,200 corner cans across the City's neighborhoods.

Operating Budget Summary



FY 2021 Accomplishments

- The Neighborhood Operations Division (NOD) collected more than 2,100 bags of litter through the Neighborhood Litter Program.
- The Neighborhood Operations Division (NOD) collected more than 46,000 tons of landfill waste.
- Public Services cleaned 10,555 stormwater inlets, reconstructed 108 stormwater inlets, and repaired 112 stormwater inlets.
- Public Services designed and implemented a new roadway cutting saw rig.
- The Transportation and Road Operations Division (TROP) completed repairs to bridges over Fort Washington Way.
- Fleet Services completed more than 3,000 preventative maintenance services and 10,000 repair orders on City owned fleet vehicles.
- Fleet Services procured more than 150 fleet units for departments across the City.
- Fleet Services generated over \$924,000 in revenue from auction sales of City owned fleet vehicles.

Recreation

- The Cincinnati Recreation Commission (CRC) partnered with the Health Department to offer COVID-19 vaccination sites serving more than 6,000 residents.
- CRC was awarded re-accreditation from the Commission for Accreditation of Parks and Recreation Agencies.
- The Cincinnati Recreation Commission (CRC) received various foundation grants and federal funds to support youth programming at little to no cost for families in need.
- CRC provided emergency pandemic childcare to essential employees and school day enrichment programming for students enrolled in remote learning and after-school care.
- In 2020, the Cincinnati Recreation Commission (CRC) safely opened nine pools under COVID-19 restrictions and strict guidelines, serving a total of 43,674 swimmers. CRC provided free admissions at three facilities to 12,056 swimmers thanks to donations from Larry Plum, SALT ministries, Rock by the Sea, and an anonymous donor.
- In coordination with Cincinnati Bell, CRC installed a new public Wi-Fi network at all recreation centers giving staff and customers alike a robust Wi-Fi network. CRC completed the installation of more than 100 new desktop computers which included the majority of CRC's 30 sites.
- CRC's Youth and Teen Council partnered with Indigo Golf Partners to serve over 300 children in the Annual CRC Holiday Toy Drive.



- CRC's Senior Division provided over 60,000 Meals to seniors between March and September of 2020. This included delivery services for those unable to leave their homes.
- CRC completed several capital projects, including the full renovation of two Schmidt, one Mt. Airy and one Dater ballfields, installation of LED lights in all recreation centers, completion of the Arc Flash Hazard Analysis study at all recreation center and aquatics locations, construction of a shelter at the Olden Recreation Area, installation of climbing walls at Lincoln and Ryan pools, construction of the Jimmy Woods Learning Facility at the Avon Golf Course, and renovation of the St. Clair Recreation Area.
- The Cincinnati Recreation Commission (CRC) provided Extended School Year Services (ESY) in conjunction with the Three Rivers Local School District and Cincinnati Public Schools. ESY is a part of federal legislation within the Individual with Disabilities Education Act (IDEA) which requires school districts to provide services to students with disabilities that would regress during the summer. 30 students were served in summer 2020. The school districts were reimbursed and/or provided staff for these students, which created a savings of \$130,560.
- CRC created the CincyRec2U platform to provide recreation activities to our citizens in their homes through social media during the pandemic. Between March and August, 20 videos were posted on the CRC Facebook page and the CincyRec YouTube Channel. The combined viewership was 4,500. These videos reached 18,568 Facebook engagements and were shared 128 times.
- CRC employed 352 youth via the Y2WK program during the pandemic from June through August 2020.
- CRC's Youth and Teen Council Change Agents hosted a Thanksgiving Turkey Give Away. In partnership with the Avondale Community Council, CRC Youth and Teen Council Change Agents distributed family meals and gave away 50 (\$50) Kroger Gift Cards to families in need.
- CRC's Youth and Teen Council Change Agents created a monthly electronic Newsletter to highlight and provide updates about the Youth and Teen Division of CRC.
- CRC's Youth and Teen services hosted social Saturdays during the winter of 2020 to connect youth with individuals in various occupations to engage in stimulating conversation. An average of 20 participants attended the program each Saturday.
- CRC's Youth and Teen services hosted Dive Right from September to November 2020. Dive Right equips young people with skills to be leaders in their community in the areas of diversity, inclusion, and justice. Dive Right brings together young people ages 13-17 to engage with coaches and facilitators from the Cincinnati Bengals, Cincinnati Police Department, Cincinnati Recreation Commission, Hamilton County Juvenile Court, Youth at The Center, and No Excuses College Tours and Programs.
- CRC spearheaded a "Collaboration and Information Sharing" working group to ensure CPS students are successful in the virtual learning environment. Through this work, CRC has built partnerships with various organizations and city departments. Through this group, CRC facilitates sharing information to help families access quality programming, has

Operating Budget Summary

FY 2021 Accomplishments



inspired new funding streams, and addresses and resolves collective concerns with Cincinnati Public Schools.

- CRC partnered with the Greater Cincinnati STEM Collaborative to distribute STEM education kits to summer day camp participants.

Metropolitan Sewer District (MSD)

- MSD's Polk Run treatment plant was the winner of the 2020 George W. Burke Award from Ohio Water Environment Association (OWEA) for establishing and maintaining an active and effective safety program.
- MSD employee Achal Garg, a Ph.D. research scientist, was awarded a Fulbright scholarship to study water quality in Lake Titicaca in Peru, South America. This is Achal's second Fulbright scholarship in less than 10 years.
- MSD employee Octavia Brown earned the Competent Leader award from Toastmasters, and MSD employees Kristin Dektas and Tina Barwick earned the Competent Communicator award.

Stormwater Management Utility (SMU)

- During a March 2021 flood event, the Stormwater Management Utility (SMU) operated the Barrier Dam with no major issues, protecting billions of dollars in public and private infrastructure.
- The Stormwater Management Utility (SMU) installed a new process cooling system at the Barrier Dam.
- SMU worked with the Department of Transportation and Engineering (DOTE) and Parks to improve drainage on the Columbia Parkway Landslide Project.
- SMU completed the Landside Monolith capital improvement project on Queensgate area floodwalls.
- The Stormwater Management Utility (SMU) rehabilitated the large Amberley Creek storm culvert pipe.

Department of Transportation and Engineering (DOTE)

- The Department of Transportation and Engineering (DOTE) repaved an estimated 74 lane miles (LM) of street paving in CY 2020.
- DOTE completed an estimated 50 LM of preventive maintenance surface treatments in CY 2020.
- Provided design and project management services, for several projects including, River Road Safety Improvement, Ohio River Trail West, Liberty Street Improvements, Kennedy Ave Bridge Replacement, and the Wasson Way Trails.



- DOTE provided engineering and grant writing services in support of several projects including, Ohio Public Works Commission (OPWC) Auburn Avenue Phase II Improvement, OPWC Delhi & Fairbanks Avenues Rehabilitation, OPWC Beekman Ave Rehabilitation, OPWC Faraday Rd Rehabilitation.
- Acted as the City's Local Public Agency to the Ohio Department of Transportation (ODOT) for more than 10 City-let projects primarily funded by the State and the Federal Highway Administration (FHWA).
- Completed the annual bridge inspection cycle, including 238 routine annual inspections, 1 fracture critical inspection, 10 bridge damage inspections due to vehicle collisions, as well as updated the load ratings for 3 bridges. Reviewed approximately 700 excess load permits. Oversaw the construction of the Kennedy Avenue Bridge Replacement project in Kennedy Heights, which was opened to traffic on January 15, 2021, and the Galbraith Road Bridge Deck Replacement project, which is ongoing.
- DOTE completed investigation, design, and construction in Areas 5 through 10 of the Columbia Parkway Landslide Stabilization Bains Street to Torrence Parkway Project. A total length of 1,640 feet of Soldier Pile and Lagging (SPL) walls consisting of the installation of 262 piers were constructed to stabilize Areas 7, 8 and 10. The installation of over 1,000 soil nails covering an area of approximately 50,000 sq. ft. were installed to stabilize Areas 5, 6 and 9A.
- The Department of Transportation and Engineering (DOTE) secured an additional \$22 million in federal funding for the construction of the new Western Hills Viaduct. Completed the alternative evaluation study and selected a bridge type to advance to detailed design.
- Investigated, designed, and constructed a pier wall of 330 feet in length to stabilize an existing wall affected by a landslide on Westwood Northern Boulevard. The existing wall was owned by the Cincinnati Metropolitan Housing Authority (CMHA). The City is being reimbursed by CMHA for the repair of the retaining wall. The City will take ownership of the repaired wall.
- Assisted the Bike Program with the Wasson Way Phase 4/5 project in developing RFPs, evaluating proposals, and providing engineering support to oversee a consultant inspection and bridge deck type study for the bridge over Ault Park, as well as assistance in developing the design-build procurement documents.
- Traffic Engineering Division (TED) completed over 500 traffic operations studies/evaluations. Over 400 work orders were developed and sent to the Department of Public Services (DPS) to implement the work. Represents over \$250,000 in total work.
- TED completed over 30 traffic counts and 40 speed radar signs installations. TED completed 165 field orders and 30 work orders for traffic signal work representing over \$500,000 in total work. TED also completed 4 traffic signal rebuilds that include design, inspection, and management of Department of Public Services/Traffic Services for construction.
- TED completed 40 lighting permits to Duke Energy and 10 field orders to Traffic Services for new streetlight installations or modifications. Represents over \$300,000 in total work. TED



procured and is managing the street lighting audit contract for the 30,000+ electric streetlights that illuminate the City's right-of-way (\$236,000 contract).

- The Right-of-Way (ROW) Permit Inspection group inspected and closed 5,736 permits representing approximately \$2.2 million in total revenue in CY 2020. This figure includes 1,280 permits with fees totaling \$723,000 originally issued to the various utilities between 2010 and 2018 that remained open into CY 2020 for numerous reasons. This resulted in a one-time surplus to Fund 623 of approximately \$640,000 that can be used for future infrastructure improvements.
- The DOTE Permit Office issued over 9,000 permits, reviewed thousands of B&I Permits, and closed out 362 customer service requests (CSR) including a review of more than 240 Small Cell Tower Permit applications with approximately 50 permitted to date.
- The Vision Zero program developed over 200 pedestrian safety projects in 37 neighborhoods. The program coordinated with Cincinnati Public Schools and the Ohio Department of Transportation to develop a Safe Routes to School plan that will ensure the city and school district qualify for state and federal grant funding.
- DOTE managed the Temporary Outdoor Street Dining Program and issued 71 permits for café seating in the public right of way, 5 tent permits, 20 permits on private property, and processed 14 applications for road closures. The DOTE Parklet Program was revised in CY 2020 with approximately 40 permits issued in the first quarter of CY 2021.
- The Bike Program bid and constructed Wasson Way Phase 3 (Madison Road to Marburg Road), bid a contract for design and construction of Wasson Way Phase 4+5 (Marburg Road to Old Red Bank Road), and began design for Wasson Way Phase 6A (Dana Ave to Blair Court). The Bike Program completed construction of the Ohio River Trail - Salem Road to Sutton Road. Secured Federal funding for Wasson Way Phase 7 (Blair Court to MLK). DOTE also bid and began work on City-wide installation of 1,000 bike racks.
- The Urban Design Section designed and installed neighborhood gateways in the West End, Bond Hill, South Fairmount, East End, Roselawn, and Mt. Airy.
- DOTE managed the E-Scooter Program through the COVID-19 health emergency, including cease of operations, curfew hours, and relaunching the program with the goal of executing a new permanent contract by the end of FY 2021.

Greater Cincinnati Water Works (GCWW)

- Due to the COVID 19 pandemic, GCWW made numerous modifications to procedures and processes to keep employees and the public safe while continuing to provide drinking water throughout the region. GCWW staff:
 - o Quickly modified administrative processes to accommodate a remote working environment during the pandemic including remote signature routing and conversion of many paper processes to electronic versions.
 - o Implemented over 45 significant changes to facilities and operations to accommodate social distancing during the pandemic.



- Customer interest has increased for GCWW's Lead Service Line Replacement Program, with participation approaching 60% in some watermain replacement projects.
- Low income financial assistance was provided to 110 customers through the Help Eliminate Lead Pipes (HELP) program.
- Greater Cincinnati Water Works (GCWW) successfully assisted the National Institute for Occupational Safety and Health (NIOSH) with the completion of the first of its kind Health Hazard Evaluation (HHE) for the Exposure to Lead During Residential Water Line Replacement Activities.
- Executed a new standby water service agreement with the City of Loveland, a new waste collection billing agreement with the Village of Mariemont, and new lease agreements with AT&T for installation of cell phone reception equipment at the Mt. Washington and Delhi water towers.
- Handled over 155,000 customer calls with an average wait time of 1.5 minutes and a first call resolution score of 94.5%. Customers scored GCWW Customer Service Representatives a 4.83 out of 5 for courtesy and eagerness to help. Staff also responded to over 15,000 customer e-mails.
- The Distribution repair section completed 849 water main repairs associated with leaks, breaks, and defective valves and 907 fire hydrant maintenance and replacement activities. The valve section operated 2,536 valves.
- GCWW led an effort to start a testing program of fire hydrants throughout the City in an effort to quantify the flow availability of the system. This effort will provide additional and updated information for GCWW and CFD to better support their operations.
- Managed the project to assist the City of Norwood in evaluating their long-term plans for their water system.
- In FY 2021, GCWW's Water Quality and Treatment Division worked with the American Water Works Association and the US and Ohio EPA to begin preparations for the upcoming Lead and Copper Rule.
- The Water Quality and Treatment Division managed the replacement of 92 water quality monitors at both treatment plants, many of which, are required by regulations. This was coordinated to ensure uninterrupted operations in compliance with regulations.
- GCWW created and implemented a Water Debt Forgiveness Program to assist residents impacted by COVID-19.
- The GCWW Safety Team has worked diligently with Risk Management as well as the Public Employee Risk Reduction Program (PERRP) to develop and implement 29 written Safety Programs.
- Implemented an enhanced webpage to allow for donations through the website to individual neighborhoods for the lead service line replacement program.

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FY 2021 Accomplishments

- GCWW successfully completed the Risk & Resilience Assessment to complete the Americas Water Infrastructure Act (AWIA) RRA certification.
- Completed 14,662 repairs to non-reading water meters and maintained a meter read success rate of 96%.



The City of Cincinnati's Operating Budget is developed by fund. By law, each fund is balanced to its resources. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The Recommended FY 2022-2023 Biennial Budget includes: the General Fund; (Principal) Restricted Funds; and Other Restricted Funds.

General Fund

In governmental accounting, the General Fund is the primary operating fund. Much of the usual activities of a municipality are supported by the General Fund. The General Fund accounts for 38.6% of the total Recommended FY 2022 Operating Budget. Table XXI Multi-Year General Fund Forecast FY 2022-2026 includes the FY 2020 Actual Revenues and Expenditures, the Approved FY 2021 Budget Update, the Recommended FY 2022 Budget, the Recommended FY 2023 Budget, and projected revenues and expenditures for Fiscal Years 2024, 2025 and 2026. Neither the Recommended FY 2022 Budget nor the Recommended FY 2023 Budget is structurally balanced as one-time sources are used to address the revenue shortfall projected due to the COVID-19 pandemic. That one-time source is funds from the American Rescue Plan. The forecast for FY 2024-2026 shows expenditures growing at a faster pace than revenues and assumes that most revenues will rebound once the COVID-19 pandemic subsides. However, the Administration will recommend a structurally balanced budget for FY 2024-FY 2026 therefore eliminating the deficits reflected below.

Table XXI - Multi-Year General Fund Forecast FY 2022-2026

Budget Basis ⁽¹⁾	FY 2020 ⁽²⁾ Actuals	FY 2021 Approved	FY 2022 Recommended	FY 2023 Recommended	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Total Revenues ⁽³⁾	\$424,214,473	\$370,432,630	\$461,297,925	\$463,795,474	\$415,815,820	\$422,477,832	\$429,165,333
Total Expenditures ⁽⁴⁾	\$400,142,780	\$393,678,590	\$441,113,695	\$442,622,718	\$454,772,630	\$467,558,602	\$481,033,294
Revenues over Expenditures	\$24,071,693	(\$23,245,960)	\$20,184,230	\$21,172,756	(\$38,956,810)	(\$45,080,769)	(\$51,867,961)
Transfers							
Transfers In ⁽⁵⁾	\$204,903	\$45,769,720					
GF Reserves Transfers (net)	(\$122,000)						
Operating Transfers Out to Health Fund (net) ⁽⁶⁾	(\$16,708,040)	(\$17,424,736)	(\$16,568,110)	(\$17,884,378)	(\$18,063,222)	(\$18,243,854)	(\$18,426,293)
Operating Transfers Out to Streetcar Operations Fund ⁽⁷⁾	(\$501,670)						
Operating Transfers Out ⁽⁸⁾	(\$6,639,658)	(\$5,099,014)	(\$3,616,120)	(\$3,288,378)	(\$3,321,262)	(\$3,354,474)	(\$3,388,019)
Total Transfers	(\$23,766,465)	\$23,245,970	(\$20,184,230)	(\$21,172,756)	(\$21,384,484)	(\$21,598,328)	(\$21,814,312)
Cancellation of Prior Year's Encumbrances	\$1,912,431						
Subtotal Fund Balance Net Increase/Decrease	\$2,217,659	\$10	\$0	\$0	(\$60,341,294)	(\$66,679,098)	(\$73,682,273)
Fund Balance at Beginning of Year	\$18,092,781	\$20,310,440	\$20,310,450	\$20,310,450	\$20,310,450	(\$40,030,844)	(\$106,709,941)
Fund Balance at End of Year⁽⁹⁾	\$20,310,440	\$20,310,450	\$20,310,450	\$20,310,450	(\$40,030,844)	(\$106,709,941)	(\$180,392,214)

1. This table is for budgeting purposes. For official financial statements, please refer to the Comprehensive Annual Financial Report.
2. Actual revenues and expenditures per the Year End Report for June 30, 2020.
3. FY 2022 through FY 2026 Income Tax Revenues based on forecast from University of Cincinnati Economics Center dated May 2021 and sets FY 2024-FY 2026 "Other Revenue" equal to the FY 2019 Actuals (last full fiscal year pre-pandemic) with a 1.0% growth factor thereafter.
4. FY 2024 through FY 2026 Expenditures assumes a 2.0% annual increase on all personnel, a 10% increase in health care expenses, and a 1.0% increase for all other expenditures.
5. FY 2020 Transfers In include budgeted transfers of \$1.3 million and \$121,000 respectively from capital projects funded with General Fund dollars to be used for operating purposes.
6. FY 2020-2026 Transfers Out of the General Fund to the new Cincinnati Health District Fund. New Fund created per Auditor of State due to change in Ohio Revised Code; 1% increase for FY 2024 through FY 2026.
7. FY 2020 Transfers Out of the General Fund to the Streetcar Operations Fund (one-time only).



8. FY 2020 through FY 2026 includes Transfers Out of the General Fund to the Bond Retirement Fund for the Police & Fire Pension debt service and the judgment bonds related to the Collaborative Settlement Agreement (CSA).
9. See Table XVIII General Fund Reserves for further explanation of fund balance.

Income Tax Concerns

Because the City relies so heavily on the income tax as a source of General Fund revenue, the impact of work from home and hybrid work environments in a post-pandemic environment is of particular concern. In March 2020, State of Ohio Executive Order 2020-01D declared a State of Emergency due to the COVID-19 pandemic. Later that same month, Ohio House Bill 197 provided that during the State of Emergency and for 30 days after the conclusion of that period, for employee municipal income tax purposes, an employee generally is deemed to perform services at the employee's principal place of work regardless of where the employee actually works. Income tax collections would be impacted if employees did not physically return to work within the City.

The University of Cincinnati Economics Center analyzed the potential impacts of refunds due to increased levels of work from home and hybrid work environments. As of April 2021, many employers are still operating with a hybrid work environment. Additionally, remote work demographics indicate that individuals who were able to work remotely likely had higher taxable earnings than occupations in such industries as food service, accommodations, or retail.

There are two risk factors to address with regards to the impact of remote work on income tax collections. Multiple lawsuits have been filed in Ohio challenging the authority of the Ohio General Assembly to legislatively limit, coordinate and regulate municipal taxing authorities with respect to the treatment of employees working remotely due to the COVID-19 pandemic. If the plaintiffs are successful, the remedy could require the refunding of income tax collections from employees who were working remotely outside of the City of Cincinnati during FY 2020 and FY 2021. Based on national and local research, approximately 40 to 50 percent of individual and withholding tax collections could be at risk of potentially needing to be refunded from collections in FY 2020 and FY 2021. Because the loss of income tax revenue is pandemic related, American Rescue Plan funds could be used to offset these refunds.

The second risk factor would be what happens 30 days after the expiration of the State of Emergency. Individual and withholding tax collections would be at risk moving forward. This risk is expected to taper down to approximately 16.4 to 24.0 percent for years 2022-2026. However, many factors including individual employer policies, the employee's place of residence and the national COVID-19 vaccine rollout could affect these estimates. The range of risk is based on a number of national surveys and estimates that were localized to match the industrial make-up of the City of Cincinnati. These estimates provide the basis for the range of collections that would be at risk in future fiscal years.

Estimated General Fund Reserves

City Council adopted an amended Stabilization Funds Policy via Ordinance No. 0213-2019 that sets the percentages of various components of the City's reserve accounts with a long-term goal to grow the reserves to two months of prior year revenues or 16.7%. The chart below projects the balances of reserve funds assuming revenue and expenditure estimates for the end of FY 2021 are as budgeted. The projected fund balance is 16.56%. This fund balance meets the minimum reserve of 10.0% that bond rating agencies expect but falls below the Stabilization Funds Policy of 16.7%.



Table XVIII - General Fund Estimated Reserves as of June 30, 2021

Estimated General Fund Revenue 2021 ⁽¹⁾				\$ 414,626,844	
		Estimated Balance	Estimated Percentage	Policy Percentage	
Working Capital Reserve ⁽²⁾	\$	35,701,972	8.61%	8.20%	
General Fund Contingency Account	\$	6,584,289	1.59%	2.00%	
Economic Downturn	\$	6,051,948	1.46%	5.00%	
General Fund Carryover	\$	20,310,450	4.90%	1.50%	
		Total	\$ 68,648,659	16.56%	16.70%

1. Revenue projection based on collections through April 2021 and adjusted per UC forecast for income tax
2. Although the Working Capital Reserve percentage is currently estimated to exceed the policy threshold, the percentage will decrease as revenue increases in FY 2022.

Stabilization Funds Policy Amendment

The City's Stabilization Funds Policy was established in 2015 and was amended in 2019. The amended policy established a goal of setting aside 16.7% of general operating revenues as reserves. This reserve amount is based on the Government Finance Officers Association (GFOA) recommended goal of two months of estimated revenues. Fund Balance is arguably the single most important financial metric to the Bond Rating Agencies and being able to show progress towards this policy goal is a critical factor for the City's credit ratings. It is reasonable to expect that a trend of decreasing fund balance will be a credit negative for the Rating Agencies and could lead to a downgrade. It is also reasonable to expect that an inability to make progress towards the City's policy could lead to negative credit pressure. Negative credit pressure - or a full downgrade - will increase the cost of funding for the City's entire capital program and decrease the City's capacity to fund capital in the future.

The amended Stabilization Funds Policy updates and enhances the City's existing policy. Importantly, amongst other enhancements detailed below, the policy update provides a specific mechanism to help the City achieve compliance with its existing policy of 16.7% while still providing flexibility to deal with unexpected one-time expenditures that may arise within a given year. The City Administration and its Financial Advisor recommended that the City adopt this updated policy as a means to further ensure its long-term financial strength and stability which will help to maximize Cincinnati's capacity to fund its important Capital Improvement Program (CIP) projects. A summary of the Amended Funds Stabilization Policy is provided below:

- **Required Minimum Fund Balance of 10.0%**
» Provides assurance that a portion of reserve funding will remain intact based on interaction with Rating Agencies.

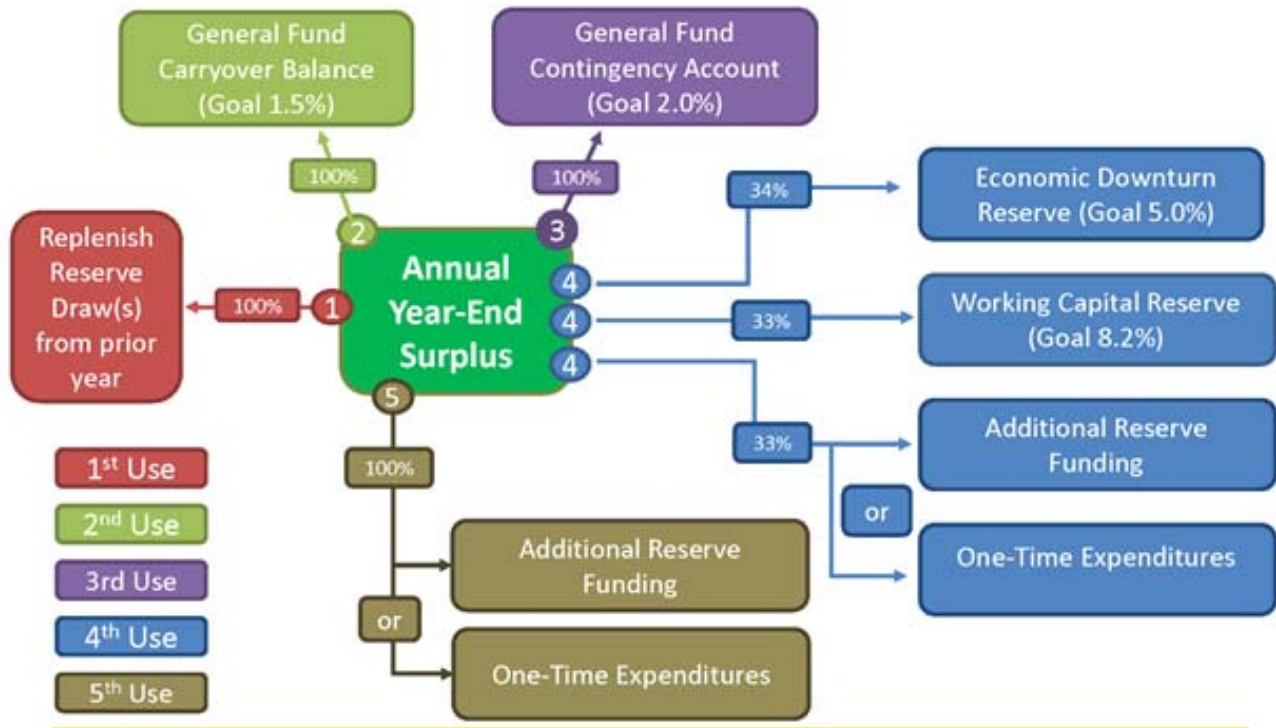


- **General Fund Carryover Balance Goal at 1.5%**
 - » Required for cash flow purposes and offsets seasonality of revenues.
- **Revise the General Fund Contingency Account Goal to 2.0%**
 - » Used by the City for one-time unfunded events. If used, goal to be replenished to the approved level in the next fiscal year closeout.
- **“Economic Downturn Reserve Account” with a Goal of 5.0%**
 - » Used for unforeseen economic events or circumstances that cause unexpected drops in General Fund Income Tax Revenues which result in a budgetary imbalance that cannot be resolved through immediate budgetary adjustments.
- **Working Capital Reserve Fund Goal of 8.2%**
 - » Used only in the event of an emergency or catastrophic need of the City.
 - » If used, goal is to be replenished in total in the next fiscal year. If there is insufficient carryover balance to replenish, then the goal will be to appropriate funds from the next fiscal year’s budget.
- **“Waterfall Mechanism” for funding to enable the City to:**
 - » Replenish any uses of the Stabilization Funds in the prior year;
 - » Maintain the Stabilization Funds at the Goal levels;
 - » Realistically achieve its Overall Policy Goal and Specific Component Goals over time; and
 - » Have defined Carryover each year for funding of one-time needs.

See the diagram below for the Waterfall Funding Mechanism:



Amended Stabilization Funds Policy – Waterfall Funding Mechanism



Significant changes in fund revenues, resources, expenditures, or balances in each fund are described in this section of the Recommended FY 2022-2023 Biennial Budget document. This section includes the following tables and narratives:

1. **All Funds Operating Budget by Fund** lists the FY 2020 Approved Budget, the FY 2021 Approved Budget Update, the FY 2022 Recommended Budget, the change between the FY 2021 Approved Budget Update and the FY 2022 Recommended Budget, and the FY 2023 Recommended Budget. Transfers out are not included.
2. **All Funds Operating Budget Summary by Department** is similar to the All Funds Operating Budget by Fund, but it provides the budget comparison by department rather than by fund. Transfers out are not included.
3. **All Funds Operating Budget Summary by Type - FY 2022** lists the FY 2022 Recommended Budget for each department by General Fund, Principal Restricted Funds, Other Restricted Funds, and the Total Operating Budget. Transfers out are not included.



4. **All Funds Operating Budget Summary by Type - FY 2023** lists the FY 2023 Recommended Budget for each department by General Fund, Principal Restricted Funds, Other Restricted Funds, and the Total Operating Budget. Transfers out are not included.
5. **General Fund Operating Budget Summary by Department** lists the General Fund FY 2020 Approved Budget, the FY 2021 Approved Budget Update, the FY 2022 Recommended Budget, the change between the FY 2021 Approved Budget Update and the FY 2022 Recommended Budget, and the FY 2023 Recommended Budget.

Note: This table does not include "Transfers Out" which, if included, would result in a General Fund total of \$461.3 million in the FY 2022 Recommended Budget column.

6. **Restricted Funds Operating Budget** lists the operating budget funded by Principal Restricted Funds for the Funds FY 2020 Approved Budget, the FY 2021 Approved Budget Update, the FY 2022 Recommended Budget, the change between the FY 2021 Approved Budget Update and the FY 2022 Recommended Budget, and the FY 2023 Recommended Budget. Transfers out are not included.
7. **Other Restricted Funds Operating Budget by Fund** lists various other restricted funds for the FY 2020 Approved Budget, the FY 2021 Approved Budget Update, the FY 2022 Recommended Budget, the change between the FY 2021 Approved Budget Update and the FY 2022 Recommended Budget, and the FY 2023 Recommended Budget. Transfers out are not included.
8. **All Funds Non-Departmental Budget Summary** lists all Non-Departmental accounts for all funds for the FY 2020 Approved Budget, the FY 2021 Approved Budget Update, the FY 2022 Recommended Budget, the change between the FY 2021 Approved Budget Update and the FY 2022 Recommended Budget, and the FY 2023 Recommended Budget. These accounts contain expenditures that are important to the operation of the City government that do not fall within the functional assignment of any department or agency, or which provide for expenditures related to more than one department or agency. There are three categories:
 - **Non-Departmental Benefits:** include employee-benefit related expenses such as the Public Employees Assistance Program (PEAP), Workers' Compensation, Unemployment Compensation, and Lump Sum Payments paid to employees at termination or retirement for accumulated leave balances.
 - **Non-Departmental Accounts:** include various citywide expenditures such as fees paid to Hamilton County, Audit & Examiner's Fees, Enterprise Software and Licenses, and more.
 - **Reserve for Contingencies:** an amount set aside in the operating budget for unforeseen events or damages.

Notes About the Non-Departmental Accounts

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

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



Fund.

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

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

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

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

924 - Lump Sum Payments - Payments made upon retirement for outstanding vacation, sick, and other accruals. With the exception of Police and Fire, funds for these payments are not included in departmental budgets but are paid from this account in the employee's home fund.

928 - Tuition Reimbursement - Reimbursements provided to employees for eligible educational expenses. Funds for these payments are not included in departmental budgets but are paid from this account in the employee's home fund.

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

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

943 - County Clerk Fees - General Fund payments to the Hamilton County Clerk of Courts for services related to collection of parking tickets. The contract for this service was terminated during FY 2020 and is now provided directly by the City. Expenses for these services are included in the Law Department's budget.

944 - General Fund Overhead - An annual amount is charged to funds to reimburse the General Fund for support services provided to each of those funds. This account is also used to charge funds to reimburse the home funds of the three full-time American Federation of State, County and Municipal Employees (AFSCME) full-time release union Presidents.

946 - Election Expense - Payment to the Hamilton County Board of Elections for the City's portion of election expenses. Other miscellaneous election expenses incurred by the Clerk of Council's Office also are paid from this account.

951 - Judgments Against the City - This account is used to cover the expenses attributable to claims against



the City due to liability suits, court judgments, and out of court settlements.

952 - Enterprise Software and Licenses - This account is used to cover software licensing and maintenance agreement expenses needed to support the cost of software that is used citywide.

953 - Memberships & Publications - This account is used to cover expenses related to annual City membership fees for professional organizations such as the Ohio Municipal League and the Hamilton County Municipal League as well as the costs of the City's federal and state lobbyists.

954 - Special Investigations/Studies - This account is used to cover expenses related to special investigations or studies as deemed necessary by the City.

959 - Other City Obligations - The name of this account was changed in FY 2019 from "959 - City Manager's Office Obligations" to reflect the consolidation of the "959 - City Manager's Office Obligations" and the "957 - Mayor's Office Obligations" into one account. This funding is appropriated to cover the cost of miscellaneous expenses related to the Mayor's and City Manager's office operations.

961 - ETS Information Infrastructure Security - This account is used to cover citywide information technology infrastructure security costs and represents the Information Security Capital match. These funds provide additional resources for Information Security Capital needs.

963 - Downtown Special Improvement District - Special assessment payments by General Fund departments with property holdings within the Downtown Special Improvement District are made from this account.

965 - Cincinnati Public Schools Reserve - Payment of \$5,000,000 annually to the Cincinnati Public Schools (CPS) based on an agreement from 1999 and amended in 2002 with the School Board. (Note: This expenditure was shifted to the Capital Budget in FY 2019.) The agreement has since expired.

966 - Cincinnati Music Hall - Payment of \$100,000 annually from the Parking System Facilities Fund (Town Hall Garage) to the Cincinnati Arts Association per the Corbett Agreement.

968 - The Port (Greater Cincinnati Redevelopment Authority) - Payment to The Port, formerly the Greater Cincinnati Redevelopment Authority and formerly the Port Authority of Greater Cincinnati, from the General Fund for operating expenses.

969 - Property Investment Reimbursement Agreements (PIRAs) - Property Investment Reimbursement Agreement payments are made from this account. PIRAs are agreements between the City and employers which provide incentives to create and retain jobs as a result of investments in personal and/or real property. These agreements generally involve the reimbursement of a portion of the income taxes paid for new employees or transferred employees up to a pre-determined maximum amount.

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

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

990 - Reserve for Contingencies - An amount included in the annual budget of a fund for contingencies that



might arise during the fiscal year. Expenditure of these funds requires an ordinance from the City Council to be used. An ordinance would need to transfer an amount from the reserve to an account where it would be spent.

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

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

Financial Summaries

Financial Summaries (otherwise known as 'Fund Tables') for the General Fund and each Principal Restricted Fund follow the Non-Departmental Budget Summary. The Fund Tables include a description of the fund and a table that includes the respective funds' revenues, expenditures and fund balance information. Actual revenues and expenditures for FY 2020 are provided. Also provided are the Approved FY 2021 Budget Update, the FY 2021 Estimate, the FY 2022 Recommended Budget, and the FY 2023 Recommended Budget. Finally, the change from the FY 2021 Approved Budget Update to the FY 2022 Recommended Budget is provided.

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

Notes About the Fund Tables

The Fund Tables for each Principal Restricted Fund contain five columns:

- The first column is for the "FY 2020 Actual" amounts.
- Next is a column titled "FY 2021 Approved Update" which reflects the budget amounts approved as an update to the second year of the FY 2020-2021 Biennial Budget.
- The third column is for the "FY 2021 Estimate," which reflects any mid-year changes during FY 2021 that would affect the fund. For instance, expenditures for the FY 2021 Estimate reflect any Adjusted Authorizations for that fund through March 31, 2021 as well as any material changes in revenues and/or expenses that have occurred during FY 2021. This includes revenue replacement from the American Rescue Plan in response to the economic impacts of the coronavirus pandemic. Ordinance No. 0154-2021 appropriated \$21,600,000 in American Rescue Plan grant resources for the purpose of providing fiscal stability funds to various Restricted Funds for lost revenue due to the COVID-19 pandemic. The Principal Restricted Funds receiving revenue replacement include the Cincinnati Riverfront Park Fund, the Convention Center Fund, the Hazard Abatement Fund, the Parking Meter Fund, the Parking System Facilities Fund, the Recreation Special Activities Fund, and the Sawyer



Point Fund. Additionally, several Other Restricted Funds are receiving revenue replacement including the Food Service License Fees Fund, the Health Network Fund, the Krohn Conservatory Fund, the Park Donations/Special Activities Fund, and the Solid Waste Disposal Control Fund. The FY 2021 Estimate information was used to inform the Recommended FY 2022 Budget for these funds, much like the FY 2020 Estimate information was used to inform the Approved FY 2021 Budget Update for these funds.

- The fourth column is for the "FY 2022 Recommended" amounts. This refers to the budget amounts recommended for the first year of the FY 2022-2023 Biennial Budget.
- The fifth column is for the "Change FY 2021 Budget to FY 2022" amounts. This reflects the change from the amounts approved for the FY 2021 Approved Budget Update to the amounts for the Recommended FY 2022 Budget.
- The final column is for the "FY 2023 Recommended" amounts. This refers to the budget amounts recommended for the second year of the FY 2022-2023 Biennial Budget.

COVID-19 Impacts on Various Funds

The COVID-19 pandemic continues to negatively impact many of the revenue sources and activities that support the General Fund and various Restricted Funds. The potential expiration of Ohio House Bill 197, which temporarily allowed municipalities to continue imposing local income tax while employees work remotely, could impact the funds supported by the income tax (General Fund and the Income Tax-Infrastructure Fund).

With the gradual opening of many facilities and activities and the allowance of small gatherings, the Admission Tax in the General Fund continues to be impacted along with revenues that support the Cincinnati Riverfront Park Fund, the Convention Center Fund, the Recreation Special Activities Fund, and the Sawyer Point Fund. While revenues are projected to rebound from FY 2021 levels, they may not reach pre-pandemic levels in FY 2022. These funds will also have expenditure savings by the end of FY 2021 (as well as FY 2022) due to many activities being curtailed or cancelled as a result of the pandemic. Reductions in travel and transportation continue to negatively impact revenues in the General Aviation Fund, the Parking Meter Fund, the Parking Systems Facilities Fund, and the Street Construction Maintenance & Repair Fund which relies on gasoline tax revenues. Finally, the utilities (Metropolitan Sewer District Fund, the Stormwater Management Fund, and the Water Works Fund) have experienced reduced service charge revenues with declines in usage particularly among commercial customers which may not reach pre-pandemic levels in FY 2022. The Department of Finance has not officially reduced revenue estimates in these funds for FY 2021.

General Fund

The General Fund reflects an adjusted authorization in the FY 2021 Estimate data for both revenues and expenditures. It should also be noted that the Approved FY 2021 Budget Update for the General Fund used \$42.2 million in one-time Coronavirus Aid, Relief, and Economic Security Act funds to balance. At the time, this was classified as a Transfer In. Subsequently, it was determined that these funds would be treated as mis-



cellaneous revenue for FY 2021 which is reflected in the FY 2021 Estimate data for the General Fund.

9-1-1 Cell Phone Fees Fund

Due to higher than anticipated position vacancies during FY 2021, the Emergency Communications Center will not need to reimburse the full budgeted amount of personnel expenses from this fund to the General Fund. The FY 2021 Estimate for expenses has been reduced accordingly.

Community Health Center Activities Fund

The Community Health Center Activities Fund relates to operations at all health center sites designated as a Federally Qualified Health Center (FQHC). This fund supports wellness and preventive health maintenance for citizens and receives revenue from third party claims and patient co-payments. In recent years, expenses have been exceeding revenues as increased personnel expenses such as cost-of-living-adjustments (COLAs) are not being covered by claims and co-pay revenues. Fund balance has been used to mitigate this issue but can no longer sustain the imbalance. The COVID-19 pandemic has exacerbated this issue as medical staff has been repurposed to serve in new and different capacities as part of the City's response to COVID-19, additional medical supplies and personal protective equipment has been required, and routine medical appointments and procedures were suspended for a time and have not returned to pre-pandemic levels. FY 2022 and FY 2023 revenues have been adjusted to account for funding to be received from various Federal, State, or non-profit sources. Expenses related to COVID-19 vaccinations are eligible for reimbursement from the Federal Emergency Management Agency (FEMA) and the American Rescue Plan included a Funding for Health Centers ("H8F") grant to cover the costs associated with the prevention, mitigation, and response to COVID-19 and to enhance health care services and infrastructure. For these reasons, during FY 2022, this fund will be closely monitored and changes to revenues and/or expenses will be made as necessary.

Income Tax-Infrastructure Fund

Revenue for this fund has already exceeded the estimate for FY 2021, and the FY 2021 Estimate for revenues has been adjusted accordingly. Additionally, significant expenditure savings in this fund from the non-departmental Lump Sum Payments account are expected by fiscal year end. The FY 2021 Estimate for expenses has been reduced accordingly. The FY 2023 Recommended ending fund balance appears negative. This fund will be closely monitored, and expenditure reductions will be made for the FY 2023 Budget Update to ensure the fund stays in balance for FY 2023 and future fiscal years.

Income Tax-Transit Fund

Revenue for this fund has already exceeded the estimate for FY 2021, and the FY 2021 Estimate for revenues has been adjusted accordingly. Additionally, the Transfers In amount has been updated to reflect a transfer in to this fund to replenish the fund balance per Ordinance No. 0284-2021. Due to the passage of Issue 7 in FY 2020, the 2.1% locally levied income tax experienced a rollback of 0.3% during FY 2021. The 0.3% had been previously earmarked for public transit and was the primary source of revenue for the Income Tax-Transit Fund. For FY 2022, no expenses are budgeted in the Income Tax-Transit Fund as the fund will be eliminated.

Municipal Golf Fund

Revenue for this fund has already exceeded the estimate for FY 2021, and the FY 2021 Estimate for revenues has been adjusted accordingly. Additionally, the Transfers Out amount has been updated to reflect a transfer



out to a capital improvement program project to reconstruct a driving range which suffered storm damage per Ordinance No. 0040-2021.

Municipal Motor Vehicle License Tax Fund

Revenue for this fund in certain categories has already exceeded the estimate for FY 2021, and the FY 2021 Estimate for revenues has been adjusted accordingly. Additionally, expenditure savings in this fund are expected by fiscal year end. The FY 2021 Estimate for expenses has been reduced accordingly. The FY 2023 Recommended ending fund balance appears negative. This fund will be closely monitored, and expenditure reductions will be made for the FY 2023 Budget Update to ensure the fund stays in balance for FY 2023 and future fiscal years.

Recreation Special Activities

The FY 2021 Estimate for revenues has been adjusted to reflect a significant reduction in charges for services based on reduced fee based activities during FY 2021 due to the pandemic. This reduction is offset by revenue replacement funds from the American Rescue Plan (ARP).

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



All Funds Operating Budget by Fund

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
General Fund	397,118,340	393,678,600	441,113,700	47,435,100	442,622,720
Principal Restricted Funds					
9-1-1 Cell Phone Fees	1,347,090	1,631,830	1,609,770	(22,060)	1,366,170
Bond Hill Roselawn Stabilization & Revitalization Operations	200,000	200,000	151,470	(48,530)	0
Bond Retirement	129,220,550	147,511,030	184,203,790	36,692,760	128,172,010
Cincinnati Area Geographic Information System (CAGIS)	4,700,780	4,522,230	4,696,430	174,200	4,799,130
Cincinnati Health District	17,323,040	18,039,740	18,183,110	143,370	18,747,800
Cincinnati Riverfront Park	1,013,820	1,025,830	1,582,180	556,350	1,617,250
Community Health Center Activities	24,579,400	22,969,280	25,825,720	2,856,440	26,583,730
Convention Center	9,637,150	9,649,830	9,975,170	325,340	10,078,950
County Law Enforcement Applied Regionally (CLEAR)	5,354,140	5,355,880	5,438,170	82,290	5,520,910
General Aviation	2,180,240	2,189,590	2,226,200	36,610	2,261,740
Hazard Abatement	1,033,610	2,728,810	1,574,840	(1,153,970)	1,602,140
Income Tax-Infrastructure	20,382,110	19,660,020	22,449,850	2,789,830	23,158,120
Income Tax-Transit	55,989,340	18,901,550	0	(18,901,550)	0
Metropolitan Sewer District	229,474,960	224,470,350	223,329,680	(1,140,670)	223,329,680
Municipal Golf	5,560,760	5,588,820	5,541,800	(47,020)	5,586,030
Municipal Motor Vehicle License Tax	3,721,810	3,703,100	3,781,820	78,720	3,859,230
Parking Meter	4,493,440	4,397,960	4,773,650	375,690	4,869,350
Parking System Facilities	7,451,370	7,609,230	7,664,530	55,300	7,699,450
Recreation Special Activities	6,213,490	6,254,590	5,672,910	(581,680)	5,696,390
Safe and Clean	50,500	51,010	51,520	510	52,040
Sawyer Point	1,576,640	1,547,430	1,174,460	(372,970)	1,182,930
Stormwater Management	23,787,110	24,301,890	26,099,180	1,797,290	27,301,770
Street Construction Maintenance & Repair	15,843,240	15,401,690	16,281,200	879,510	16,647,860
Water Works	149,413,970	145,570,180	148,732,410	3,162,230	150,798,080
Principal Restricted Total	720,548,560	693,281,870	721,019,860	27,737,990	670,930,760
Other Restricted Funds	25,429,100	27,651,240	30,419,560	2,768,320	30,360,080
Grand Total	1,143,096,000	1,114,611,710	1,192,553,120	77,941,410	1,143,913,560

Financial Summaries

All Funds Operating Budget Summary



All Funds Operating Budget Summary by Department

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
City Council	2,136,370	2,081,490	2,213,310	131,820	2,173,260
Office of the Mayor	883,370	837,000	908,220	71,220	892,350
Clerk of Council	647,430	601,870	673,540	71,670	670,800
City Manager	21,394,240	23,301,730	34,845,170	11,543,440	34,780,550
Buildings & Inspections	10,676,420	11,376,520	13,610,930	2,234,410	13,598,060
Citizen Complaint Authority	691,630	899,040	940,080	41,040	948,180
City Planning	521,680	398,040	509,050	111,010	553,500
Community & Economic Development	10,570,420	3,914,490	3,611,190	(303,300)	3,588,220
Enterprise Services	20,781,280	20,857,070	21,613,560	756,490	21,843,600
Economic Inclusion	1,311,570	4,614,140	2,372,550	(2,241,590)	2,352,210
Enterprise Technology Solutions	17,180,070	15,495,700	16,814,070	1,318,370	16,979,770
Finance	138,296,550	157,371,950	194,176,260	36,804,310	138,097,410
Fire	121,206,300	121,314,470	134,799,970	13,485,500	135,721,200
Health	55,290,240	53,578,040	60,985,570	7,407,530	62,933,320
Human Resources	2,523,120	2,281,460	2,901,990	620,530	2,911,360
Law	7,725,420	7,589,900	8,852,260	1,262,360	8,898,180
Parks	20,377,350	19,314,480	21,194,920	1,880,440	20,940,120
Police	154,133,200	154,220,380	167,602,540	13,382,160	168,440,360
Public Services	48,410,780	43,732,910	45,547,900	1,814,990	45,965,910
Recreation	30,192,860	30,432,390	31,552,160	1,119,770	31,366,970
Sewers	222,506,200	218,380,810	216,798,310	(1,582,510)	216,798,310
Stormwater Management Utility	10,863,730	10,848,140	12,297,760	1,449,620	13,339,850
Transportation & Engineering	13,004,090	20,409,790	18,457,640	(1,952,150)	18,979,620
Water Works	144,681,500	140,050,540	143,384,310	3,333,770	145,410,390
SORTA	58,104,950	16,570,410	0	(16,570,410)	0
Department Total	1,114,110,770	1,080,472,760	1,156,663,260	76,190,490	1,108,183,500
Non-Departmental Benefits	6,937,070	11,595,220	11,197,350	(397,870)	10,842,480
General Fund Overhead	11,628,260	12,962,280	10,937,850	(2,024,430)	11,017,510
Non-Departmental Accounts	9,757,070	9,323,430	10,030,130	706,700	9,895,920
Reserve for Contingencies	300,000	300,000	400,000	100,000	649,620
Non-Departmental Budgets Total	28,622,400	34,180,930	32,565,330	(1,615,600)	32,405,530
Total	1,142,733,170	1,114,653,690	1,189,228,590	74,574,890	1,140,589,030



All Funds Operating Budget Summary by Type - FY 2022

Agency/Account	General Fund	Principal Restricted Funds	Other Restricted Funds	Total Operating
City Council	2,213,310	0	0	2,213,310
Office of the Mayor	908,220	0	0	908,220
Clerk of Council	673,540	0	0	673,540
City Manager	31,776,840	3,068,330	0	34,845,170
Buildings & Inspections	10,601,050	3,009,880	0	13,610,930
Citizen Complaint Authority	940,080	0	0	940,080
City Planning	509,050	0	0	509,050
Community & Economic Development	3,096,230	151,470	363,490	3,611,190
Enterprise Services	0	21,613,560	0	21,613,560
Economic Inclusion	2,069,090	303,460	0	2,372,550
Enterprise Technology Solutions	6,149,360	10,643,070	21,640	16,814,070
Finance	7,263,800	186,270,000	642,460	194,176,260
Fire	134,799,970	0	0	134,799,970
Health	0	42,465,170	18,520,400	60,985,570
Human Resources	2,573,130	328,860	0	2,901,990
Law	8,739,430	112,830	0	8,852,260
Parks	9,254,720	6,680,430	5,259,770	21,194,920
Police	166,003,390	0	1,599,150	167,602,540
Public Services	15,871,890	29,676,010	0	45,547,900
Recreation	18,020,690	12,783,270	748,200	31,552,160
Sewers	0	216,798,310	0	216,798,310
Stormwater Management Utility	0	12,297,760	0	12,297,760
Transportation & Engineering	2,708,390	14,873,400	875,850	18,457,640
Water Works	0	143,384,310	0	143,384,310
SORTA	0	0	0	0
Department Total	424,172,180	704,460,120	28,030,960	1,156,663,260
Non-Departmental Benefits	6,841,120	4,041,900	314,330	11,197,350
General Fund Overhead	83,270	10,515,760	338,820	10,937,850
Non-Departmental Accounts	9,917,130	113,000	0	10,030,130
Reserve for Contingencies	100,000	300,000	0	400,000
Non-Departmental Budgets Total	16,941,520	14,970,660	653,150	32,565,330
Grand Total	441,113,700	719,430,780	28,684,110	1,189,228,590

Financial Summaries

All Funds Operating Budget Summary



All Funds Operating Budget Summary by Type - FY 2023

Agency/Account	General Fund	Principal Restricted Funds	Other Restricted Funds	Total Operating
City Council	2,173,260	0	0	2,173,260
Office of the Mayor	892,350	0	0	892,350
Clerk of Council	670,800	0	0	670,800
City Manager	31,941,670	2,838,880	0	34,780,550
Buildings & Inspections	10,526,880	3,071,180	0	13,598,060
Citizen Complaint Authority	948,180	0	0	948,180
City Planning	553,500	0	0	553,500
Community & Economic Development	3,216,540	0	371,680	3,588,220
Enterprise Services	0	21,843,600	0	21,843,600
Economic Inclusion	2,041,210	311,000	0	2,352,210
Enterprise Technology Solutions	6,123,270	10,834,640	21,860	16,979,770
Finance	7,211,290	130,233,590	652,530	138,097,410
Fire	135,721,200	0	0	135,721,200
Health	0	43,773,390	19,159,930	62,933,320
Human Resources	2,566,180	345,180	0	2,911,360
Law	8,816,820	81,360	0	8,898,180
Parks	8,793,080	6,796,760	5,350,280	20,940,120
Police	167,496,780	0	943,580	168,440,360
Public Services	15,660,780	30,305,130	0	45,965,910
Recreation	17,907,080	12,857,340	602,550	31,366,970
Sewers	0	216,798,310	0	216,798,310
Stormwater Management Utility	0	13,339,850	0	13,339,850
Transportation & Engineering	2,668,420	15,427,310	883,890	18,979,620
Water Works	0	145,410,390	0	145,410,390
SORTA	0	0	0	0
Department Total	425,929,290	654,267,910	27,986,300	1,108,183,500
Non-Departmental Benefits	6,480,050	4,048,100	314,330	10,842,480
General Fund Overhead	80,970	10,594,340	342,200	11,017,510
Non-Departmental Accounts	9,782,790	113,130	0	9,895,920
Reserve for Contingencies	349,620	300,000	0	649,620
Non-Departmental Budgets Total	16,693,430	15,055,570	656,530	32,405,530
Grand Total	442,622,720	669,323,480	28,642,830	1,140,589,030



General Fund Operating Budget Summary by Department

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
City Council	2,136,370	2,081,490	2,213,310	131,820	2,173,260
Office of the Mayor	883,370	837,000	908,220	71,220	892,350
Clerk of Council	647,430	601,870	673,540	71,670	670,800
City Manager	19,296,590	20,417,260	31,776,840	11,359,580	31,941,670
Buildings & Inspections	9,573,350	8,600,930	10,601,050	2,000,120	10,526,880
Citizen Complaint Authority	691,630	899,040	940,080	41,040	948,180
City Planning	521,680	398,040	509,050	111,010	553,500
Community & Economic Development	10,017,780	3,358,570	3,096,230	(262,340)	3,216,540
Economic Inclusion	966,330	4,290,150	2,069,090	(2,221,060)	2,041,210
Enterprise Technology Solutions	6,212,040	5,097,490	6,149,360	1,051,870	6,123,270
Finance	7,318,670	6,977,470	7,263,800	286,330	7,211,290
Fire	121,206,300	121,314,470	134,799,970	13,485,500	135,721,200
Health	0	0	0	0	0
Human Resources	2,070,220	1,829,950	2,573,130	743,180	2,566,180
Law	7,369,660	7,170,290	8,739,430	1,569,140	8,816,820
Parks	9,070,250	8,273,880	9,254,720	980,840	8,793,080
Police	151,735,200	151,527,630	166,003,390	14,475,760	167,496,780
Public Services	14,625,430	14,362,290	15,871,890	1,509,600	15,660,780
Recreation	16,012,380	15,472,670	18,020,690	2,548,020	17,907,080
Transportation & Engineering	2,401,820	2,277,160	2,708,390	431,230	2,668,420
Department Total	382,756,500	375,787,650	424,172,180	48,384,530	425,929,290
Non-Departmental Benefits	4,704,770	8,597,250	6,841,120	(1,756,130)	6,480,050
Non-Departmental Accounts	9,657,070	9,293,700	10,000,400	706,700	9,863,760
Reserve for Contingencies	0	0	100,000	100,000	349,620
Non-Departmental Budgets Total	14,361,840	17,890,950	16,941,520	(949,430)	16,693,430
Grand Total	397,118,340	393,678,600	441,113,700	47,435,100	442,622,720

Financial Summaries

Restricted Funds Operating Budget



Restricted Funds Operating Budget

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Principal Restricted Funds					
9-1-1 Cell Phone Fees	1,347,090	1,631,830	1,609,770	(22,060)	1,366,170
Bond Hill Roselawn Stabilization & Revitalization Operations	200,000	200,000	151,470	(48,530)	0
Bond Retirement	129,220,550	147,511,030	184,203,790	36,692,760	128,172,010
Cincinnati Area Geographic Information System (CAGIS)	4,700,780	4,522,230	4,696,430	174,200	4,799,130
Cincinnati Health District	17,323,040	18,039,740	18,183,110	143,370	18,747,800
Cincinnati Riverfront Park	1,013,820	1,025,830	1,582,180	556,350	1,617,250
Community Health Center Activities	24,579,400	22,969,280	25,825,720	2,856,440	26,583,730
Convention Center	9,637,150	9,649,830	9,975,170	325,340	10,078,950
County Law Enforcement Applied Regionally (CLEAR)	5,354,140	5,355,880	5,438,170	82,290	5,520,910
General Aviation	2,180,240	2,189,590	2,226,200	36,610	2,261,740
Hazard Abatement	1,033,610	2,728,810	1,574,840	(1,153,970)	1,602,140
Income Tax-Infrastructure	20,382,110	19,660,020	22,449,850	2,789,830	23,158,120
Income Tax-Transit	55,989,340	18,901,550	0	(18,901,550)	0
Metropolitan Sewer District	229,474,960	224,470,350	223,329,680	(1,140,670)	223,329,680
Municipal Golf	5,560,760	5,588,820	5,541,800	(47,020)	5,586,030
Municipal Motor Vehicle License Tax	3,721,810	3,703,100	3,781,820	78,720	3,859,230
Parking Meter	4,493,440	4,397,960	4,773,650	375,690	4,869,350
Parking System Facilities	7,451,370	7,609,230	7,664,530	55,300	7,699,450
Recreation Special Activities	6,213,490	6,254,590	5,672,910	(581,680)	5,696,390
Safe and Clean	50,500	51,010	51,520	510	52,040
Sawyer Point	1,576,640	1,547,430	1,174,460	(372,970)	1,182,930
Stormwater Management	23,787,110	24,301,890	26,099,180	1,797,290	27,301,770
Street Construction Maintenance & Repair	15,843,240	15,401,690	16,281,200	879,510	16,647,860
Water Works	149,413,970	145,570,180	148,732,410	3,162,230	150,798,080
Principal Restricted Total	720,548,560	693,281,870	721,019,860	27,737,990	670,930,760
Other Restricted Funds	25,429,100	27,651,240	30,419,560	2,768,320	30,360,080
Grand Total	745,977,660	720,933,110	751,439,420	30,506,310	701,290,840



Other Restricted Funds Operating Budget by Fund

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
308 - Citizens Jobs	0	1,015,000	150,000	(865,000)	0
317 - Urban Development Property Operations	352,640	355,920	363,490	7,570	371,680
319 - Contributions For Recreation	250,840	253,930	253,020	(910)	255,100
324 - Recreation Federal Grant Project	344,700	347,240	349,580	2,340	351,880
326 - Park Donations/Special Activities	578,020	843,170	1,184,120	340,950	1,206,420
327 - W.M. Ampt Free Concerts	16,000	16,000	16,000	0	16,000
328 - Groesbeck Endowments	16,000	16,000	16,000	0	16,000
330 - Park Lodge/Pavilion Deposits	460,720	316,620	390,740	74,120	399,060
332 - Krohn Conservatory	1,392,510	1,279,130	1,429,640	150,510	1,460,250
334 - Columbia Parkway Greenway	0	36,190	0	(36,190)	0
336 - Telecommunications Services	21,210	21,430	21,640	210	21,860
349 - Urban Renewal Debt Retirement	712,240	1,791,130	1,743,240	(47,890)	1,725,040
350 - Public Health Research	2,167,160	2,071,820	1,772,440	(299,380)	1,820,520
353 - Home Health Services	3,048,370	3,216,050	7,025,100	3,809,050	7,319,850
354 - Household Sewage Treatment System Fees	48,230	48,280	48,700	420	49,130
363 - Solid Waste Disposal Control	89,570	92,830	100,580	7,750	102,620
366 - Federal Asset Forfeiture - Treasury	360,000	210,990	241,180	30,190	19,370
367 - Federal Asset Forfeiture - Justice	480,000	1,069,250	859,710	(209,540)	390,700
369 - Criminal Activity Forfeiture State	1,371,800	1,268,000	352,300	(915,700)	386,090
370 - Drug Offender Fines Forfeiture	121,200	59,000	59,590	590	60,190
372 - DUI Enforcement	65,000	85,510	86,370	860	87,230
381 - Cincinnati Abatement Project	66,490	69,000	71,030	2,030	73,680
387 - Lead Hazard Control	0	0	150	150	150
391 - Women & Infants Food Grant Program	3,795,110	3,521,670	3,791,980	270,310	3,894,360
412 - Food Service License Fees	1,263,760	1,281,440	1,404,950	123,510	1,447,220
413 - Swimming Pool License Fees	75,430	77,650	78,680	1,030	80,700
415 - Immunization Action Plan	340,900	323,090	356,530	33,440	363,910
420 - Public Employee Assistance Program	622,420	622,920	709,570	86,650	720,090
425 - Heart Health In Hamilton County	276,110	260,270	268,550	8,280	281,940
444 - Armlerder Projects	182,260	0	0	0	0
446 - Health Network	3,356,990	3,548,590	3,694,020	145,430	3,809,140
448 - Health Care For The Homeless	236,070	205,210	208,010	2,800	218,020
630 - Cable Access Management	100,000	100,000	0	(100,000)	0
631 - Buildings Code Sales	7,090	0	0	0	0
708 - Schmidlapp Park Music	0	15,000	17,000	2,000	17,000
749 - Retirement	18,610	0	33,470	33,470	33,470
791 - Sidewalk Assessments	151,500	153,020	154,550	1,530	156,100
792 - Forestry Assessments	2,305,470	2,294,170	2,419,020	124,850	2,449,980
793 - Blem Assessment	734,680	765,720	748,610	(17,110)	755,330
Other Restricted Total	25,429,100	27,651,240	30,419,560	2,768,320	30,360,080

Financial Summaries

Non-Departmental Budget Summary



Non-Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Non-Departmental Benefits					
Prior Year Pension Obligations	405,630	386,800	2,969,070	2,582,270	2,936,150
Public Employee Assistance Program	426,990	436,900	455,760	18,860	449,720
Workers Compensation	4,748,880	5,814,000	5,878,900	64,900	5,811,900
Police and Firefighters Insurance	300,000	300,000	313,000	13,000	291,730
Unemployment Compensation	150,000	150,000	386,510	236,510	147,310
Lump Sum Payments	905,570	4,507,520	1,194,110	(3,313,410)	1,205,670
Non-Departmental Benefits Total	6,937,070	11,595,220	11,197,350	(397,870)	10,842,480
General Fund Overhead	11,628,260	12,962,280	10,937,850	(2,024,430)	11,017,510
Non-Departmental Accounts					
Audit and Examiner's Fees	400,000	413,000	463,000	50,000	450,730
Hamco Auditor & Treasurer Fees	525,000	500,000	500,000	0	486,220
County Clerk Fees	350,000	0	0	0	0
Election Expense	250,000	90,920	451,000	360,080	89,070
Judgments Against the City	900,000	900,000	900,000	0	875,200
Enterprise Software and Licenses	6,038,970	6,105,590	6,331,640	226,050	6,652,330
Memberships & Publications	256,590	261,750	264,370	2,620	257,090
HUD Section 108 Debt Service	0	0	0	0	0
Mayor's Office Obligations	0	0	0	0	0
Other City Obligations	173,510	176,990	178,760	1,770	173,840
Downtown Spec Improve District	45,000	45,000	110,880	65,880	107,820
ETS Information Infrastructure Security	0	0	0	0	0
Cincinnati Public Schools	0	0	0	0	0
Cincinnati Music Hall	100,000	100,000	100,000	0	100,000
Greater Cincinnati Redevelopment Authority	700,000	700,000	700,000	0	673,970
Property Investment Reim. Agreements	18,000	30,180	30,480	300	29,650
Non-Departmental Accounts Total	9,757,070	9,323,430	10,030,130	706,700	9,895,920
Reserve for Contingencies	300,000	300,000	400,000	100,000	649,620
Total	28,622,400	34,180,930	32,565,330	(1,615,600)	32,405,530



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General Fund

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	330,173,500	290,204,130	290,204,120	308,045,030	17,840,910	313,310,690
Licenses & Permits	23,388,270	19,187,500	19,187,500	21,031,490	1,843,990	20,561,490
Courts & Use of Money & Property	12,578,360	10,164,750	10,164,750	8,553,010	(1,611,740)	7,716,500
Revenue from Other Agencies	24,143,920	20,098,890	22,179,110	22,728,230	2,629,340	22,728,230
Charges for Services	31,438,200	29,072,680	28,916,680	30,101,970	1,029,290	30,140,370
Miscellaneous	2,492,220	1,704,680	43,974,680	70,838,200	69,133,520	69,338,200
Revenue Subtotal	424,214,470	370,432,630	414,626,840	461,297,930	90,865,310	463,795,480
Prior Year Cancellations	1,912,430	0	2,668,970	0	0	0
Transfers In	204,900	45,769,720	3,549,720	0	(45,769,720)	0
Subtotal	2,117,330	45,769,720	6,218,690	0	(45,769,720)	0
Total Revenues/Resources	426,331,800	416,202,350	420,845,530	461,297,930	45,095,590	463,795,480
Expenditures/Uses						
Personnel Services	236,373,340	233,602,620	234,856,290	262,036,430	28,433,810	263,673,120
Employee Benefits	99,299,690	95,973,590	96,096,700	106,189,580	10,215,980	108,598,770
Non-Personnel	64,444,430	64,077,040	65,931,590	72,862,090	8,785,050	70,325,940
Properties	25,330	25,340	25,340	25,600	260	24,890
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	400,142,790	393,678,590	396,909,920	441,113,700	47,435,100	442,622,720
Transfers Out	23,971,370	22,523,750	29,913,300	20,184,230	(2,339,520)	21,172,760
Subtotal	23,971,370	22,523,750	29,913,300	20,184,230	(2,339,520)	21,172,760
Total Expenditures/Uses	424,114,160	416,202,340	426,823,220	461,297,930	45,095,580	463,795,480
Net Increase (Decrease) in Fund Balance	2,217,640	10	(5,977,690)	0	10	0
FY Beginning Balance	18,092,780	20,310,440	20,310,420	14,332,730	(5,977,710)	14,332,730
FY Ending Balance	20,310,420	20,310,450	14,332,730	14,332,730	(5,977,720)	14,332,730



9-1-1 Cell Phone Fees

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	1,107,390	1,300,000	1,300,000	1,300,000	0	1,300,000
Miscellaneous	0	0	208,840	0	0	0
Revenue Subtotal	1,107,390	1,300,000	1,508,840	1,300,000	0	1,300,000
Prior Year Cancellations	33,610	0	7,040	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	33,610	0	7,040	0	0	0
Total Revenues/Resources	1,141,000	1,300,000	1,515,880	1,300,000	0	1,300,000
Expenditures/Uses						
Personnel Services	585,990	998,410	598,410	970,010	(28,400)	720,010
Employee Benefits	131,310	0	0	0	0	0
Non-Personnel	624,600	633,420	933,420	639,760	6,340	646,160
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	1,341,900	1,631,830	1,531,830	1,609,770	(22,060)	1,366,170
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	1,341,900	1,631,830	1,531,830	1,609,770	(22,060)	1,366,170
Net Increase (Decrease) in Fund Balance	(200,900)	(331,830)	(15,950)	(309,770)	22,060	(66,170)
FY Beginning Balance	634,920	434,020	434,020	418,070	(15,950)	108,300
FY Ending Balance	434,020	102,190	418,070	108,300	6,110	42,130



Bond Hill Roselawn Stabilization & Revitalization Operations

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	0	0	0	0	0	0
Prior Year Cancellations	101,470	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	101,470	0	0	0	0	0
Total Revenues/Resources	101,470	0	0	0	0	0
Expenditures/Uses						
Personnel Services	0	0	0	0	0	0
Employee Benefits	0	0	0	0	0	0
Non-Personnel	150,000	200,000	200,000	151,470	(48,530)	0
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	150,000	200,000	200,000	151,470	(48,530)	0
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	150,000	200,000	200,000	151,470	(48,530)	0
Net Increase (Decrease) in Fund Balance	(48,530)	(200,000)	(200,000)	(151,470)	48,530	0
FY Beginning Balance	400,000	351,470	351,470	151,470	(200,000)	0
FY Ending Balance	351,470	151,470	151,470	0	(151,470)	0



Bond Retirement

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	38,255,780	36,872,470	36,872,470	36,872,470	0	36,872,470
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	24,599,430	24,772,690	24,772,690	23,919,500	(853,190)	24,154,690
Revenue from Other Agencies	4,713,820	4,051,430	4,051,430	7,568,070	3,516,640	7,564,940
Charges for Services	0	0	0	0	0	0
Miscellaneous	15,694,410	69,814,500	69,814,500	81,151,010	11,336,510	29,049,060
Revenue Subtotal	83,263,440	135,511,090	135,511,090	149,511,050	13,999,960	97,641,160
Prior Year Cancellations	80,260	0	0	0	0	0
Transfers In	33,065,720	37,217,270	37,217,270	34,399,770	(2,817,500)	33,314,470
Subtotal	33,145,980	37,217,270	37,217,270	34,399,770	(2,817,500)	33,314,470
Total Revenues/Resources	116,409,420	172,728,360	172,728,360	183,910,820	11,182,460	130,955,630
Expenditures/Uses						
Personnel Services	241,810	236,100	239,040	300,200	64,100	313,330
Employee Benefits	88,090	101,710	101,710	125,620	23,910	130,750
Non-Personnel	2,034,340	3,387,500	3,387,500	3,436,380	48,880	3,436,800
Properties	0	0	0	0	0	0
Debt Service	76,661,680	143,785,720	143,879,470	180,341,590	36,555,870	124,291,130
Expenditures Subtotal	79,025,920	147,511,030	147,607,720	184,203,790	36,692,760	128,172,010
Transfers Out	28,507,220	31,117,100	29,071,210	28,581,200	(2,535,900)	27,708,340
Subtotal	28,507,220	31,117,100	29,071,210	28,581,200	(2,535,900)	27,708,340
Total Expenditures/Uses	107,533,140	178,628,130	176,678,930	212,784,990	34,156,860	155,880,350
Net Increase (Decrease) in Fund Balance	8,876,280	(5,899,770)	(3,950,570)	(28,874,170)	(22,974,400)	(24,924,720)
FY Beginning Balance	64,859,140	73,735,420	73,735,420	69,784,850	(3,950,570)	40,910,680
FY Ending Balance	73,735,420	67,835,650	69,784,850	40,910,680	(26,924,970)	15,985,960



Cincinnati Area Geographic Information System (CAGIS)

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	44,040	0	0	40,000	40,000	40,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	3,969,790	4,562,190	4,562,190	4,429,740	(132,450)	4,530,790
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	4,013,830	4,562,190	4,562,190	4,469,740	(92,450)	4,570,790
Prior Year Cancellations	125,830	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	125,830	0	0	0	0	0
Total Revenues/Resources	4,139,660	4,562,190	4,562,190	4,469,740	(92,450)	4,570,790
Expenditures/Uses						
Personnel Services	1,546,890	1,798,960	1,812,140	1,845,320	46,360	1,902,140
Employee Benefits	521,580	623,440	623,440	694,580	71,140	719,550
Non-Personnel	1,214,560	2,099,830	2,099,830	2,156,530	56,700	2,177,440
Properties	24,810	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	3,307,840	4,522,230	4,535,410	4,696,430	174,200	4,799,130
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	3,307,840	4,522,230	4,535,410	4,696,430	174,200	4,799,130
Net Increase (Decrease) in Fund Balance	831,820	39,960	26,780	(226,690)	(266,650)	(228,340)
FY Beginning Balance	1,034,000	1,865,820	1,865,820	1,892,600	26,780	1,665,910
FY Ending Balance	1,865,820	1,905,780	1,892,600	1,665,910	(239,870)	1,437,570



Cincinnati Health District

This fund accounts for General Fund support of the Board of Health, certificate revenues, other revenues not reported in other health funds and related expenses.

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	180	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	569,320	615,000	615,000	615,000	0	615,000
Miscellaneous	15,490	0	1,310,070	0	0	0
Revenue Subtotal	584,990	615,000	1,925,070	615,000	0	615,000
Prior Year Cancellations	0	0	51,390	0	0	0
Transfers In	17,514,890	17,424,740	17,842,410	16,568,110	(856,630)	18,132,800
Subtotal	17,514,890	17,424,740	17,893,800	16,568,110	(856,630)	18,132,800
Total Revenues/Resources	18,099,880	18,039,740	19,818,870	17,183,110	(856,630)	18,747,800
Expenditures/Uses						
Personnel Services	12,244,440	12,370,420	12,448,850	11,971,330	(399,090)	12,323,600
Employee Benefits	4,481,330	4,652,750	4,652,750	4,881,800	229,050	5,079,030
Non-Personnel	1,221,200	1,013,650	1,013,650	1,327,030	313,380	1,342,190
Properties	0	2,920	2,920	2,950	30	2,980
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	17,946,970	18,039,740	18,118,170	18,183,110	143,370	18,747,800
Transfers Out	83,900	0	339,250	0	0	0
Subtotal	83,900	0	339,250	0	0	0
Total Expenditures/Uses	18,030,870	18,039,740	18,457,420	18,183,110	143,370	18,747,800
Net Increase (Decrease) in Fund Balance	69,010	0	1,361,450	(1,000,000)	(1,000,000)	0
FY Beginning Balance	0	69,010	69,010	1,430,460	1,361,450	430,460
FY Ending Balance	69,010	69,010	1,430,460	430,460	361,450	430,460



Cincinnati Riverfront Park

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	324,770	130,000	130,000	250,000	120,000	250,000
Revenue from Other Agencies	31,200	0	0	0	0	0
Charges for Services	694,760	484,000	484,000	812,000	328,000	812,000
Miscellaneous	3,640	0	700,000	0	0	0
Revenue Subtotal	1,054,370	614,000	1,314,000	1,062,000	448,000	1,062,000
Prior Year Cancellations	63,420	0	33,470	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	63,420	0	33,470	0	0	0
Total Revenues/Resources	1,117,790	614,000	1,347,470	1,062,000	448,000	1,062,000
Expenditures/Uses						
Personnel Services	261,110	510,530	510,530	779,920	269,390	799,400
Employee Benefits	98,190	217,260	217,260	365,450	148,190	378,990
Non-Personnel	577,690	298,040	298,040	436,810	138,770	438,860
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	936,990	1,025,830	1,025,830	1,582,180	556,350	1,617,250
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	936,990	1,025,830	1,025,830	1,582,180	556,350	1,617,250
Net Increase (Decrease) in Fund Balance	180,800	(411,830)	321,640	(520,180)	(108,350)	(555,250)
FY Beginning Balance	3,531,060	3,711,850	3,711,860	4,033,500	321,650	3,513,320
FY Ending Balance	3,711,860	3,300,020	4,033,500	3,513,320	213,300	2,958,070



Community Health Center Activities

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	1,211,780	100,000	100,000	2,000,470	1,900,470	2,000,470
Charges for Services	19,038,780	23,556,440	23,556,440	20,094,490	(3,461,950)	20,094,490
Miscellaneous	10,480	0	3,300,000	5,375,380	5,375,380	0
Revenue Subtotal	20,261,040	23,656,440	26,956,440	27,470,340	3,813,900	22,094,960
Prior Year Cancellations	659,670	0	232,290	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	659,670	0	232,290	0	0	0
Total Revenues/Resources	20,920,710	23,656,440	27,188,730	27,470,340	3,813,900	22,094,960
Expenditures/Uses						
Personnel Services	10,374,700	10,657,110	10,712,110	12,293,650	1,636,540	12,735,160
Employee Benefits	4,241,360	4,180,370	4,180,370	5,084,150	903,780	5,324,800
Non-Personnel	7,955,820	8,131,800	8,131,800	8,447,920	316,120	8,523,770
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	22,571,880	22,969,280	23,024,280	25,825,720	2,856,440	26,583,730
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	22,571,880	22,969,280	23,024,280	25,825,720	2,856,440	26,583,730
Net Increase (Decrease) in Fund Balance	(1,651,170)	687,160	4,164,450	1,644,620	957,460	(4,488,770)
FY Beginning Balance	1,050,600	(600,570)	(600,570)	3,563,880	4,164,450	5,208,500
FY Ending Balance	(600,570)	86,590	3,563,880	5,208,500	5,121,910	719,730



Convention Center

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	2,303,280	1,500,000	1,500,000	1,500,000	0	1,500,000
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	367,660	210,900	210,900	176,150	(34,750)	215,550
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	5,490,280	5,540,220	5,540,220	5,270,150	(270,070)	6,505,880
Miscellaneous	970,180	119,850	4,819,850	102,430	(17,430)	162,420
Revenue Subtotal	9,131,400	7,370,970	12,070,970	7,048,730	(322,250)	8,383,850
Prior Year Cancellations	40,000	0	0	0	0	0
Transfers In	663,350	0	982,240	0	0	0
Subtotal	703,350	0	982,240	0	0	0
Total Revenues/Resources	9,834,750	7,370,970	13,053,210	7,048,730	(322,250)	8,383,850
Expenditures/Uses						
Personnel Services	113,380	42,000	47,340	69,420	27,420	92,940
Employee Benefits	47,440	36,000	30,670	40,340	4,340	42,000
Non-Personnel	8,782,960	9,262,430	10,262,430	9,559,090	296,660	9,644,420
Properties	0	0	0	0	0	0
Debt Service	305,610	309,400	309,400	306,320	(3,080)	299,590
Expenditures Subtotal	9,249,390	9,649,830	10,649,840	9,975,170	325,340	10,078,950
Transfers Out	907,100	243,470	1,225,700	243,190	(280)	242,900
Subtotal	907,100	243,470	1,225,700	243,190	(280)	242,900
Total Expenditures/Uses	10,156,490	9,893,300	11,875,540	10,218,360	325,060	10,321,850
Net Increase (Decrease) in Fund Balance	(321,740)	(2,522,330)	1,177,670	(3,169,630)	(647,310)	(1,938,000)
FY Beginning Balance	4,924,590	4,602,860	4,602,850	5,780,520	1,177,660	2,610,890
FY Ending Balance	4,602,850	2,080,530	5,780,520	2,610,890	530,360	672,890



County Law Enforcement Applied Regionally (CLEAR)

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	3,565,210	5,267,910	5,267,910	5,263,990	(3,920)	5,345,720
Charges for Services	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	3,565,210	5,267,910	5,267,910	5,263,990	(3,920)	5,345,720
Prior Year Cancellations	276,710	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	276,710	0	0	0	0	0
Total Revenues/Resources	3,841,920	5,267,910	5,267,910	5,263,990	(3,920)	5,345,720
Expenditures/Uses						
Personnel Services	1,035,670	1,476,380	1,483,640	1,488,680	12,300	1,520,410
Employee Benefits	338,480	430,300	430,300	490,610	60,310	507,020
Non-Personnel	2,183,000	3,449,200	3,449,200	3,458,880	9,680	3,493,480
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	3,557,150	5,355,880	5,363,140	5,438,170	82,290	5,520,910
Transfers Out	20,010	20,000	20,000	19,430	(570)	19,480
Subtotal	20,010	20,000	20,000	19,430	(570)	19,480
Total Expenditures/Uses	3,577,160	5,375,880	5,383,140	5,457,600	81,720	5,540,390
Net Increase (Decrease) in Fund Balance	264,760	(107,970)	(115,230)	(193,610)	(85,640)	(194,670)
FY Beginning Balance	790,020	1,054,780	1,054,780	939,550	(115,230)	745,940
FY Ending Balance	1,054,780	946,810	939,550	745,940	(200,870)	551,270



General Aviation

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	63,260	25,000	25,000	25,000	0	25,000
Revenue from Other Agencies	50,790	0	106,210	0	0	0
Charges for Services	2,061,470	1,932,360	2,032,360	1,932,360	0	1,932,360
Miscellaneous	26,140	0	0	0	0	0
Revenue Subtotal	2,201,660	1,957,360	2,163,570	1,957,360	0	1,957,360
Prior Year Cancellations	64,120	0	150	0	0	0
Transfers In	965,510	0	555,860	0	0	0
Subtotal	1,029,630	0	556,010	0	0	0
Total Revenues/Resources	3,231,290	1,957,360	2,719,580	1,957,360	0	1,957,360
Expenditures/Uses						
Personnel Services	737,560	815,710	819,370	869,140	53,430	890,380
Employee Benefits	287,020	365,310	365,310	379,360	14,050	392,500
Non-Personnel	999,640	955,360	955,360	926,430	(28,930)	934,430
Properties	19,460	0	0	0	0	0
Debt Service	54,940	53,210	53,210	51,270	(1,940)	44,430
Expenditures Subtotal	2,098,620	2,189,590	2,193,250	2,226,200	36,610	2,261,740
Transfers Out	592,930	540,920	1,096,770	541,890	970	540,870
Subtotal	592,930	540,920	1,096,770	541,890	970	540,870
Total Expenditures/Uses	2,691,550	2,730,510	3,290,020	2,768,090	37,580	2,802,610
Net Increase (Decrease) in Fund Balance	539,740	(773,150)	(570,440)	(810,730)	(37,580)	(845,250)
FY Beginning Balance	1,696,050	2,235,780	2,235,790	1,665,350	(570,430)	854,620
FY Ending Balance	2,235,790	1,462,630	1,665,350	854,620	(608,010)	9,370



Hazard Abatement

This fund accounts for the receipts of all Vacant Building Maintenance License fees and Residential Rental Registration program fees. Expenditures support the remediation of substandard or hazardous conditions of vacant buildings and rental housing.

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	539,310	1,420,050	1,420,050	1,429,380	9,330	1,429,380
Miscellaneous	108,630	0	300,000	0	0	0
Revenue Subtotal	647,940	1,420,050	1,720,050	1,429,380	9,330	1,429,380
Prior Year Cancellations	41,290	0	1,800	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	41,290	0	1,800	0	0	0
Total Revenues/Resources	689,230	1,420,050	1,721,850	1,429,380	9,330	1,429,380
Expenditures/Uses						
Personnel Services	128,180	1,240,400	1,240,400	444,680	(795,720)	461,490
Employee Benefits	41,670	581,200	581,200	218,590	(362,610)	230,650
Non-Personnel	187,770	907,210	907,210	911,570	4,360	910,000
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	357,620	2,728,810	2,728,810	1,574,840	(1,153,970)	1,602,140
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	357,620	2,728,810	2,728,810	1,574,840	(1,153,970)	1,602,140
Net Increase (Decrease) in Fund Balance	331,610	(1,308,760)	(1,006,960)	(145,460)	1,163,300	(172,760)
FY Beginning Balance	2,595,650	2,927,250	2,927,260	1,920,300	(1,006,950)	1,774,840
FY Ending Balance	2,927,260	1,618,490	1,920,300	1,774,840	156,350	1,602,080



Income Tax-Infrastructure

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	19,206,540	16,322,580	18,340,000	19,386,330	3,063,750	19,870,990
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	8,890	0	0	0	0	0
Charges for Services	105,620	0	0	0	0	0
Miscellaneous	267,500	0	191,020	0	0	0
Revenue Subtotal	19,588,550	16,322,580	18,531,020	19,386,330	3,063,750	19,870,990
Prior Year Cancellations	210,400	0	58,590	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	210,400	0	58,590	0	0	0
Total Revenues/Resources	19,798,950	16,322,580	18,589,610	19,386,330	3,063,750	19,870,990
Expenditures/Uses						
Personnel Services	10,778,260	11,155,660	10,586,130	12,522,540	1,366,880	12,940,340
Employee Benefits	4,292,590	3,947,980	4,204,980	4,755,640	807,660	5,009,620
Non-Personnel	4,738,890	4,556,380	4,556,380	5,171,670	615,290	5,208,160
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	19,809,740	19,660,020	19,347,490	22,449,850	2,789,830	23,158,120
Transfers Out	879,910	884,220	884,220	872,800	(11,420)	847,920
Subtotal	879,910	884,220	884,220	872,800	(11,420)	847,920
Total Expenditures/Uses	20,689,650	20,544,240	20,231,710	23,322,650	2,778,410	24,006,040
Net Increase (Decrease) in Fund Balance	(890,700)	(4,221,660)	(1,642,100)	(3,936,320)	285,340	(4,135,050)
FY Beginning Balance	8,026,770	7,136,070	7,136,070	5,493,970	(1,642,100)	1,557,650
FY Ending Balance	7,136,070	2,914,410	5,493,970	1,557,650	(1,356,760)	(2,577,400)



Income Tax-Transit

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	57,619,620	12,572,900	21,574,740	0	(12,572,900)	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	159,840	125,000	125,000	0	(125,000)	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	630	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	57,780,090	12,697,900	21,699,740	0	(12,697,900)	0
Prior Year Cancellations	3,100	0	0	0	0	0
Transfers In	70,000	0	1,500,000	0	0	0
Subtotal	73,100	0	1,500,000	0	0	0
Total Revenues/Resources	57,853,190	12,697,900	23,199,740	0	(12,697,900)	0
Expenditures/Uses						
Personnel Services	183,110	199,720	202,120	0	(199,720)	0
Employee Benefits	64,720	55,800	55,800	0	(55,800)	0
Non-Personnel	55,597,000	18,646,030	28,870,220	0	(18,646,030)	0
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	55,844,830	18,901,550	29,128,140	0	(18,901,550)	0
Transfers Out	170,000	100,000	100,000	0	(100,000)	0
Subtotal	170,000	100,000	100,000	0	(100,000)	0
Total Expenditures/Uses	56,014,830	19,001,550	29,228,140	0	(19,001,550)	0
Net Increase (Decrease) in Fund Balance	1,838,360	(6,303,650)	(6,028,400)	0	6,303,650	0
FY Beginning Balance	8,401,760	10,240,120	10,240,120	4,211,720	(6,028,400)	4,211,720
FY Ending Balance	10,240,120	3,936,470	4,211,720	4,211,720	275,250	4,211,720



Metropolitan Sewer District

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	29,920	28,560	28,560	0	(28,560)	0
Courts & Use of Money & Property	3,584,130	1,426,160	1,426,160	2,900,690	1,474,530	2,900,690
Revenue from Other Agencies	1,130	15,300	15,300	0	(15,300)	0
Charges for Services	263,737,190	270,927,980	270,927,980	264,302,600	(6,625,380)	264,302,600
Miscellaneous	522,110	600,000	600,000	1,494,800	894,800	1,494,800
Revenue Subtotal	267,874,480	272,998,000	272,998,000	268,698,090	(4,299,910)	268,698,090
Prior Year Cancellations	4,514,020	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	4,514,020	0	0	0	0	0
Total Revenues/Resources	272,388,500	272,998,000	272,998,000	268,698,090	(4,299,910)	268,698,090
Expenditures/Uses						
Personnel Services	42,518,010	43,852,750	43,852,750	44,095,010	242,270	44,095,010
Employee Benefits	14,735,700	18,146,750	18,146,750	18,443,320	296,570	18,443,320
Non-Personnel	68,915,590	74,502,520	74,502,520	73,873,020	(629,500)	73,873,020
Properties	1,499,360	3,432,330	3,432,330	3,332,330	(100,000)	3,332,330
Debt Service	80,623,740	84,536,000	84,536,000	83,586,000	(950,000)	83,586,000
Expenditures Subtotal	208,292,400	224,470,350	224,470,350	223,329,680	(1,140,660)	223,329,680
Transfers Out	64,881,000	62,000,000	62,000,000	62,123,500	123,500	62,000,000
Subtotal	64,881,000	62,000,000	62,000,000	62,123,500	123,500	62,000,000
Total Expenditures/Uses	273,173,400	286,470,350	286,470,350	285,453,180	(1,017,160)	285,329,680
Net Increase (Decrease) in Fund Balance	(784,900)	(13,472,350)	(13,472,350)	(16,755,090)	(3,282,750)	(16,631,590)
FY Beginning Balance	72,098,230	71,313,320	71,313,330	57,840,980	(13,472,340)	41,085,890
FY Ending Balance	71,313,330	57,840,970	57,840,980	41,085,890	(16,755,080)	24,454,300



Municipal Golf

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	25,720	15,000	15,000	15,000	0	15,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	5,825,720	4,775,000	6,235,960	4,775,000	0	4,775,000
Miscellaneous	23,950	0	525,350	0	0	0
Revenue Subtotal	5,875,390	4,790,000	6,776,310	4,790,000	0	4,790,000
Prior Year Cancellations	10,850	0	15,720	0	0	0
Transfers In	840	0	0	0	0	0
Subtotal	11,690	0	15,720	0	0	0
Total Revenues/Resources	5,887,080	4,790,000	6,792,030	4,790,000	0	4,790,000
Expenditures/Uses						
Personnel Services	177,310	191,170	191,170	219,950	28,780	223,070
Employee Benefits	48,750	67,930	67,930	78,610	10,680	80,410
Non-Personnel	4,990,900	4,656,590	4,656,590	4,917,610	261,020	4,963,290
Properties	0	0	0	0	0	0
Debt Service	40,630	673,130	673,130	325,630	(347,500)	319,260
Expenditures Subtotal	5,257,590	5,588,820	5,588,820	5,541,800	(47,020)	5,586,030
Transfers Out	1,500	0	775,000	0	0	0
Subtotal	1,500	0	775,000	0	0	0
Total Expenditures/Uses	5,259,090	5,588,820	6,363,820	5,541,800	(47,020)	5,586,030
Net Increase (Decrease) in Fund Balance	627,990	(798,820)	428,210	(751,800)	47,020	(796,030)
FY Beginning Balance	827,590	1,455,600	1,455,580	1,883,790	428,190	1,131,990
FY Ending Balance	1,455,580	656,780	1,883,790	1,131,990	475,210	335,960



Municipal Motor Vehicle License Tax

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	2,515,900	3,300,000	3,300,000	3,300,000	0	3,300,000
Charges for Services	(18,440)	0	27,690	0	0	0
Miscellaneous	139,610	0	70,250	0	0	0
Revenue Subtotal	2,637,070	3,300,000	3,397,940	3,300,000	0	3,300,000
Prior Year Cancellations	23,620	0	2,710	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	23,620	0	2,710	0	0	0
Total Revenues/Resources	2,660,690	3,300,000	3,400,650	3,300,000	0	3,300,000
Expenditures/Uses						
Personnel Services	1,333,270	1,438,930	1,370,930	1,479,640	40,710	1,517,840
Employee Benefits	652,930	681,030	638,310	707,360	26,330	733,830
Non-Personnel	1,130,550	1,583,140	1,491,140	1,594,820	11,680	1,607,560
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	3,116,750	3,703,100	3,500,380	3,781,820	78,720	3,859,230
Transfers Out	39,680	39,620	39,620	38,560	(1,060)	38,610
Subtotal	39,680	39,620	39,620	38,560	(1,060)	38,610
Total Expenditures/Uses	3,156,430	3,742,720	3,540,000	3,820,380	77,660	3,897,840
Net Increase (Decrease) in Fund Balance	(495,740)	(442,720)	(139,350)	(520,380)	(77,660)	(597,840)
FY Beginning Balance	1,189,710	693,970	693,970	554,620	(139,350)	34,240
FY Ending Balance	693,970	251,250	554,620	34,240	(217,010)	(563,600)



Parking Meter

This fund accounts for receipts from parking meters throughout the City. Expenditures include the operation and maintenance of the on-street parking system. A portion of parking meter revenue is transferred to the General Fund which is not reflected here.

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	3,803,060	4,400,000	4,400,000	4,950,000	550,000	5,550,000
Miscellaneous	1,340	0	2,000,000	0	0	0
Revenue Subtotal	3,804,400	4,400,000	6,400,000	4,950,000	550,000	5,550,000
Prior Year Cancellations	0	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Revenues/Resources	3,804,400	4,400,000	6,400,000	4,950,000	550,000	5,550,000
Expenditures/Uses						
Personnel Services	1,297,450	1,523,350	1,523,350	1,744,870	221,520	1,789,210
Employee Benefits	601,550	612,870	612,870	729,570	116,700	759,230
Non-Personnel	2,062,440	2,261,740	2,261,740	2,299,210	37,470	2,320,910
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	3,961,440	4,397,960	4,397,960	4,773,650	375,690	4,869,350
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	3,961,440	4,397,960	4,397,960	4,773,650	375,690	4,869,350
Net Increase (Decrease) in Fund Balance	(157,040)	2,040	2,002,040	176,350	174,310	680,650
FY Beginning Balance	0	(157,040)	(157,040)	1,845,000	2,002,040	2,021,350
FY Ending Balance	(157,040)	(155,000)	1,845,000	2,021,350	2,176,350	2,702,000



Parking System Facilities

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	255,550	105,520	105,520	103,500	(2,020)	115,500
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	6,630,980	4,500,000	4,500,000	4,746,500	246,500	5,284,500
Miscellaneous	39,480	0	2,000,000	0	0	0
Revenue Subtotal	6,926,010	4,605,520	6,605,520	4,850,000	244,480	5,400,000
Prior Year Cancellations	681,070	0	0	0	0	0
Transfers In	20,280	0	14,840	0	0	0
Subtotal	701,350	0	14,840	0	0	0
Total Revenues/Resources	7,627,360	4,605,520	6,620,360	4,850,000	244,480	5,400,000
Expenditures/Uses						
Personnel Services	393,830	412,660	414,610	367,860	(44,800)	380,650
Employee Benefits	241,460	149,830	149,830	139,830	(10,000)	146,670
Non-Personnel	5,045,590	4,804,950	4,804,950	4,937,900	132,950	4,984,840
Properties	0	0	0	0	0	0
Debt Service	2,179,350	2,241,790	2,241,790	2,218,940	(22,850)	2,187,290
Expenditures Subtotal	7,860,230	7,609,230	7,611,180	7,664,530	55,300	7,699,450
Transfers Out	123,780	590,000	730,000	298,500	(291,500)	290,000
Subtotal	123,780	590,000	730,000	298,500	(291,500)	290,000
Total Expenditures/Uses	7,984,010	8,199,230	8,341,180	7,963,030	(236,200)	7,989,450
Net Increase (Decrease) in Fund Balance	(356,650)	(3,593,710)	(1,720,820)	(3,113,030)	480,680	(2,589,450)
FY Beginning Balance	10,241,200	9,884,560	9,884,550	8,163,730	(1,720,830)	5,050,700
FY Ending Balance	9,884,550	6,290,850	8,163,730	5,050,700	(1,240,150)	2,461,250



Recreation Special Activities

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	98,710	89,000	89,000	89,000	0	89,000
Revenue from Other Agencies	1,452,960	1,260,000	1,260,000	1,260,000	0	1,260,000
Charges for Services	3,542,870	5,001,000	3,001,000	4,001,000	(1,000,000)	5,001,000
Miscellaneous	65,410	100,000	2,150,000	100,000	0	100,000
Revenue Subtotal	5,159,950	6,450,000	6,500,000	5,450,000	(1,000,000)	6,450,000
Prior Year Cancellations	60,610	0	21,690	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	60,610	0	21,690	0	0	0
Total Revenues/Resources	5,220,560	6,450,000	6,521,690	5,450,000	(1,000,000)	6,450,000
Expenditures/Uses						
Personnel Services	2,972,130	4,100,790	4,061,730	3,569,460	(531,330)	3,578,960
Employee Benefits	412,270	376,650	415,710	267,180	(109,470)	268,200
Non-Personnel	1,209,900	1,763,710	1,763,710	1,822,690	58,980	1,835,510
Properties	63,290	13,440	13,440	13,580	140	13,720
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	4,657,590	6,254,590	6,254,590	5,672,910	(581,680)	5,696,390
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	4,657,590	6,254,590	6,254,590	5,672,910	(581,680)	5,696,390
Net Increase (Decrease) in Fund Balance	562,970	195,410	267,100	(222,910)	(418,320)	753,610
FY Beginning Balance	2,700,620	3,263,600	3,263,590	3,530,690	267,090	3,307,780
FY Ending Balance	3,263,590	3,459,010	3,530,690	3,307,780	(151,230)	4,061,390



Safe and Clean

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	46,440	50,000	50,000	50,000	0	50,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	46,440	50,000	50,000	50,000	0	50,000
Prior Year Cancellations	5,060	0	8,860	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	5,060	0	8,860	0	0	0
Total Revenues/Resources	51,500	50,000	58,860	50,000	0	50,000
Expenditures/Uses						
Personnel Services	0	0	0	0	0	0
Employee Benefits	0	0	0	0	0	0
Non-Personnel	50,500	51,010	51,010	51,520	510	52,040
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	50,500	51,010	51,010	51,520	510	52,040
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	50,500	51,010	51,010	51,520	510	52,040
Net Increase (Decrease) in Fund Balance	1,000	(1,010)	7,850	(1,520)	(510)	(2,040)
FY Beginning Balance	65,030	66,030	66,030	73,880	7,850	72,360
FY Ending Balance	66,030	65,020	73,880	72,360	7,340	70,320



Sawyer Point

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	114,630	35,000	35,000	35,000	0	35,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	702,960	677,000	677,000	815,000	138,000	815,000
Miscellaneous	19,150	0	650,000	0	0	0
Revenue Subtotal	836,740	712,000	1,362,000	850,000	138,000	850,000
Prior Year Cancellations	109,650	0	36,430	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	109,650	0	36,430	0	0	0
Total Revenues/Resources	946,390	712,000	1,398,430	850,000	138,000	850,000
Expenditures/Uses						
Personnel Services	474,490	615,770	615,770	401,850	(213,920)	405,820
Employee Benefits	253,280	236,580	236,580	58,780	(177,800)	60,500
Non-Personnel	353,900	695,080	695,080	713,830	18,750	716,610
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	1,081,670	1,547,430	1,547,430	1,174,460	(372,970)	1,182,930
Transfers Out	773,000	0	0	0	0	0
Subtotal	773,000	0	0	0	0	0
Total Expenditures/Uses	1,854,670	1,547,430	1,547,430	1,174,460	(372,970)	1,182,930
Net Increase (Decrease) in Fund Balance	(908,280)	(835,430)	(149,000)	(324,460)	510,970	(332,930)
FY Beginning Balance	2,220,530	1,312,260	1,312,250	1,163,250	(149,010)	838,790
FY Ending Balance	1,312,250	476,830	1,163,250	838,790	361,960	505,860



Stormwater Management

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	231,940	29,800	29,800	29,800	0	29,800
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	22,755,180	24,970,200	24,970,200	26,470,200	1,500,000	27,270,200
Miscellaneous	196,550	0	0	0	0	0
Revenue Subtotal	23,183,670	25,000,000	25,000,000	26,500,000	1,500,000	27,300,000
Prior Year Cancellations	131,160	0	230,400	0	0	0
Transfers In	524,070	0	297,240	0	0	0
Subtotal	655,230	0	527,640	0	0	0
Total Revenues/Resources	23,838,900	25,000,000	25,527,640	26,500,000	1,500,000	27,300,000
Expenditures/Uses						
Personnel Services	8,432,650	8,957,950	8,964,210	9,162,390	204,440	9,513,320
Employee Benefits	3,222,050	3,603,180	3,603,180	3,985,700	382,520	4,148,860
Non-Personnel	9,531,740	10,552,610	10,592,610	11,061,610	509,000	11,358,040
Properties	215,960	295,000	295,000	190,000	(105,000)	325,930
Debt Service	1,088,320	893,150	893,150	1,699,480	806,330	1,955,620
Expenditures Subtotal	22,490,720	24,301,890	24,348,150	26,099,180	1,797,290	27,301,770
Transfers Out	1,831,690	643,000	940,240	1,106,400	463,400	898,500
Subtotal	1,831,690	643,000	940,240	1,106,400	463,400	898,500
Total Expenditures/Uses	24,322,410	24,944,890	25,288,390	27,205,580	2,260,690	28,200,270
Net Increase (Decrease) in Fund Balance	(483,510)	55,110	239,250	(705,580)	(760,690)	(900,270)
FY Beginning Balance	5,423,290	4,939,810	4,939,780	5,179,030	239,220	4,473,450
FY Ending Balance	4,939,780	4,994,920	5,179,030	4,473,450	(521,470)	3,573,180



Street Construction Maintenance & Repair

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	13,495,080	15,427,300	15,427,300	15,427,300	0	15,427,300
Charges for Services	71,360	140,820	140,820	140,820	0	140,820
Miscellaneous	380,180	0	0	0	0	0
Revenue Subtotal	13,946,620	15,568,120	15,568,120	15,568,120	0	15,568,120
Prior Year Cancellations	245,970	0	142,570	0	0	0
Transfers In	37,430	0	0	0	0	0
Subtotal	283,400	0	142,570	0	0	0
Total Revenues/Resources	14,230,020	15,568,120	15,710,690	15,568,120	0	15,568,120
Expenditures/Uses						
Personnel Services	5,617,210	6,232,890	6,237,710	6,477,260	244,370	6,671,910
Employee Benefits	2,654,640	2,714,640	2,714,640	3,022,210	307,570	3,157,360
Non-Personnel	5,472,340	6,454,160	6,454,160	6,781,730	327,570	6,818,590
Properties	112,970	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	13,857,160	15,401,690	15,406,510	16,281,200	879,510	16,647,860
Transfers Out	112,660	111,970	111,970	109,920	(2,050)	109,380
Subtotal	112,660	111,970	111,970	109,920	(2,050)	109,380
Total Expenditures/Uses	13,969,820	15,513,660	15,518,480	16,391,120	877,460	16,757,240
Net Increase (Decrease) in Fund Balance	260,200	54,460	192,210	(823,000)	(877,460)	(1,189,120)
FY Beginning Balance	2,254,760	2,514,950	2,514,960	2,707,170	192,220	1,884,170
FY Ending Balance	2,514,960	2,569,410	2,707,170	1,884,170	(685,240)	695,050



Water Works

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

	FY 2020 Actual	FY 2021 Approved Update	FY 2021 Estimate	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	3,414,610	1,645,000	1,645,000	1,840,000	195,000	1,840,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	169,780,740	167,420,000	167,420,000	175,051,000	7,631,000	182,516,000
Miscellaneous	736,170	230,000	230,000	230,000	0	230,000
Revenue Subtotal	173,931,520	169,295,000	169,295,000	177,121,000	7,826,000	184,586,000
Prior Year Cancellations	2,481,440	0	1,928,080	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	2,481,440	0	1,928,080	0	0	0
Total Revenues/Resources	176,412,960	169,295,000	171,223,080	177,121,000	7,826,000	184,586,000
Expenditures/Uses						
Personnel Services	36,253,900	40,405,470	40,517,120	41,340,370	934,900	43,607,390
Employee Benefits	14,779,670	16,775,720	16,775,720	17,618,190	842,470	18,696,700
Non-Personnel	39,370,390	44,634,610	44,634,610	44,541,240	(93,370)	43,259,510
Properties	0	0	0	0	0	0
Debt Service	40,717,850	43,754,380	43,754,380	45,232,610	1,478,230	45,234,480
Expenditures Subtotal	131,121,810	145,570,180	145,681,830	148,732,410	3,162,230	150,798,080
Transfers Out	28,232,000	29,200,000	29,200,000	34,349,000	5,149,000	44,200,000
Subtotal	28,232,000	29,200,000	29,200,000	34,349,000	5,149,000	44,200,000
Total Expenditures/Uses	159,353,810	174,770,180	174,881,830	183,081,410	8,311,230	194,998,080
Net Increase (Decrease) in Fund Balance	17,059,150	(5,475,180)	(3,658,750)	(5,960,410)	(485,230)	(10,412,080)
FY Beginning Balance	83,384,680	100,443,830	100,443,830	96,785,080	(3,658,750)	90,824,670
FY Ending Balance	100,443,830	94,968,650	96,785,080	90,824,670	(4,143,980)	80,412,590



Departmental Budgets

This section of the City Manager's Recommended FY 2022-2023 Biennial Operating Budget contains the individual City department budgets.

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

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

Department Budgets

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

Mission Statement: The mission of the department is provided.

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

Departmental Budget Summary: This section provides a departmental total Operating Budget table that includes the Approved FY 2020 Budget, the Approved FY 2021 Budget Update, the Recommended FY 2022 Budget, the Recommended FY 2023 Budget, and the change from the Approved FY 2021 Budget Update to the Recommended FY 2022 Budget. The expenditure budget is summarized in the following categories:

Operating Budget General Fund and Operating Budget Restricted

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

Employee Benefits - includes fringe benefits such as pension contribution, health care, Medicare, dental, and vision insurances.

Non-Personnel (Services, Materials, and Fixed Costs) - includes purchased goods and services such as contractual services, travel, materials and supplies, tools, rent, insurance (i.e. liability and property), payment to other governmental entities, etc.

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

Debt Service - principal, interest, and other expenditures related to debt.

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



If the department or agency has any Consolidated Plan Projects (CDBG), an amount will be provided for informational purposes only. The Consolidated Plan budget is not included in the Recommended FY 2022-2023 Operating Budget as it is approved separately.

Department Revenue attributed to the department's roles and responsibilities are provided.

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

Department Agencies

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

Agency Summaries: Each of the agency summaries will include the agency name and a description.

Agency Budget Summary: Similar to the Departmental Budget Summary, the Agency Budget Summary includes the Approved FY 2020 Budget, the Approved FY 2021 Budget Update, the Recommended FY 2022 Budget, the Recommended FY 2023 Budget, and the change from the Approved FY 2021 Budget Update to the Recommended FY 2022 Budget. The expenditures are summarized by the major expenditure categories described previously. In addition, the Operating Total, Internal Service Funds, Consolidated Plan Projects, Agency Revenue, and Total Full-time Equivalent Positions related to the agency are included.

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

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

FY 2022 Department Strategic Priorities: This section summarizes the strategic priorities for each department, highlighting both the milestones for success for each priority as well as data driven performance indicators that will inform the assessment process. Please note that strategic priorities for the Stormwater Management Utility are contained in the section devoted to Water Works.

Notes About the Departmental Budgets

Sewers

Please note that the total Sewers budget amount included in the Departmental Budgets section does not include amounts budgeted in the non-departmental accounts. Amounts budgeted in the Motorized & Construction Equipment account (MCEA) and the Office & Technical Equipment Account (OTEA) for Sewers can be found in the Non-Departmental Accounts Departmental Budgets section in those specific agencies. Sewers is the only department currently using those agency accounts.



Departmental Budgets

All Funds Operating Budget Summary by Agency

All Funds Operating Budget Summary

Department	Agency	Operating Budget Summary			Staffing Plan			
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds	
City Council	Councilmember G. Landsman	127,630	0	127,630	0.00	0.00	0.00	
	Interim Councilmember L. Keating	127,630	0	127,630	0.00	0.00	0.00	
	Councilmember T. Dennard	0	0	0	0.00	0.00	0.00	
	Councilmember D. Mann	127,630	0	127,630	0.00	0.00	0.00	
	Councilmember C. Seelbach	127,630	0	127,630	0.00	0.00	0.00	
	Councilmember W. Young	127,630	0	127,630	0.00	0.00	0.00	
	Councilmember A. Murray	0	0	0	0.00	0.00	0.00	
	City Councilmembers	1,064,640	0	1,064,640	27.00	0.00	27.00	
	Councilmember C. Smitherman	127,630	0	127,630	0.00	0.00	0.00	
	Interim Councilmember S. Goodin	127,630	0	127,630	0.00	0.00	0.00	
	Councilmember B. Sundermann	127,630	0	127,630	0.00	0.00	0.00	
	Councilmember J-M Kearney	127,630	0	127,630	0.00	0.00	0.00	
	Total		2,213,310	0	2,213,310	27.00	0.00	27.00
	Office of the Mayor	Office Of The Mayor	908,220	0	908,220	10.00	0.00	10.00
Clerk of Council	Office Of The Clerk Of Council	673,540	0	673,540	6.00	0.00	6.00	
City Manager	City Manager's Office	12,194,470	0	12,194,470	21.00	1.00	22.00	
	Office Of Budget & Evaluation	932,000	195,760	1,127,760	9.00	0.00	9.00	
	Emergency Communications Center	13,075,160	1,589,350	14,664,510	141.00	0.00	141.00	
	Office Of Environment and Sustainability	2,520,210	1,301,030	3,821,240	6.73	2.00	8.73	
	Retirement Division	0	0	0	0.00	13.00	13.00	
	Office of Procurement	1,200,970	1,504,960	2,705,930	19.00	5.00	24.00	
	Performance and Data Analytics	1,381,580	0	1,381,580	11.00	0.00	11.00	
	Internal Audit	472,450	0	472,450	4.00	0.00	4.00	
	Total		31,776,840	4,591,100	36,367,940	211.73	21.00	232.73
	Buildings & Inspections	Buildings & Inspections, Licenses & Permits	8,265,280	62,370	8,327,650	75.00	0.00	75.00
Property Maintenance Code Enforcement		2,335,770	2,947,510	5,283,280	30.50	15.00	45.50	
Total		10,601,050	3,009,880	13,610,930	105.50	15.00	120.50	
Citizen Complaint Authority	Citizen Complaint Authority	940,080	0	940,080	8.00	0.00	8.00	
City Planning	City Planning	509,050	0	509,050	10.00	0.00	10.00	
Community & Economic Development	Director's Office and Administration	1,028,160	99,030	1,127,190	7.00	6.00	13.00	
	Housing Division	687,800	80,640	768,440	2.00	8.00	10.00	
	Economic Development and Major/Special Projects Division	1,380,270	335,290	1,715,560	13.00	0.00	13.00	
	Total	3,096,230	514,960	3,611,190	22.00	14.00	36.00	
Enterprise Services	Duke Energy Center	0	9,675,170	9,675,170	0.00	0.00	0.00	
	Parking Facilities	0	11,938,390	11,938,390	0.00	37.38	37.38	
	Total	0	21,613,560	21,613,560	0.00	37.38	37.38	
Economic Inclusion	Economic Inclusion	2,069,090	303,460	2,372,550	9.00	3.00	12.00	
Enterprise Technology Solutions	Enterprise Technology Solutions	6,149,360	4,841,050	10,990,410	53.70	3.80	57.50	
	CAGIS	0	5,360,410	5,360,410	0.00	18.00	18.00	

Departmental Budgets

All Funds Operating Budget Summary by Agency



All Funds Operating Budget Summary

Department	Agency	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	CLEAR	0	5,262,240	5,262,240	0.00	14.00	14.00
	Total	6,149,360	15,463,700	21,613,060	53.70	35.80	89.50
Finance	Office of The Director	354,900	136,460	491,360	3.00	0.00	3.00
	Accounts and Audits	1,682,560	1,928,370	3,610,930	15.00	4.00	19.00
	Treasury	1,228,060	184,244,870	185,472,930	10.00	3.00	13.00
	Risk Management	583,770	3,779,170	4,362,940	0.00	25.70	25.70
	Income Tax	3,414,510	0	3,414,510	31.00	0.00	31.00
	Purchasing	0	0	0	0.00	0.00	0.00
	Total	7,263,800	190,088,870	197,352,670	59.00	32.70	91.70
Fire	Fire - Response	118,354,670	0	118,354,670	824.00	0.00	824.00
	Fire - Support Services	16,445,300	0	16,445,300	81.00	0.00	81.00
	Total	134,799,970	0	134,799,970	905.00	0.00	905.00
Health	Office Of The Commissioner	0	2,965,380	2,965,380	0.00	25.00	25.00
	Technical Resources	0	2,813,440	2,813,440	0.00	24.00	24.00
	Community Health Services	0	6,517,190	6,517,190	0.00	72.00	72.00
	Primary Health Care - Programs	0	7,671,220	7,671,220	0.00	86.40	86.40
	Primary Health Care - Centers	0	24,977,870	24,977,870	0.00	194.25	194.25
	School & Adolescent Health	0	16,040,470	16,040,470	0.00	173.81	173.81
	Total	0	60,985,570	60,985,570	0.00	575.46	575.46
Human Resources	Human Resources	2,573,130	328,860	2,901,990	22.10	3.00	25.10
Law	Law - Civil	5,141,070	112,830	5,253,900	44.70	3.00	47.70
	Law - Administrative Hearings & Prosecution	3,598,360	0	3,598,360	37.00	0.00	37.00
	Law - Real Estate	0	1,238,430	1,238,430	0.00	8.00	8.00
	Total	8,739,430	1,351,260	10,090,690	81.70	11.00	92.70
Parks	Office of The Director	554,720	0	554,720	4.00	0.00	4.00
	Operations and Facility Management	6,389,860	11,035,120	17,424,980	111.20	76.67	187.87
	Administration and Program Services	2,310,140	905,080	3,215,220	29.20	7.13	36.33
	Total	9,254,720	11,940,200	21,194,920	144.40	83.80	228.20
Police	Patrol Bureau	108,223,880	878,430	109,102,310	835.00	0.00	835.00
	Investigations Bureau	20,876,400	335,740	21,212,140	146.00	0.00	146.00
	Support Bureau	21,416,670	301,170	21,717,840	134.00	0.00	134.00
	Administration Bureau	15,486,440	83,810	15,570,250	124.00	0.00	124.00
	Resource Bureau	0	0	0	0.00	0.00	0.00
	Total	166,003,390	1,599,150	167,602,540	1,239.00	0.00	1,239.00
Public Services	Office of The Director	1,085,960	191,250	1,277,210	8.00	1.00	9.00
	Traffic And Road Operations	0	14,620,390	14,620,390	0.00	117.00	117.00
	Neighborhood Operations	11,222,070	11,374,030	22,596,100	110.00	97.00	207.00
	City Facility Management	3,389,180	3,490,340	6,879,520	1.00	26.00	27.00
	Fleet Services	174,680	19,594,560	19,769,240	2.00	68.00	70.00
	Total	15,871,890	49,270,570	65,142,460	121.00	309.00	430.00
Recreation	West Region	3,218,240	1,197,960	4,416,200	38.17	32.62	70.79
	East Region	2,430,890	1,454,200	3,885,090	29.87	37.59	67.46
	Central Region	3,175,490	1,460,670	4,636,160	42.66	40.16	82.82
	Maintenance	3,453,310	2,041,180	5,494,490	58.47	4.00	62.47
	Golf	0	5,440,390	5,440,390	0.00	2.00	2.00



Departmental Budgets

All Funds Operating Budget Summary by Agency

All Funds Operating Budget Summary

Department	Agency	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Athletics	3,131,990	1,374,040	4,506,030	76.21	13.89	90.10
	Support Services	2,610,770	596,220	3,206,990	34.74	1.00	35.74
	Total	18,020,690	13,564,660	31,585,350	280.12	131.26	411.38
Sewers	Office Of the Director	0	3,598,300	3,598,300	0.00	26.00	26.00
	Wastewater Engineering	0	8,880,140	8,880,140	0.00	121.00	121.00
	Project Delivery	0	0	0	0.00	0.00	0.00
	Wastewater Administration	0	11,769,290	11,769,290	0.00	56.00	56.00
	Information Technology	0	6,544,660	6,544,660	0.00	28.00	28.00
	Wastewater Treatment	0	2,773,440	2,773,440	0.00	23.00	23.00
	MSD Millcreek Section	0	19,974,690	19,974,690	0.00	70.00	70.00
	MSD Little Miami Section	0	7,614,140	7,614,140	0.00	27.00	27.00
	MSD Muddy Creek	0	4,041,020	4,041,020	0.00	18.00	18.00
	MSD Sycamore Section	0	2,931,890	2,931,890	0.00	15.00	15.00
	MSD Taylor Creek Section	0	1,970,000	1,970,000	0.00	11.00	11.00
	MSD Polk Run Section	0	1,662,860	1,662,860	0.00	9.00	9.00
	MSD Maintenance Section	0	8,793,520	8,793,520	0.00	69.00	69.00
	Wastewater Collection	0	22,896,030	22,896,030	0.00	160.00	160.00
	Regulatory Compliance & Safety (RCS)	0	8,193,380	8,193,380	0.00	59.00	59.00
	Watershed Operations (WO)	0	9,646,590	9,646,590	0.00	29.00	29.00
	Sewer Backups (SBU)	0	11,922,370	11,922,370	0.00	9.00	9.00
	Debt Service	0	83,586,000	83,586,000	0.00	0.00	0.00
	Total	0	216,798,310	216,798,310	0.00	730.00	730.00
Stormwater Management Utility	Stormwater Management Utility	0	12,297,760	12,297,760	0.00	34.00	34.00
Transportation & Engineering	Office of The Director	516,520	1,461,310	1,977,830	10.00	9.00	19.00
	Transportation Planning	69,080	1,760,570	1,829,650	2.00	28.80	30.80
	Engineering	159,800	2,691,540	2,851,340	1.00	65.00	66.00
	Aviation	0	2,127,810	2,127,810	0.00	12.00	12.00
	Traffic Services	0	4,426,880	4,426,880	0.00	41.00	41.00
	Traffic Engineering	1,962,990	3,281,140	5,244,130	0.00	27.00	27.00
	Total	2,708,390	15,749,250	18,457,640	13.00	184.80	197.80
Water Works	Business Services	0	12,861,450	12,861,450	0.00	75.00	75.00
	Commercial Services	0	13,560,770	13,560,770	0.00	107.95	107.95
	Water Supply	0	25,655,490	25,655,490	0.00	134.73	134.73
	Water Distribution	0	18,638,650	18,638,650	0.00	141.65	141.65
	Water Quality and Treatment	0	9,985,970	9,985,970	0.00	41.00	41.00
	Engineering	0	7,336,360	7,336,360	0.00	94.73	94.73
	Information Technology	0	10,445,620	10,445,620	0.00	40.00	40.00
	Water Works Debt Service	0	44,900,000	44,900,000	0.00	0.00	0.00
	Total	0	143,384,310	143,384,310	0.00	635.06	635.06

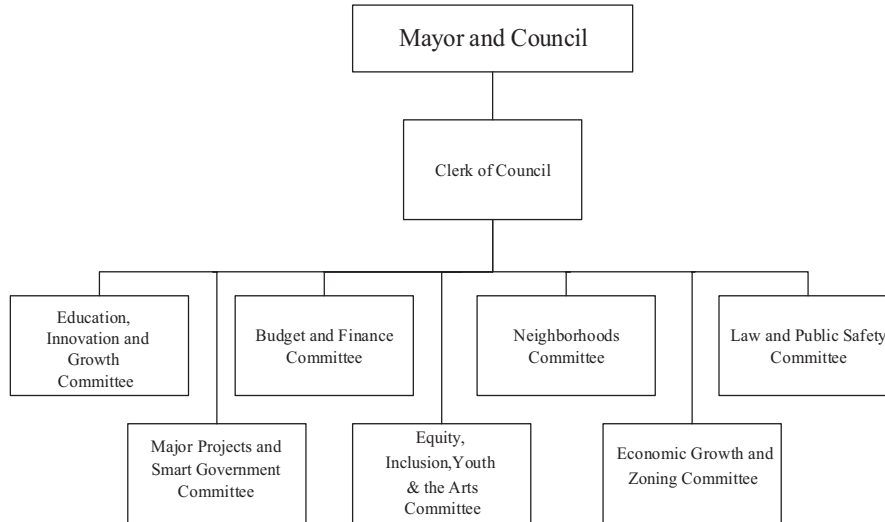


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City Council

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

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	1,600,790	1,545,900	1,668,460	122,560	1,638,640
Employee Benefits	491,570	491,580	500,390	8,810	491,420
Non-Personnel	44,010	44,010	44,460	450	43,200
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,136,370	2,081,490	2,213,310	131,820	2,173,260
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	2,136,370	2,081,490	2,213,310	131,820	2,173,260
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00



Department Agencies

1. Councilmember G. Landsman
2. Interim Councilmember L. Keating
3. Councilmember T. Dennard
4. Councilmember D. Mann
5. Councilmember C. Seelbach
6. Councilmember W. Young
7. Councilmember A. Murray
8. City Councilmembers
9. Councilmember C. Smitherman
10. Interim Councilmember S. Goodin
11. Councilmember B. Sundermann
12. Councilmember J-M Kearney

Agency Summaries

Agency 1: Councilmember G. Landsman

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	117,310	111,210	122,690	11,480	120,500
Employee Benefits	0	0	0	0	0
Non-Personnel	4,890	4,890	4,940	50	4,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	122,200	116,100	127,630	11,530	125,300
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	122,200	116,100	127,630	11,530	125,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00



Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
11,530	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.



Agency 2: Interim Councilmember L. Keating

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	117,310	111,210	122,690	11,480	120,500
Employee Benefits	0	0	0	0	0
Non-Personnel	4,890	4,890	4,940	50	4,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	122,200	116,100	127,630	11,530	125,300
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	122,200	116,100	127,630	11,530	125,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
11,530	0.00 All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.



Agency 3: Councilmember T. Dennard

Description: Councilmember Dennard resigned during FY 2020.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	117,310	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	4,890	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	122,200	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	122,200	0	0	0	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	This agency is no longer active due to the resignation of the Councilmember who was replaced by Councilmember Kearney.

Departmental Budgets

City Council



Agency 4: Councilmember D. Mann

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	117,310	111,210	122,690	11,480	120,500
Employee Benefits	0	0	0	0	0
Non-Personnel	4,890	4,890	4,940	50	4,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	122,200	116,100	127,630	11,530	125,300
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	122,200	116,100	127,630	11,530	125,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
11,530	0.00 All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.



Agency 5: Councilmember C. Seelbach

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	117,310	111,210	122,690	11,480	120,500
Employee Benefits	0	0	0	0	0
Non-Personnel	4,890	4,890	4,940	50	4,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	122,200	116,100	127,630	11,530	125,300
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	122,200	116,100	127,630	11,530	125,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
11,530	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.

Departmental Budgets

City Council



Agency 6: Councilmember W. Young

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	117,310	111,210	122,690	11,480	120,500
Employee Benefits	0	0	0	0	0
Non-Personnel	4,890	4,890	4,940	50	4,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	122,200	116,100	127,630	11,530	125,300
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	122,200	116,100	127,630	11,530	125,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
11,530	0.00 All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.



Agency 7: Councilmember A. Murray

Description: Councilmember Murray resigned during FY 2020.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	117,310	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	4,890	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	122,200	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	122,200	0	0	0	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	This agency is no longer active due to the resignation of the Councilmember who was replaced by Councilmember Sundermann.

Departmental Budgets

City Council



Agency 8: 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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	545,000	545,010	564,250	19,240	554,140
Employee Benefits	491,570	491,580	500,390	8,810	491,420
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,036,570	1,036,590	1,064,640	28,050	1,045,560
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	1,036,570	1,036,590	1,064,640	28,050	1,045,560
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
28,050	0.00 All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.



Agency 9: Councilmember C. Smitherman

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	117,310	111,210	122,690	11,480	120,500
Employee Benefits	0	0	0	0	0
Non-Personnel	4,890	4,890	4,940	50	4,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	122,200	116,100	127,630	11,530	125,300
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	122,200	116,100	127,630	11,530	125,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
11,530	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.



Agency 10: Interim Councilmember S. Goodin

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	117,310	111,210	122,690	11,480	120,500
Employee Benefits	0	0	0	0	0
Non-Personnel	4,890	4,890	4,940	50	4,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	122,200	116,100	127,630	11,530	125,300
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	122,200	116,100	127,630	11,530	125,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
11,530	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.



Agency 11: Councilmember B. Sundermann

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	111,210	122,690	11,480	120,500
Employee Benefits	0	0	0	0	0
Non-Personnel	0	4,890	4,940	50	4,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	116,100	127,630	11,530	125,300
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	0	116,100	127,630	11,530	125,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
11,530	0.00	All Funds	This agency reflects a General Fund increase due to wage increases. There is no change in FTE.

Departmental Budgets
City Council



Agency 12: Councilmember J-M Kearney

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	111,210	122,690	11,480	120,500
Employee Benefits	0	0	0	0	0
Non-Personnel	0	4,890	4,940	50	4,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	116,100	127,630	11,530	125,300
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	0	116,100	127,630	11,530	125,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

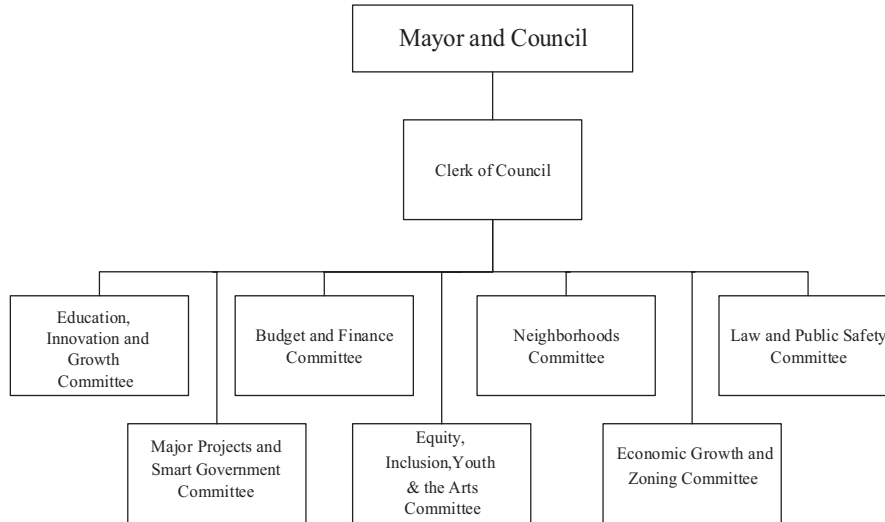
Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
11,530	0.00 All Funds	This agency reflects a General Fund increase due to wage increases. 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

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	652,180	623,420	652,140	28,720	638,100
Employee Benefits	214,940	200,510	239,670	39,160	238,290
Non-Personnel	16,250	13,070	16,410	3,340	15,960
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	883,370	837,000	908,220	71,220	892,350
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	883,370	837,000	908,220	71,220	892,350
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	10.00	0.00	10.00

Departmental Budgets

Office of the Mayor



Department Agencies

- Office Of The Mayor

Agency Summaries

Agency 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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	652,180	623,420	652,140	28,720	638,100
Employee Benefits	214,940	200,510	239,670	39,160	238,290
Non-Personnel	16,250	13,070	16,410	3,340	15,960
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	883,370	837,000	908,220	71,220	892,350
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	883,370	837,000	908,220	71,220	892,350
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	10.00	0.00	10.00

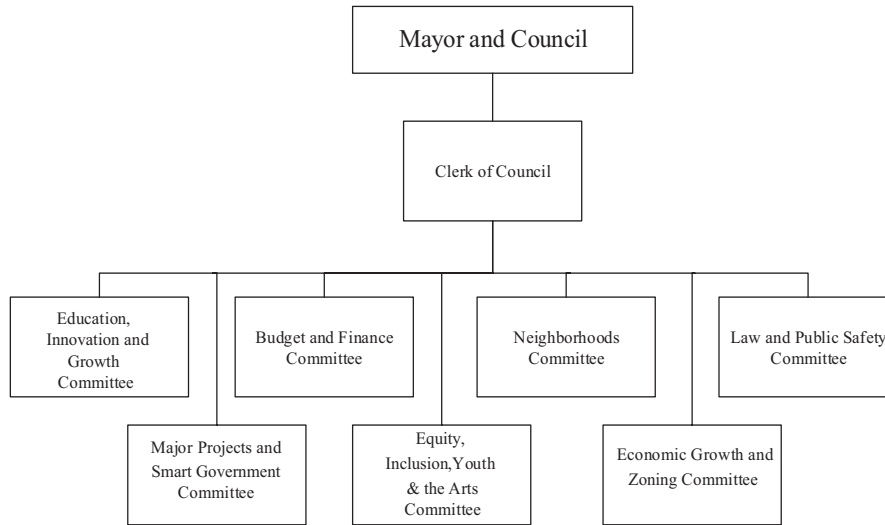
Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
71,220	0.00	All Funds	This agency reflects a General Fund increase due to wage and benefits increases, a 1.0% inflationary factor applied to non-personnel expenses, and the reversal of one-time reductions taken in FY 2021. There is no change in FTE.



Clerk of Council

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



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	366,950	327,880	394,350	66,470	394,970
Employee Benefits	137,280	148,720	134,660	(14,060)	135,280
Non-Personnel	143,200	125,270	144,530	19,260	140,550
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	647,430	601,870	673,540	71,670	670,800
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	647,430	601,870	673,540	71,670	670,800
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	1,000	0	1,000	1,000	1,000
Total Full-time Equivalent Positions	6.60	6.80	6.00	(0.80)	6.00

Departmental Budgets

Clerk of Council



Department Agencies

- Office Of The Clerk Of Council

Agency Summaries

Agency 1: Office Of The 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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	366,950	327,880	394,350	66,470	394,970
Employee Benefits	137,280	148,720	134,660	(14,060)	135,280
Non-Personnel	143,200	125,270	144,530	19,260	140,550
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	647,430	601,870	673,540	71,670	670,800
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	647,430	601,870	673,540	71,670	670,800
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,000	0	1,000	1,000	1,000
Total Full-time Equivalent Positions	6.60	6.80	6.00	(0.80)	6.00

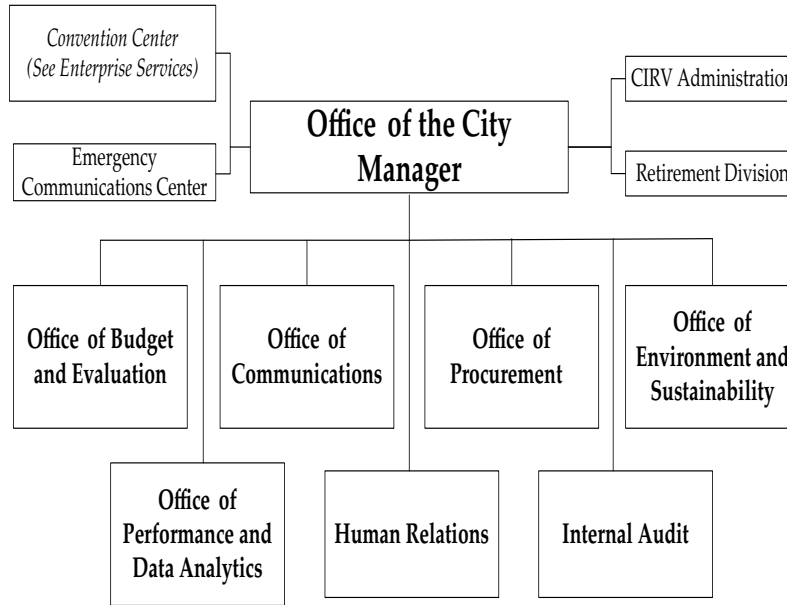
Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
71,670	(0.80)	All Funds	This agency reflects a General Fund increase due to wage and benefits increases, a 1.0% inflationary factor applied to non-personnel expenses, and the reversal of one-time reductions taken in FY 2021. The change in FTE is due to a retirement.



City Manager

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



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	10,980,780	11,476,570	14,474,500	2,997,940	14,686,500
Employee Benefits	4,482,290	4,883,260	5,832,200	948,950	5,862,310
Non-Personnel	3,833,520	4,057,440	11,470,140	7,412,700	11,392,860
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	19,296,590	20,417,270	31,776,840	11,359,590	31,941,670
Operating Budget Restricted					
Personnel Services	860,670	1,109,070	1,286,330	177,260	1,039,430
Employee Benefits	48,880	34,650	120,130	85,480	121,010
Non-Personnel	1,188,100	1,740,750	1,661,870	(78,880)	1,678,440
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,097,650	2,884,470	3,068,330	183,860	2,838,880
Internal Service Funds	235,970	245,190	1,522,770	1,277,580	1,537,670
Total	21,630,210	23,546,930	36,367,940	12,821,030	36,318,220
Consolidated Plan Projects (CDBG)	0	750,000	142,690	(607,310)	149,800
Department Revenue	5,659,000	5,689,000	7,359,000	1,670,000	7,389,000
Total Full-time Equivalent Positions	190.00	199.00	232.73	33.73	232.73

Departmental Budgets

City Manager



Department Agencies

1. City Manager's Office
2. Office Of Budget & Evaluation
3. Emergency Communications Center
4. Office Of Environment and Sustainability
5. Retirement Division
6. Office of Procurement
7. Performance and Data Analytics
8. Internal Audit

Agency Summaries

Agency 1: City Manager's Office

Description: This program provides top-level management of City operations; strategic communication via outlets like the news, internet, and Citicable; oversight of the Cincinnati Initiative to Reduce Violence (CIRV) program; and support for marginalized individuals.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	1,716,130	1,688,820	2,290,520	601,700	2,297,230
Employee Benefits	520,910	523,920	762,880	238,960	764,650
Non-Personnel	1,688,460	2,056,640	9,141,070	7,084,430	9,147,220
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,925,500	4,269,380	12,194,470	7,925,090	12,209,100
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	100,000	100,000	0	(100,000)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	100,000	100,000	0	(100,000)	0
Internal Service Funds	0	0	0	0	0
Total	4,025,500	4,369,380	12,194,470	7,825,090	12,209,100
Consolidated Plan Projects (CDBG)	0	750,000	142,690	(607,310)	149,800
Agency Revenue	2,800,000	2,800,000	2,850,000	50,000	2,850,000
Total Full-time Equivalent Positions	17.00	17.00	22.00	5.00	22.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
210,070	0.00	All Funds	This agency reflects an all funds increase due to wage and benefits increases, a 1.0% inflationary factor applied to non-personnel expenses, and the reversal of one-time reductions taken in FY 2021. There is no change in FTE.



On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
7,013,810	0.00	7,557,650	0.00	General Fund	This represents an ongoing budget adjustment that shifts leveraged support for the City Human Services Fund, Chamber of Commerce Immigrant Center Partnership, Neighborhood Games, Film Commission, Bethany House, Center for Addiction Treatment, Eviction Prevention, GeneroCity 513, Immigrant and Refugee Law Center, Shelterhouse, and the University of Cincinnati's Legal Access Program from the Department of Community and Economic Development to the City Manager's Office.
142,690	1.00	149,810	1.00	Community Development Block Grant	This addition represents the transfer of a Supervising Management Analyst from the Department of Community and Economic Development to the City Manager's Office.
197,580	2.00	204,140	2.00	General Fund	This reflects the addition of two new positions in the Office of the City Manager resulting from the transfer of the Special Events permitting process from the Police Department to the Office of the City Manager.
203,620	2.00	208,720	2.00	General Fund	This represents the addition of a Deputy Director position and an Administrative Technician position for the new Office of Human Services in the City Manager's Office.

One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
200,000	0.00	0	0.00	General Fund	This increase represents funding to restore the Black Lives Matter (BLM) mural on Plum Street outside of City Hall and would also provide funds for a historical plaque explaining the mural's backstory and events centered around the mural.

Departmental Budgets

City Manager



Agency 2: Office Of Budget & 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 programs funded by the Federal government.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	625,370	595,730	646,380	50,650	653,200
Employee Benefits	185,930	171,180	209,910	38,730	212,930
Non-Personnel	68,210	97,870	75,710	(22,160)	73,100
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	879,510	864,780	932,000	67,220	939,230
Operating Budget Restricted					
Personnel Services	140,670	110,660	140,660	30,000	140,660
Employee Benefits	48,880	34,650	48,880	14,230	48,880
Non-Personnel	6,090	1,500	6,220	4,720	6,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	195,640	146,810	195,760	48,950	195,770
Internal Service Funds	0	0	0	0	0
Total	1,075,150	1,011,590	1,127,760	116,170	1,135,000
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	9.00	(1.00)	9.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
116,170	(1.00) All Funds	This agency reflects a General Fund increase due to wage and benefits increases, non-personnel increases, and the reversal of one-time reductions from FY 2021. The change in FTE is due to the elimination of a position due to ERIP.



Agency 3: Emergency Communications Center

Description: The Emergency Communications Center's responsibilities focus on public safety by directly supporting the mission of emergency responders, including law enforcement, fire, and emergency medical services.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	7,420,290	7,591,470	8,901,540	1,310,070	9,076,190
Employee Benefits	3,316,040	3,656,390	4,013,180	356,790	4,021,220
Non-Personnel	145,150	151,850	160,440	8,590	155,580
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	10,881,480	11,399,710	13,075,160	1,675,450	13,252,990
Operating Budget Restricted					
Personnel Services	720,000	998,410	970,010	(28,400)	720,010
Employee Benefits	0	0	0	0	0
Non-Personnel	238,860	613,200	619,340	6,140	625,530
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	958,860	1,611,610	1,589,350	(22,260)	1,345,540
Internal Service Funds	0	0	0	0	0
Total	11,840,340	13,011,320	14,664,510	1,653,190	14,598,530
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,300,000	1,300,000	1,300,000	0	1,300,000
Total Full-time Equivalent Positions	134.00	137.00	141.00	4.00	141.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,207,770	0.00	All Funds	This agency reflects a General Fund Increase due to wage increases and the reversal of one-time reductions taken in FY 2021. There is no change in FTE.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
75,000	0.00	75,000	0.00	General Fund	This increase will provide for the addition of up to three part-time Training Instructors to provide continuing education to personnel.
370,430	4.00	387,790	4.00	General Fund	This increase will provide resources for the addition of positions for a new Quality Assurance (QA) team to allow for greater proactive reviews of a larger quantity of calls and allow for better training opportunities and call quality improvement.

One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
250,000	0.00	0	0.00	9-1-1 Cell Phone Fees	This represents increased reimbursements from the 9-1-1 Cell Phone Fees Fund to the General Fund.
(250,000)	0.00	0	0.00	General Fund	

Departmental Budgets

City Manager



Agency 4: Office Of Environment and Sustainability

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

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	442,190	497,310	547,670	50,360	544,390
Employee Benefits	155,180	162,730	200,310	37,580	200,610
Non-Personnel	1,860,240	1,704,880	1,772,230	67,350	1,724,220
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,457,610	2,364,920	2,520,210	155,290	2,469,220
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	843,150	1,026,050	1,036,310	10,260	1,046,680
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	843,150	1,026,050	1,036,310	10,260	1,046,680
Internal Service Funds	235,970	245,190	264,720	19,530	270,200
Total	3,536,730	3,636,160	3,821,240	185,080	3,786,100
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,559,000	1,589,000	1,559,000	(30,000)	1,589,000
Total Full-time Equivalent Positions	7.00	9.00	8.73	(0.27)	8.73

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
115,550	(0.27)	All Funds	This agency reflects an all funds increase due to wage and benefits increases, increases in non-personnel expenses, and the reversal of reductions from FY 2021. The change in FTE is due to the change in the hours worked for a position.



Agency 5: 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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	0	0	0	0	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	12.00	12.00	13.00	1.00	13.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	1.00	All Funds	The Operating Budget for this program is developed separately and subject to the approval of the Retirement Board. Only the FTE are reflected here. The change in FTE is due to a position that is temporarily double-filled.

Departmental Budgets

City Manager



Agency 6: Office of Procurement

Description: Performs competitive bids, reverse auctions, demolition bids, professional services proposals, procurement cards, citywide vendor registration, and record management for all City contracts. Provides printing, mail and store services to all City agencies.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	750,850	750,850	770,550
Employee Benefits	0	0	234,110	234,110	248,050
Non-Personnel	0	0	216,010	216,010	190,960
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	1,200,970	1,200,970	1,209,560
Operating Budget Restricted					
Personnel Services	0	0	175,660	175,660	178,760
Employee Benefits	0	0	71,250	71,250	72,130
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	246,910	246,910	250,890
Internal Service Funds	0	0	1,258,050	1,258,050	1,267,470
Total	0	0	2,705,930	2,705,930	2,727,920
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	1,650,000	1,650,000	1,650,000
Total Full-time Equivalent Positions	0.00	0.00	24.00	24.00	24.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,447,880	24.00	All Funds	This agency reflects an all funds increase due to the transfer of functions from the Department of Finance. The change in FTE is due to the transfer of functions from the Department of Finance.



Agency 7: Performance and Data Analytics

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

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	482,370	800,310	1,006,690	206,390	1,010,530
Employee Benefits	168,540	248,280	284,090	35,820	285,970
Non-Personnel	57,760	38,410	90,800	52,390	88,300
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	708,670	1,087,000	1,381,580	294,600	1,384,800
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	708,670	1,087,000	1,381,580	294,600	1,384,800
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	10.00	11.00	1.00	11.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
294,590	1.00	All Funds	This agency reflects a General Fund increase due to wage and benefits increases, an increase in non-personnel expenses, and the reversal of FY 2021 reductions. The change in FTE is due to the addition of a Division Manager per Ordinance No. 0190-2020.

Departmental Budgets

City Manager



Agency 8: Internal Audit

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

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	294,430	302,930	330,850	27,920	334,410
Employee Benefits	135,690	120,760	127,720	6,960	128,880
Non-Personnel	13,700	7,790	13,880	6,090	13,480
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	443,820	431,480	472,450	40,970	476,770
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	443,820	431,480	472,450	40,970	476,770
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00	4.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
40,970	0.00	All Funds	This agency reflects a General Fund increase due to wage and benefits increases, a 1.0% inflationary factor applied to non-personnel expenses, and the reversal of one-time reductions taken in FY 2021. There is no change in FTE.



Project Plans – Office of Budget and Evaluation

Budget Document Enhancements

Funding: 050x102x0000



Description: The Office of Budget & Evaluations will implement changes to the Approved Budget Document and the Budget In Brief to provide an enhanced display of information through the leveraging of technology to be more efficient.

Progress Milestones

Produce Approved FY 2022-2023 Biennial Budget Document

September 2021

The Approved FY 2022-2023 Biennial Budget Document will be produced in July/August 2021. Changes to the budget document will be made to improve the display of information while staying within the guidelines of the criteria promulgated by the Government Finance Officers Association (GFOA).

Produce FY 2022-2023 Budget In Brief Document

September 2021

The Budget In Brief Document is the companion to the Approved Budget Document. Changes will be made to the Budget In Brief to present new data and/or present data in new formats to provide an enhanced version of the document.

Initiate Request for Proposal (RFP) Process for New Software

Fall 2021

In the Fall of 2021, a Request for Proposal (RFP) will be issued to explore options for some combination of either new budget software or new budget document publishing software. The goal will be to identify vendors who can provide solutions that leverage technology to produce the City's annual budget and its related documents.

Select Vendor

February 2022

At the conclusion of the RFP process, a vendor(s) will be selected to provide the solutions determined to be the best fit for the needs of the budget process.



Project Plans – Emergency Communications Center

Protocol System Implementation

Funding: Capital, 980x103x0000



Description: In ECC's FY22 budget request, the department has requested funds to expand the current emergency medical dispatch protocol system to include police and fire protocols. If approved, this will be a significant project for the ECC requiring technology additions/updates, operational changes, and training of all staff.

Progress Milestones

Phase 1: Implementation Planning w/ Priority Dispatch **August 31, 2021**

ECC Admin and IT will complete a series of meetings with Priority Dispatch and other internal stakeholders to assign tasks and benchmark deadlines.

Phase 2: Software Installation **October 31, 2021**

This benchmark will encompass Computer Aided Dispatch (CAD) configuration changes and technology solutions to successfully complete install of new protocol software.

Phase 3: Training **February. 28, 2022**

All operational staff must complete 32 hours of training to obtain Emergency Fire Dispatcher (EFD) and Emergency Police Dispatcher (EPD) certification in addition to 8 hours of software training. Employees tasked with quality assurance duties will complete an additional 32 hours of training to obtain EFD-Q and EPD-Q certifications. This phase will also include policy revision/creation distribution.

Phase 4: System Startup **April 1, 2022**

Final checks of system configuration will be completed in preparation for the go-live date. Upon go-live date, operational staff will process all calls for service using EMD, EFD, and EPD protocols.

Phase 5: Post Live Analysis **May 31, 2022**

Complete a post live analysis to evaluate the need of any configuration or system adjustments and identify any policy gaps.



Hiring Process Refinement

Funding: General, 050x103x0000



Description: The ECC will be responsible for the hiring process of all ECC positions, including E911 Operators and Assistant Operator and Dispatchers. This project will include revamping the testing process to ensure the department is adequately evaluating skill levels of potential candidates.

Progress Milestones

Select a testing vendor for the E911 Operator skills based examination August 1, 2021

Meet with various vendors for demos and select products .

Revamp Interview questions August 31, 2021

This milestone includes updating questions and potentially moving some of the interview questions to a pre-eligible list activity via HR’s e-skills testing platform.

Finalize the skills-based testing modules and the scoring of the exams September 15, 2021

Once testing vendor(s) are selected and contracts are finalized (if applicable), the weight/scoring of each module will need to be determined.

Validation/Selection of a Behavior-based assessment September 30, 2021

ECC will evaluate if the current behavioral based assessment utilized (vendor: PSI) fits the current needs of the department and/or select another vendor if needed (may involve meeting with other vendors/companies such as Pradco, etc.).

Finalization of the hiring process October 31, 2021

Once all vendors are selected and exams and interview questions are finalized, the ECC will finalize the order of all steps and the timeline necessary for each step to be completed. Each job posting will need to include a detailed timeline of the hiring process so candidates have a better idea of the steps and the duration of the process.



Technology Stabilization

Funding: 911 Cell Phone Fee Fund, 364x103x0000



Description: Improve cyber-security posture and disaster preparedness of ECC's critical technology systems with robust backup and recovery strategy.

Progress Milestones

Radcliff Uninterruptible Power Supply (UPS)

October 29, 2021

ECC IT Support will coordinate actions necessary to replace the existing, out-of-support UPS battery backup system with a new UPS that offers greater redundancy, to better safeguard power to critical ECC infrastructure.

Computer-Aided Dispatch (CAD) Backup Solution

December 31, 2021

ECC IT Support will identify, procure, install, and implement an appropriate off-site backup solution for the production CAD environment to safeguard against ransomware and similar attacks.

CAD Network Isolation

February 28, 2022

ECC IT Support will work with ETS-Networking to design, procure, install, and implement devices, configurations, and strategies necessary to isolate the network supporting the CAD from the remainder of the city's network.



Improvement Plans

Event Processing with ShiftCincy

Funding: *General, 050x103x0000*

Data Source: CAD, ECaTS, and NICE, ECC Software



Description: ECC will be working with OPDA’s ShiftCincy continuous improvement curriculum. Through the improvement process, the department hopes to identify and access data to capture the total event processing time. Event processing time begins when we answer a citizen’s emergency call or are otherwise notified of an emergency event and ends when first responders are notified. With appropriate data available, ECC can look for ways to streamline event processing to meet NFPA and other industry standards.

Performance Indicators



Average Talk Time

Goal: Reduce

“Talk time” is the unit of measure for how long our call-takers are spending talking to callers. From data currently available, our average talk time appears high compared to other emergency communications centers of similar size and call volume.



Event Creation Time

Goal: Meet NFPA standard

The first component to measuring event processing time is event creation time, which begins when the call-taker initially answers the call or receives a new emergency event and ends when a new, pending incident record has been added to the computer-aided dispatch (CAD) software that is ready for dispatch.



Event Assignment Time

Goal: Meet NFPA standard

The second component to measuring event processing time is event assignment time, which begins when a new incident has been added to the CAD pending queue and ends when an emergency response unit (first responder) has been assigned, assuming an emergency response unit is available to be assigned.



Quality Assurance Program Stabilization

Funding: General, 050x103x0000

Data Source: NICE Evaluator and AQUA, ECC software

Description: Ensure equity within the program and consistently meet or exceed the number of case evaluations per industry standards.



Performance Indicators



Fill QA-Focused Job Classification

Goal: 4 new positions

The ECC is working to create a new class spec for dedicated full time positions to be responsible for the quality assurance workload. Currently, our supervisors are tasked with completing case evaluations among their daily operational duties.



APCO Standard (Police, Fire, Medical)

Goal: Meet 2% standard

Industry standards requiring 2% of overall calls for service be evaluated to aid in consistent and ongoing improvement in the delivery of call taking and dispatch services.



IAED Standard (Medical Only)

Goal: Meet 3% standard

The ECC utilizes IAED Emergency Medical Dispatch Protocols to process medical related calls for service. IAED has a QA/QI standard requiring 3% of annual call volume of medical calls be evaluated to assess and improve protocol compliance.



Project Plans – Office of Environment & Sustainability

Cincinnati Solar Project

Funding: N/A, project will be paid through all electricity bills over time



Description: The 100 MW of solar will be constructed in Highland County, Ohio to serve the Cincinnati Government and the electric Aggregation program. Expected date in service is December 15th, 2021.

Progress Milestones

50% Construction Completion	09/01/2021
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50% of the array will be constructed.

Energize the Array (City accounts)	12/15/2021
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The array will be completed and energy will begin to be delivered to the City for City accounts

Energize the array (Aggregation Program)	05/01/2022
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Energy will begin being delivered to the Aggregation Program



Cincinnati Energy Efficiency Upgrade

Funding: *Funding request is made in FY22 Budget*



Description: The City will upgrade facilities to LED lights and replace outdated R22 HVAC units. A final contract with defined scope will be ready by the end of May 2021.

Progress Milestones

Site Prep Begins

07/01/2021

Contractors will begin accessing City facilities and starting preliminary work

Project completed

05/01/2022

Work will have been completed by the contractor.



Commercial Waste Hauler Franchisee Program



Funding:

Description: OES recently was given management over the Commercial Waste Hauler Franchise Fee Program. We will increase franchisees and establish enforcement protocols for operators in the City without a franchise to increase waste diversion, recycling, and increase revenue for the program.

Progress Milestones

Develop education materials for haulers, developers, and inspectors	July 2021
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Developer brochures. Work with various departments to ensure the city does not issue permits or do business with non franchisees haulers. Create customer service request tickets so residents can report violations.

Begin Enforcement	July 2021
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Align dumpster checks with existing construction site inspection program. Follow up on leads of reported violations. Issue fines.

Quarterly Financial Reports	Quarterly
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Franchisees submit quarterly financial reports due within 30 days following the quarter. Calendar quarters: 1st Qt Jan, Feb, Mar; 2nd Qt Apr, May, Jun; 3rd Qt. July, Aug, Sep; 4th Qt Oct, Nov, Dec. Confirm Financial Reports are submitted and prepare quarterly income summary report.

Annual Auditor Reports	May 2022
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Annual Auditor reports are due 120 days following the FY. If Jan to Dec FY, report due May 1. Verify autos report submitted by all franchisees

Annual Program Report to City Manager	June 2022
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Total income, total number of inspections, total number of violations reported, total number of fines issues



Plastic Bag Ban Implementation

Funding: Program is not funded at this time. The request for funding mechanism will be made at a later date.



Description: OES will be looking to implement the Plastic Bag Ban that is scheduled to take effect in January 2022 following the State moratorium period on plastic bag bans. This is contingent upon no further changes in State legislation prohibiting plastic bag bans.

Progress Milestones

Finalize Administrative Regulations **September 31, 2021**

Finalize the administrative rules and regulations for the implementation of Chapter 802 of the Cincinnati Municipal Code relating to the regulation of plastic and paper bags ahead of the State moratorium expiring on January 15, 2022.

Procedures and Structure **December 31, 2021**

Multiple entities in the City organization play a role and have a responsibility to ensure the successful implementation of the rules and regulations affecting single-use plastic and paper bags. These must be proposed and approved no later than December 31, 2021.

Program Management **December 31, 2021**

The Program Manager will be seated in and directly report to the Director of the Office of Environment and Sustainability. OES will be responsible for staffing and implementing equity and inclusion, promotion, educational, citizen complaint response, and registration and biannual report compliance review efforts pertaining to the single-use plastic and paper bag rules and regulations at the direction of the Program Manager.

Initial Registration Period **July 31, 2022**

Existing food service establishments and restaurants must register with the City.

Charge Collection **August 1, 2022**

Affected businesses must start collecting a charge of at least \$.05 per bag provided to customers.

First Biennial Reporting **January 31, 2023**

Each affected business is required to submit biannual reports. The first biennial reporting period will end on the first July 31 or January 31, whichever is earlier, falling at least six months after the minimum bag charge starts being collected. It is expected this will be January 31, 2023.



Project Plans - Office of Performance & Data Analytics

CAGISEdge Accela Migration (B&I and City Planning)



Funding: \$1,621,000 (contract maximum), 980x091x\$\$0921
\$400,000, 980x091x220921

Description: The City entered a contract with Accela in 2020 to migrate B&I, City Planning and Law workflows to the latest version of the Accela software. This version is called CAGISEdge for internal work and EzTrak for the customer interface. Due to budget constraints, some of the original contract scope will be completed by CAGIS.

Progress Milestones

Complete Accela Migration Contract

August 2021

The current scope of work of the Accela Migration Contract is scheduled to be completed in August 2021.

Develop Project Plan

October 2021

Develop a project plan for the items that were removed from the scope of the Accela contract. This work will be completed by CAGIS staff. This plan will include an internal training plan, communications plan and detailed plan for Go Live.

Implement Project Plan

November 2021

Begin implementing the project plan. This project plan will last for several months and will likely be completed in FY23.



Data Warehouse Expansion

Funding: 050x108x0000x711



Description: The purpose of this project is to incorporate additional layers of redundancy to the Department’s data infrastructure. The proposed expansion will add two additional Oracle databases (Archive, Test) to reduce the impact on the production databases.

Progress Milestones

Define Funding Needs	July 2021
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Confirm with ETS that we have available resources (software/licenses) to start the project.

Asset Inventory	December 2021
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Identify which assets will reside in the different databases. In addition, add an update schedule to the Archive Database.

Backup Current Databases	March 2022
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Work in collaboration with ETS to back-up current production databases to have a way to revert back if we have a major setback during the project implementation.

Create, Test and Backup New Databases	June 2022
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This part of the project is to create, configure and document the process generating a network diagram where we can layout the new data infrastructure.

Generate Maintenance Cycle	July 2022
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After configuring the new data infrastructure we will proceed to generate proper maintenance routines to improve the system stability.



Cincinnati Community Survey



Funding: \$200,000, 050x108x0000x7289

Description: The City will conduct, with the support of a vendor, a statistically significant and proportionally representative community perception survey that provides the unbiased reflections of City of Cincinnati residents on targeted City operations. The results of the survey will inform the administration about specific processes and the areas in which they may benefit from additional process improvement. The vendor selection will be finalized by the end of FY21.

Progress Milestones

Develop Project Strategic Plan

July 2021

OPDA and the vendor will work collaboratively to scope and design the strategic plan for the execution of the Cincinnati Community Survey project.

Co-design Survey

FY22 Q1

The selected vendor will lead the survey design process. OPDA will provide support in communicating with City Departments to craft survey question language and review the overall survey to ensure the final product is in line with the original purpose and intent of the project.

Distribute Survey & Collect Responses

FY22 Q2 & Q3

Distribution of the survey and collection of survey responses will be conducted and monitored by the selected vendor. OPDA will be updated, per the strategic plan, as to progress throughout the distribution and collection phase and will be notified immediately if any unforeseen roadblocks arise during this process.

Conduct Analysis & Prepare Reports

FY22 Q4

The selected vendor will prepare the initial analysis and reports. OPDA will review the preliminary findings and work collaboratively with the vendor in producing finalized reporting.

Present Findings to City Manager

FY22 Q4

OPDA will present all final reporting and findings to the City Manager.



ShiftCincy



Funding: 050x108x0000x7111

Description: ShiftCincy is a newly created immersive training program focused on continuous and quality improvement within the City of Cincinnati government. During this program, City employees will learn the tenets of Continuous Improvement, apply learned techniques to their own departmental projects and processes, and evaluate testing outcomes to determine changes that result in sustainable process improvements. Projects will be chosen through performance agreement improvement projects or proposed by OPDA through ongoing Stats or projects with the office.

Progress Milestones

Review & Revise Core Curriculum **September 2021**

OPDA created a continuous improvement curriculum during summer 2020. The core curriculum will be reviewed and updated based on feedback from the OPDA pilot cohort and a renewed focus on instilling a solutions oriented problem solving mindset in participants.

Pilot Program with ECC **Fall 2021**

OPDA plans to pilot ShiftCincy with its first external department in Fall of 2021. ECC has agreed to participate with a goal of reducing Call Processing Time through the vehicle of continuous improvement science.

Evaluate Pilot **December 2021**

OPDA will evaluate the feedback and experience of ECC ShiftCincy participants in regards to curriculum, training, resources, application, and results. The data reviewed from this evaluation may result in additional revisions to the program before the start of the Spring cohort.

Spring Cohort Begins **March 2021**

OPDA will review improvement plans within the FY22 performance agreements, as well as CMO priorities, in evaluating possible departmental participants for the Spring Cohort. OPDA will then work with departments to identify interest, baseline data, and feasibility. A selection of 2-4 departments will be chosen to participate.



Public Records Process Improvements

Funding: General Fund, personnel



Description: OPDA will investigate opportunities to improve the management of the City's public records.

Progress Milestones

Feasibility Analysis

September 2021

Complete a feasibility analysis to research and understand alternatives for public records management and improvements to current processes.

Propose Recommendation for Project Plan

October 2021

Develop a recommendation for a project plan to improve the City's public records management and propose the City Manager.

Implement Project Plan

November 2021

Begin implementing the agreed upon project plan. This project plan will last for several months and will likely be completed in FY23.

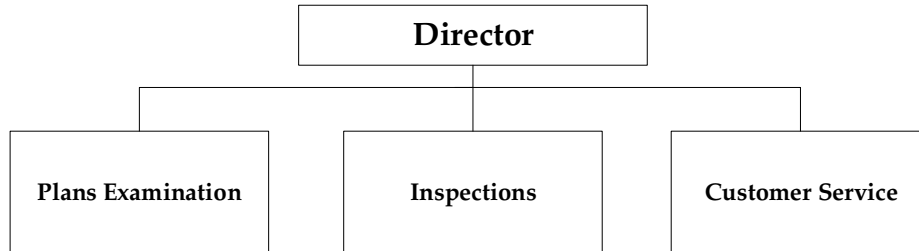


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Buildings & Inspections

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



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	6,262,170	5,628,380	6,865,450	1,237,070	6,875,540
Employee Benefits	2,576,740	2,140,150	2,579,290	439,140	2,596,270
Non-Personnel	734,440	832,400	1,156,310	323,910	1,055,070
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,573,350	8,600,930	10,601,050	2,000,120	10,526,880
Operating Budget Restricted					
Personnel Services	173,970	1,273,320	1,051,170	(222,150)	1,083,170
Employee Benefits	74,310	595,060	515,120	(79,940)	538,340
Non-Personnel	854,790	907,210	1,443,590	536,380	1,449,670
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,103,070	2,775,590	3,009,880	234,290	3,071,180
Internal Service Funds	0	0	0	0	0
Total	10,676,420	11,376,520	13,610,930	2,234,410	13,598,060
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	15,969,260	14,273,000	14,095,370	(177,630)	14,120,370
Total Full-time Equivalent Positions	110.50	116.50	120.50	4.00	120.50

Departmental Budgets

Buildings & Inspections



Department Agencies

1. Buildings & Inspections, Licenses & Permits
2. Property Maintenance Code Enforcement

Agency Summaries

Agency 1: Buildings & Inspections, Licenses & Permits

Description: This agency is responsible for plan examinations, zoning plan reviews, construction inspections, plumbing inspections, and elevator inspections. The agency is also responsible for related administrative, customer service, and permit issuance functions.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	4,862,770	4,902,630	5,370,160	467,530	5,395,610
Employee Benefits	1,952,020	1,891,940	2,087,540	195,600	2,093,540
Non-Personnel	487,010	597,260	807,580	210,320	716,840
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,301,800	7,391,830	8,265,280	873,450	8,205,990
Operating Budget Restricted					
Personnel Services	43,580	32,920	43,580	10,660	43,580
Employee Benefits	18,790	13,860	18,790	4,930	18,790
Non-Personnel	7,090	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	69,460	46,780	62,370	15,590	62,370
Internal Service Funds	0	0	0	0	0
Total	7,371,260	7,438,610	8,327,650	889,040	8,268,360
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	15,054,260	12,852,950	12,666,000	(186,960)	12,691,000
Total Full-time Equivalent Positions	76.00	76.00	75.00	(1.00)	75.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
889,040	(1.00)	All Funds	This agency reflects an all funds increase due to wage increases and the reversal of one-time reductions taken in FY 2021. The change in FTE is due to an internal reorganization of staff.



Agency 2: Property Maintenance Code Enforcement

Description: This agency addresses complaints of sub-standard housing, zoning violations, and blight/code violations through inspections of commercial and residential premises. The agency is also responsible for related customer service and permit issuance functions.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	1,399,400	725,750	1,495,290	769,540	1,479,930
Employee Benefits	624,720	248,210	491,750	243,540	502,730
Non-Personnel	247,430	235,140	348,730	113,590	338,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,271,550	1,209,100	2,335,770	1,126,670	2,320,890
Operating Budget Restricted					
Personnel Services	130,390	1,240,400	1,007,590	(232,810)	1,039,590
Employee Benefits	55,520	581,200	496,330	(84,870)	519,550
Non-Personnel	847,700	907,210	1,443,590	536,380	1,449,670
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,033,610	2,728,810	2,947,510	218,700	3,008,810
Internal Service Funds	0	0	0	0	0
Total	3,305,160	3,937,910	5,283,280	1,345,370	5,329,700
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	915,000	1,420,050	1,429,380	9,330	1,429,380
Total Full-time Equivalent Positions	34.50	40.50	45.50	5.00	45.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,035,110	4.00	All Funds	This agency reflects an all funds increase due to wage increases and the reversal of one-time reductions taken in FY 2021 and the transfer of the Private Lot Abatement Program (PLAP) during FY 2021. The change in FTE is due to the transfer of PLAP staff.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
76,790	1.00	80,570	1.00	Stormwater Management	This increase would provide resources for an Administrative Technician position to assist in the administration of the Private Lot Abatement Program (PLAP).
225,000	0.00	229,500	0.00	Stormwater Management	This increase would provide additional resources for contractor expenses related to mitigation and cleanup as part of the Private Lot Abatement Program (PLAP) to meet the expected need for services.
8,480	0.00	8,650	0.00	Stormwater Management	This increase would provide resources for the Private Lot Abatement Program (PLAP)'s fleet of vehicles that require annual scheduled and unscheduled maintenance.



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Project Plans - Department of Buildings & Inspections

Implementation of CAGIS EDGE

Funding: \$1,621,000 (contract maximum), 980x091x\$0921
\$400,000, 980x091x220921



Description: Completion of the CAGIS Edge project is a top priority for the Department. Once complete, this tool will automate and bring online many customer service functions and internal workflows of the Department—leading to more efficient service delivery.

Progress Milestones

Complete Accela Contract	August 31, 2021
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Continue working with Accela, CAGIS, and OPDA to complete all technical sessions.

Determine Go-Live Date for CAGIS Edge	October 31, 2021
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In conjunction with CAGIS and OPDA figure out the most logical go-live date for early 2022, once all tasks are completed and all appropriate testing has been conducted.

Develop Roll-Out Program for Internal and External Users	December 31, 2021
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Complete plan to roll-out CAGIS Edge to all staff and clients in conjunction with developing a training program for internal users and a communications and education plan for external users.

Implement Training Program for Staff Users	January 31, 2022
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Implement an in-depth training program for all staff to learn, test, and be able to understand and explain to external users in a simple way.

Finalize Communications and Education Program for Client Users	February 28, 2022
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Continue coordinating a communications strategy and education plan with CAGIS and OPDA for external client users, including soliciting and incorporating feedback from select clients.

Work through Transition Period	Spring 2022
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Once the system is fully live, we will work to make sure staff and clients feel comfortable using CAGIS Edge.



Implementation of CAGIS EDGE

Funding: \$1,621,000 (contract maximum), 980x091x\$\$0921
\$400,000, 980x091x220921



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Continue coordinating a communications strategy and education plan with CAGIS and OPDA for external client users, including soliciting and incorporating feedback from select clients.

Work through Transition Period	Spring 2022
---------------------------------------	--------------------

Once the system is fully live, we will work to make sure staff and clients feel comfortable using CAGIS Edge.



Outreach Enhancement

Funding: Federal Funds(CDBG) and HARBOR, if available



Description: B&I will utilize the Housing Services Coordinator to provide assistance to owners and tenants in need. Tenants can receive assistance in relocation when their units are being declared unsafe or unfit. For owners who have code violations and are unable to afford the necessary repairs, B&I will triage available resources that match up the owner’s situation and assist them through the resource application process. Additionally, this resource will work with the CERT team on hoarding cases and collaborate with Neighborhood Councils and Community Development Corporation to assist owners in working through the notice of violation process to identify the most effective way of resolving code issues.

Progress Milestones

Revised Landlord Ordinance to Council **August 1, 2021**

Revised Landlord Ordinance referred from the Law Department, assigned to the Council Committees for Review and Process and presented to the City Council for Vote of Adoption.

Hire and Onboard Housing Services Coordinator **September 1, 2021**

Create Position Class Specification, advertise the position, interview candidates and hire individual as Housing Service Coordinator

Revise Relocation Program **December 1, 2021**

Create a process to route Vacated Tenants to the Housing Service Coordinator for relocation assistance funded from CBG Block Grants, helping identify available housing resources. Aide in apartment showings and relocation payments.

Revise Financial Assistance Program **February 1, 2022**

Create a pamphlet of available financial assistance resources (Harbor, PWC, Invest in Neighborhoods, Pro Seniors, Home Improvement Center and Community Action Agency) advising Homeowners of appointment availability with Housing Service Coordinator to help determine best resource for homeowners need and application assistance.

Create Neighborhood Outreach **March 1, 2022**

Establish a rotating calendar for attendance to neighborhood community group meetings (estimated each community group meets 1 time per month). Work in collaboration with CERT Team on hoarding cases from community referrals for individual evaluations and site cleanup.



Blighted Vacant Lot Mitigation



Funding: General Funds/Staff hours and from cost avoidance of maintenance on the lots (Fund 107)

Description: A significant number of blighted vacant lots have their grass cut annually by the City, with the costs of that work being placed as a lien on the property. This program would take these lots that are behind in their taxes through the expedited foreclosure process and make them available to adjoining property owners provided they maintain the property in accordance with City Code.

Progress Milestones

Establish Criteria **August 15, 2021**

Define and establish criteria for selection of two neighborhoods as a Pilot Program, and establish criteria for the vacant lots within the PLAP Program that would be candidates for mitigation.

Lot Identification **December 15, 2021**

Identify vacant lots within the PLAP Program meeting the established criteria, and identify potential buyers that encompass the vacant lots that were identified.

Foreclosure Process and Application Development **March 15, 2022**

Submit identified lots to Law and work together to develop an expedited foreclosure process and develop criteria for any potential buyer. Create an application and background process for all potential buyers. Define a selection process if more than one party submits an application.

Neighborhood Outreach **June 1, 2022**

Develop a process to inform any potential buyer of the opportunity to acquire the vacant lot. Work with CAGIS to develop a website portal for information and the application process.

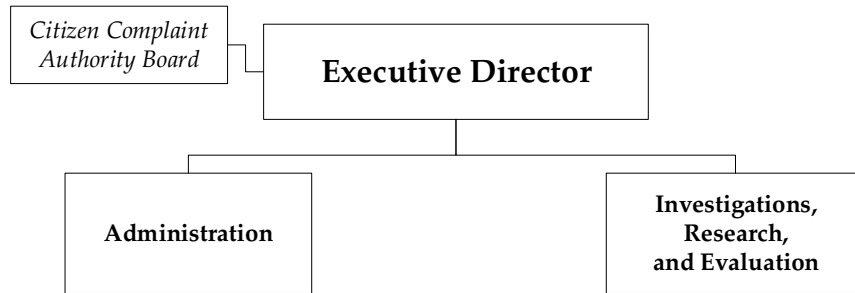
Property Transfer And Pilot Program Evaluation **July 1, 2022**

Transfer ownership of identified properties to the selected applicant. Create a monthly inspection schedule to monitor all transferred properties. Evaluate the success of the Pilot Program for six months for possible expansion into other communities.



Citizen Complaint Authority

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



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	504,970	580,900	679,240	98,340	686,810
Employee Benefits	158,410	219,050	206,800	(12,250)	208,820
Non-Personnel	28,250	99,080	54,040	(45,040)	52,550
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	691,630	899,030	940,080	41,050	948,180
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	691,630	899,030	940,080	41,050	948,180
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	8.00	8.00	0.00	8.00

Departmental Budgets

Citizen Complaint Authority



Department Agencies

1. Citizen Complaint Authority

Agency Summaries

Agency 1: Citizen Complaint Authority

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

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	504,970	580,900	679,240	98,340	686,810
Employee Benefits	158,410	219,050	206,800	(12,250)	208,820
Non-Personnel	28,250	99,080	54,040	(45,040)	52,550
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	691,630	899,030	940,080	41,050	948,180
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	691,630	899,030	940,080	41,050	948,180
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	8.00	8.00	0.00	8.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
41,040	0.00	All Funds	This agency reflects a General Fund increase due to increases in wages, materials and supplies, and subscriptions. There is no change in FTE.



Project Plans – Citizen Complaint Authority

Website Refresh



Funding: \$2,000, 050x181x1500x7111; 050x181x1500x7200

Description: CCA will update current website to improve transparency and generate more content for public education and knowledge sharing as it relates to investigation reports, CCA recommendations, and case outcomes and consequences. CCA will make its website and its reported data more user-friendly. The goal is to improve the visual appeal and interactive design of its website.

Progress Milestones

Evaluate Current Website

August 2021

CCA will conduct a review of the current website, identifying areas for improved functionality, communication, and public presence. The evaluation will result in a strategic plan to move forward with the website refresh.

Collaborate with ETS

September 2021

CCA will continue to consult with ETS to determine the feasibility of desired website changes, as it relates to the City-wide website refresh and CMO directives.

Drafting a Beta Version of New Webpage

December 2021

Draft a mock-up version of the improved website, to include recommendations, full investigation reports, inclusive outreach engagement for english and spanish-speaking communities, with a bright and visually appealing design layout. Provide beta version to CCA ambassadors and other various audiences to test and review based on experience.

Collect Feedback & Revisions

January 2022

Collect feedback from individuals who tested the beta version of the website. Review feedback with CCA Director and update the website with any additional revisions identified based on user insights.

Go-Live with Publishing Updated Website

February 2022

Publish the updated version of the website for public access.



CCA Ambassadors

Funding: \$3,000, 050x181x1500x7111; 050x181x1000x7200



Description: CCA seeks to build a cadre of individual or organizational ambassadors to help carry out the agency’s mission in the community. This citizen-to-citizen community outreach program will amplify CCA's efforts to improve police community relations through mutual accountability and complaint prevention. Ambassadors will

Progress Milestones

Identify Targets	July 2021
CCA will identify target entities for increased outreach through CCA presentations, meetings, and event staffing. Targets should include neighborhoods from which CCA has historically seen relatively high numbers of complaint filings; neighborhoods that may be underutilizing CCA’s services; community councils within targeted neighborhoods; schools within targeted neighborhoods; and underserved populations generally, such as foreign language speakers and those with disabilities.	
Consult with Existing Stakeholders	August 2021
CCA will consult with stakeholders and select MAG members on the identification of targets for increased outreach, and the identification of potential partner organizations that are located within target neighborhoods or that serve target neighborhoods or populations.	
Create Master Community Engagement Calendar & Begin to Schedule Engagements	September - November 2021
CCA will conduct outreach to specific organizations, community leaders, and stakeholders representing the identified target neighborhoods and/or communities in order to schedule presentations and to staff known community events for the remainder of FY. The goal is to create a master CCA community engagement calendar that can be edited throughout the year as CCA increases capacity to staff events and presentations with either FTEs or volunteers.	
Kickoff Ambassador Event	November 2021
CCA will host a launch event in the community in order to educate the community about CCA and its services; introduce its Ambassador program; and solicit volunteers to sign-up to become trained Ambassadors. At the event, CCA will also invite organizations to sign up to become CCA Ambassadors by committing to support outreach efforts, such as by providing organizational space to leave CCA brochures or blank complaint forms, and by sharing social media posts.	
Hold Ambassador Orientation	January 2022



CCA will host a training session for those who sign up to become Ambassadors and clear a background check. The training will orient volunteers to CCA's mission, purpose, and operations. The training will equip Ambassadors to participate in grassroots efforts to present CCA's PowerPoint at community meetings, staff community events, and/or lead community listening sessions that provide space for CCA to learn about community concerns with policing that may not rise to the level of a formal complaint. Following orientation, Ambassadors will be provided with a CCA branded apparel, and then scheduled for outreach opportunities on CCA's Master Community Engagement Calendar.



Improvement Plans

Backlog Case Reduction

Funding: 050x181x1000x7100

Data Source: Database, CCMS

Description: Through strategic use of investigative resources, case management, and implementation of new investigation policies, CCA aims to reduce its case backlog. CCA will also continue to complete case intake and assignment of new complaints within 48 hours of the receipt of new complaints.



Performance Indicators



Reduce Backlog in Cases

Goal: Reduce by 40%

CCA has a backlog caseload of 130 cases. CCA aims to reduce this number by 40% by the end of FY22.



Case Intake & Assignment

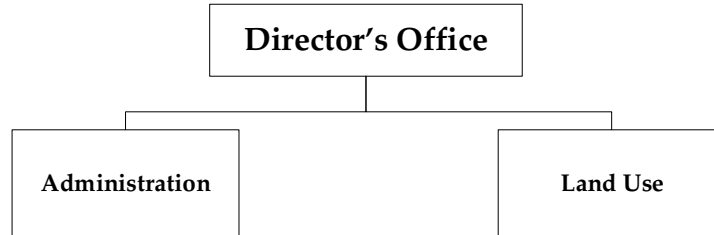
Goal: 100%

CCA will complete case intake and assignment for all new complaints within 48 hours of receipt.



City Planning

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



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	344,890	320,560	340,340	19,780	369,930
Employee Benefits	130,340	29,040	128,130	99,090	141,320
Non-Personnel	46,450	48,440	40,580	(7,860)	42,250
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	521,680	398,040	509,050	111,010	553,500
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	521,680	398,040	509,050	111,010	553,500
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	337,000	93,500	95,090	1,590	95,090
Total Full-time Equivalent Positions	10.00	10.00	10.00	0.00	10.00

Departmental Budgets

City Planning



Department Agencies

1. City Planning

Agency Summaries

Agency 1: City Planning

Description: Develops the City's Comprehensive Plan. Conducts reviews/studies for: subdivisions, zone changes, planned developments, conditional uses, variance special exceptions, hillsides, design review districts, and the sale or lease of City owned property.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	344,890	320,560	340,340	19,780	369,930
Employee Benefits	130,340	29,040	128,130	99,090	141,320
Non-Personnel	46,450	48,440	40,580	(7,860)	42,250
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	521,680	398,040	509,050	111,010	553,500
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	521,680	398,040	509,050	111,010	553,500
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	337,000	93,500	95,090	1,590	95,090
Total Full-time Equivalent Positions	10.00	10.00	10.00	0.00	10.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
143,780	0.00	All Funds	This agency reflects a General Fund increase due primarily to wage and benefits increases and the reversal of one-time reductions taken in FY 2021. There is no change in FTE.

One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
(32,770)	0.00	0	0.00	General Fund	This decrease represents reimbursements from the Department of Economic Inclusion for a shared Senior Administrative Specialist position.



Project Plans - City Planning

Community Engagement for Community and Economic Development Projects

Funding: General Fund 050



Description: Continue to work with DCED to establish effective practices and procedures to facilitate productive community engagement sessions with the public relating to City community and economic development projects.

Progress Milestones

Assess Initial Roll-Out and Process

August 31, 2021

Work with DCED to assess the initial roll-out of the new community engagement process for community and economic development projects and identify any operational issues.

Recommendation for Improvements

September 30, 2021

Develop and present to the City Manager recommendations for improvements to the process and identify any additional resources or other requirements for improvements.

Implementation

December 31, 2021

Implement updates or changes to the process as needed to enhance effectiveness and efficiency.



Plan Cincinnati Status Update



Funding: General Fund 050 / CDBG 30420171

Description: In 2022, Plan Cincinnati, the City of Cincinnati's Comprehensive Plan, will reach the 10 year anniversary of its adoption. The Department of City Planning has been working with other City departments and outside stakeholders to track items successfully implemented and those in progress. Work on this project stopped completely in the calendar year 2020-2021 due to COVID. However, with the upcoming ten year anniversary, the Department will focus on updating the database that feeds the CincyInsights dashboard so that the City and it's citizens know if the recommendations listed on the Plan have been implemented.

Progress Milestones

Send a Request for Updates	June 30, 2021
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Send a request to all City Departments asking for updates to the Data Tracking spreadsheet used to update the CincyInsights Interactive Dashboard created for the Plan Cincinnati Status Update

Update the Interactive Dashboard	September 30, 2021
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Upload all City Department updates into the Interactive Dashboard so the status updates can be viewed

Stakeholder and Partner Outreach	October 30, 2021
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Reach out to those stakeholders and partners that are identified as implementing agencies in Plan Cincinnati to educate on the Status Update, Interactive Dashboard, and request updates as appropriate

Update the Interactive Dashboard	February 28, 2022
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Upload all Stakeholder and Partner updates into the Interactive Dashboard so the status updates can be viewed

Market and Outreach	March 31, 2022
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Refine and update the Dashboard and begin to conduct outreach to citizens on the CincyInsights Dashboard.



Neighborhood Plan Completion

Funding: Neighborhood Studies 211700 / CDBG 30420171



Description: In FY 2021, Department of City Planning suspended all long-range planning activities due to COVID and furloughs. The Department currently has 12 Neighborhood Plans at some stage of process and at least 3 others on deck. A neighborhood plan can currently be a 2 year process or longer. During FY22, the Department of City Planning will design a process that will allow Neighborhood Plans to move more quickly, while still ensuring that the neighborhoods feel sufficiently engaged.

Progress Milestones

Outstanding Project Plans Assessment

August 30, 2021

Review progress of all Plans currently in progress. Assess remaining work, categorize into phases (approximately - Ready for Approval Phase, Draft Phase, Engagement Phase, Pre-Engagement Phase, Project Planning Phase, On Deck Phase), and target possible completion dates for each Plan.

Draft “Standard” Neighborhood Plan Template

December 31, 2021

Draft a process that will complete a Plan in one year or less. This process is intended to be a template that will be less time consuming than the current process. It will also include a detailed explanation of pre-Plan work required, a description of roles of City Staff (from both City Planning and other Departments) and a list of expectations for Community Councils and other key stakeholders.

Finalize Plans - Part One

March 31, 2022

After the Assessment, aim to complete 1/3 of the outstanding Neighborhood Plans that were determined to be eligible to move forward.

Pilot Neighborhoods Selection

June 30, 2022

Begin outreach to neighborhoods explaining that the City is revising the Neighborhood Plan Process and are searching for a Neighborhood that is willing to be the Pilot Plan for using the new Process. Kick off in Summer/Fall 2022 and complete within one year.

Finalize Plans - Part Two

December 31, 2022

Complete all outstanding Plans that are on the current Neighborhood Plan list. For Plans that are lagging, propose that the Neighborhood consider moving to the new template in order to finalize their plan.

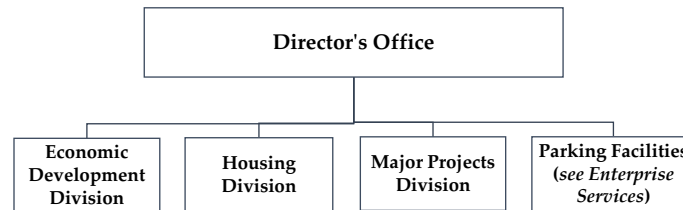


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Community & Economic Development

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



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	907,940	767,580	1,031,260	263,680	1,154,100
Employee Benefits	387,500	257,420	341,450	84,030	397,850
Non-Personnel	8,722,340	2,333,570	1,723,520	(610,050)	1,664,590
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	10,017,780	3,358,570	3,096,230	(262,340)	3,216,540
Operating Budget Restricted					
Personnel Services	0	68,330	72,200	3,870	76,270
Employee Benefits	0	25,740	26,830	1,090	28,310
Non-Personnel	552,640	461,850	415,930	(45,920)	267,100
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	552,640	555,920	514,960	(40,960)	371,680
Internal Service Funds	0	0	0	0	0
Total	10,570,420	3,914,490	3,611,190	(303,300)	3,588,220
Consolidated Plan Projects (CDBG)	1,398,860	6,910,200	1,374,970	(5,535,230)	1,432,400
Department Revenue	644,000	404,000	475,000	71,000	475,000
Total Full-time Equivalent Positions	37.00	37.00	36.00	(1.00)	36.00



Department Agencies

1. Director's Office and Administration
2. Housing Division
3. Economic Development and Major/Special Projects Division

Agency Summaries

Agency 1: Director's Office and Administration

Description: This agency covers the administrative, operational, and compliance activities of the department and includes staff in the Director's Office as well as the Fiscal & Operations and Oversight Monitoring divisions.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	407,430	178,280	363,470	185,190	412,400
Employee Benefits	117,060	63,770	132,580	68,810	154,560
Non-Personnel	5,729,420	388,420	532,110	143,690	515,040
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,253,910	630,470	1,028,160	397,690	1,082,000
Operating Budget Restricted					
Personnel Services	0	68,330	72,200	3,870	76,270
Employee Benefits	0	25,740	26,830	1,090	28,310
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	94,070	99,030	4,960	104,580
Internal Service Funds	0	0	0	0	0
Total	6,253,910	724,540	1,127,190	402,650	1,186,580
Consolidated Plan Projects (CDBG)	727,910	5,950,270	507,960	(5,442,310)	524,490
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.00	14.00	13.00	(1.00)	13.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
6,542,710	0.00	All Funds	This agency reflects an all funds increase due to wage and benefits increases, and the reversal of the one-time transfer of certain leveraged support items to the Community Development Block Grant Fund in FY 2021. There is no change in FTE.



On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
(6,080,060)	0.00	(6,623,900)	0.00	General Fund	This reduction represents the transfer of leveraged support for the City Human Services Fund, the Immigrant and Refugee Law Center, and the University of Cincinnati's Legal Access Program from the Department of Community and Economic Development to the City Manager's Office.
(142,690)	(1.00)	(149,810)	(1.00)	Community Development Block Grant	This reduction represents the transfer of a Supervising Management Analyst from the Department of Community and Economic Development to the City Manager's Office.

One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
(60,000)	0.00	0	0.00	General Fund	This reduction represents an increase in reimbursements from the Community Development Block Grant Fund to the General Fund.

Departmental Budgets

Community & Economic Development



Agency 2: Housing Division

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

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	116,350	118,860	71,880	(46,980)	127,350
Employee Benefits	34,530	39,360	15,870	(23,490)	41,210
Non-Personnel	1,277,110	1,199,500	600,050	(599,450)	578,270
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,427,990	1,357,720	687,800	(669,920)	746,830
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	60,850	79,840	80,640	800	81,440
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	60,850	79,840	80,640	800	81,440
Internal Service Funds	0	0	0	0	0
Total	1,488,840	1,437,560	768,440	(669,120)	828,270
Consolidated Plan Projects (CDBG)	670,940	823,010	867,010	44,000	907,910
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	10.00	10.00	0.00	10.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
202,200	0.00	All Funds	This agency reflects an all funds increase due to wage and benefits increases, and the reversal of the one-time transfer of certain leveraged support items to the Community Development Block Grant Fund in FY 2021. There is no change in FTE.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
85,000	0.00	85,000	0.00	General Fund	This increase represents additional resources for Neighborhood Community Councils as well as resources for Invest in Neighborhoods to assume management of the program.
(877,500)	0.00	(877,500)	0.00	General Fund	This reduction represents the transfer of leveraged support for the Chamber of Commerce Immigrant Center Partnership (COMPASS), Neighborhood Games, Bethany House, Center for Addiction Treatment, Eviction Prevention Initiatives, GeneroCity 513, and Shelterhouse from the Department of Community and Economic Development to the City Manager's Office.



One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
(78,820)	0.00	0	0.00	General Fund	This reduction represents an increase in reimbursements from the Community Development Block Grant Fund to the General Fund.

Departmental Budgets

Community & Economic Development



Agency 3: Economic Development and Major/Special Projects Division

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

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	384,160	470,440	595,910	125,470	614,350
Employee Benefits	235,910	154,290	193,000	38,710	202,080
Non-Personnel	1,715,810	745,650	591,360	(154,290)	571,280
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,335,880	1,370,380	1,380,270	9,890	1,387,710
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	491,790	382,010	335,290	(46,720)	185,660
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	491,790	382,010	335,290	(46,720)	185,660
Internal Service Funds	0	0	0	0	0
Total	2,827,670	1,752,390	1,715,560	(36,830)	1,573,370
Consolidated Plan Projects (CDBG)	0	136,920	0	(136,920)	0
Agency Revenue	644,000	404,000	475,000	71,000	475,000
Total Full-time Equivalent Positions	13.00	13.00	13.00	0.00	13.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
19,420	0.00	All Funds	This agency reflects an all funds increase due to wage and benefits increases, which is partially offset by the transfer of a leveraged support item to the Department of Economic Inclusion. There is no change in FTE.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
(56,250)	0.00	(56,250)	0.00	General Fund	This reduction represents the transfer of leveraged support for the Film Commission from the Department of Community and Economic Development to the City Manager's Office.



Project Plans - Department Community and Economic Development

Project Management Software

Funding: \$15,000, 050, General Fund



Description: The Department of Community and Economic Development abandoned their expensive software tracking solution a few years ago, and over the coming year, DCED plans to role out a new project system to assist our development officers in effective and efficient project management and tracking.

Progress Milestones

Complete Procurement for PM System

July 1, 2021

While DCED has commenced and substantially completed the process in FY21, the vendor (TeamWork through CDW-G) still needs a final contract approved by the City

Complete Staff Input for System Processes

Aug 1, 2021

While an initial framework for what the Teamwork platform will contain has been completed, broader staff input will be collected to ensure the Department has set up the appropriate framework within the system and has created sufficiently clear expectations for staff of how the system is to be used and how their performance will be measured.

Complete Phase I of Staff Onboarding

Sept 1, 2021

The first teams that will be required to use the system and input their projects are Economic Development and Major Projects (divisions in 164). For onboarding to be completed:

- Staff shall receive at least two internal trainings on system use
- Staff shall add each of their existing project assignments into the system using the project templates and commence adding their notes and tasks to the system and begin collaborating through messages/comments.
- A report on projects will be pulled and confirmed with division heads that all of their team's projects to date on in the system including all new Projects allocated by City Council in FY22.
- Staff are informed how their use of the system will inform their performance evaluations



Complete Phase II of Staff Onboarding

Nov 1, 2021

The final division to enter into the system will be the Housing Division. For onboarding to be completed:

- Staff shall receive at least two internal trainings on system use
- Staff shall add each of their existing project assignments into the system using the project templates and commence adding their notes and tasks to the system and begin collaborating through messages/comments.
- A report on projects will be pulled and confirmed with division heads that all of their team's projects to date on in the system including all new Projects allocated by City Council in FY22.
- Staff are informed how their use of the system will inform their performance evaluations

FY22 - Midpoint Check-in

January 1, 2021

At the midpoint of FY22, a thorough project status review will be conducted to determine:

- What percentage of staff are updating the majority of their projects in accordance with the metrics (weekly updates of complete information)
- Whether Division Managers are using the system to make new assignments
- Whether utilization of the system is high enough to begin pushing one of the following features into the System: 1. RLS approval. 2. Internal Contract Routing Approval 3. Incentive/Deal structure approval.

FY22 - RLS Approval Addition

March 1, 2022

Provided staff utilization is sufficient, DCED will add its internal process for approving RLS content before it is submitted to Law. Note this is intended to help improve quality of RLS submissions but will only be an internal process (actual submission to Law will remain the same):

- Staff will be required to upload documents to teamwork (or OneDrive) and send to their Division Manager and Deputy for approval
- Division Manager and Deputy will approve and send to RLSDCED@cincinnati-oh.gov
- RLSDCED will export out of system and send to Law
- If rollout goes according to schedule, Contract Routing and Deal Structure approval will be added to the system FY23



Create Online Learning Resource

Funding: General Fund, Personnel



Description: To overcome public perception obstacles, DCED will establish and share powerpoint presentations and will host and post webinars to walk citizens, developers, and business owners through understanding DCED's role, incentive options, and programs.

Progress Milestones

Create existing content inventory list	September 1, 2021
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Review existing powerpoints and recorded presentations and determine whether content is still accurate in the powerpoint and/or presentation.

Evaluate Existing Content	November 1, 2021
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Determine whether existing content needs to be updated or modified. Draft content for presentation including outline for staff to present.

Create list of additional content needed for inventory	December 1, 2021
---	-------------------------

Additional programs may include Homeowner Support programs, the Development Process Start to Finish (borrow from Balanced Development presentation), others that the DCED Director's office or CMO determine have a public knowledge gap.

Create revised presentations for existing inventory topics	March 1, 2022
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Oversee staff or director's office staff doing the recordings by their availability and ability on the subject matter. Completion of this milestone would allow an initial webpage for the online incentives learning resource.

Create presentations for new topics determined	June 1, 2022
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Develop presentations for new topics determined throughout the year. These would supplement the webpage for the online incentives learning resource



Small Business Navigator

Funding: General Fund, Personnel



Description: Update tool that directs small businesses to resources available throughout the city & county from the multitude of small business service providers.

Progress Milestones

Draft Proposed Framework for Small Business Navigator

December 1, 2021

Small business team will work with interested external small business partners to create the framework and confirm that the framework will help DEI's small businesses. The framework would help demonstrate types of information and types of content (resources for financing, technical assistance, coaching/mentoring etc) to be conveyed and how to organize the navigator. The DCED Director's office will review the framework and confirm approval.

Draft Proposal for Funding & Management

February 1, 2022

The draft proposal for funding will include

- List of organizations assisting small business who are supporting the initiative with their own financial or staffing resources
- The total cost estimated to create the platform including both funding and staffing resources.
- Roles and responsibilities among the various parties for implementing and a timeline starting with the 2022 budget (FY23).
- Draft would also indicate who would receive proposed City funding for implementation and which organization(s) would pay to maintain/curate the navigator.

DCED Director's office and CMO would review the proposal and provide feedback.

Budget Proposal for FY23

March 1, 2022

With DCED Director's office and CMO approval, the proposal will be finalized for questions in the budgeting process. Organizations who will provide their own resources to this effort will provide letters of support as needed.



Economic Inclusion

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



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	681,240	523,280	715,930	192,650	723,640
Employee Benefits	197,470	140,540	215,040	74,500	220,340
Non-Personnel	87,620	3,626,330	1,138,120	(2,488,210)	1,097,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	966,330	4,290,150	2,069,090	(2,221,060)	2,041,210
Operating Budget Restricted					
Personnel Services	256,600	246,280	218,600	(27,680)	223,210
Employee Benefits	88,640	77,710	84,860	7,150	87,790
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	345,240	323,990	303,460	(20,530)	311,000
Internal Service Funds	0	0	0	0	0
Total	1,311,570	4,614,140	2,372,550	(2,241,590)	2,352,210
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	12.00	12.00	12.00	0.00	12.00

Departmental Budgets

Economic Inclusion



Department Agencies

1. Economic Inclusion

Agency Summaries

Agency 1: Economic Inclusion

Description: The Department of Economic Inclusion promotes economic opportunity and inclusion for those seeking to do business with the City and serves as a catalyst for the growth of minority-and women-owned businesses in the City and throughout the region.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	681,240	523,280	715,930	192,650	723,640
Employee Benefits	197,470	140,540	215,040	74,500	220,340
Non-Personnel	87,620	3,626,330	1,138,120	(2,488,210)	1,097,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	966,330	4,290,150	2,069,090	(2,221,060)	2,041,210
Operating Budget Restricted					
Personnel Services	256,600	246,280	218,600	(27,680)	223,210
Employee Benefits	88,640	77,710	84,860	7,150	87,790
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	345,240	323,990	303,460	(20,530)	311,000
Internal Service Funds	0	0	0	0	0
Total	1,311,570	4,614,140	2,372,550	(2,241,590)	2,352,210
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	12.00	12.00	12.00	0.00	12.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(2,274,360)	0.00	All Funds	This agency reflects an all funds decrease due to the removal of one-time leveraged support funding in FY 2021, which is partially offset by an increase in wages and employee benefits. There is no change in FTE.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
32,770	0.00	33,750	0.00	General Fund	This increase represents reimbursements to the Department of City Planning for a shared Senior Administrative Specialist position.



Project Plans – Department of Economic Inclusion

Implement Virtual Training Classes

Funding: General Fund, Personnel



Description: Explore means for reinstating training classes for small, minority and women owned businesses interested in doing business with the City through live virtual sessions and pre-recorded on-demand sessions that can be reviewed at the convenience of the individual.

Progress Milestones

Making City Certifications Work for You August-September

Reimplement this DEI Information and Resource Sessions course that explains the various City certification programs, the distinct contracting advantages available under each, and the eligibility requirements for each certification type. Present the course as a live virtual webinar through DEI’s existing WEBEX platform in the first quarter of FY2022. Record the class and explore options for making the recording available on-demand from the DEI website, if possible. Repeat the class as a live session once each quarter, either as an independent class offered through DEI’s Information and Resource Sessions or as part of another publicized public event.

Navigating On-Line Payroll Submissions for Prevailing Wage Projects October-November

Present through DEI’s existing WEBEX platform a live virtual class that provides contractors working as primes or subcontractors on City contracts hands-on guidance through the payroll submission process and the upload of required documents through the City’s 3rd party platform for prevailing wage monitoring, LCPTracker. The first class will be offered not later than the second quarter of FY2022. Record the class and explore options for making the recording available on-demand from the DEI website, if possible. Repeat the class as a live session at least once in each successive quarter.

Post Award Compliance Management October-November

Present through DEI’s existing WEBEX platform a live virtual class that provides contractors working as primes or subcontractors on City contracts instructional assistance with completing the forms for subcontractor approval and wage enforcement and/or reporting payments made to subcontractors and confirming payments received from prime contractors or from higher-tier subcontractors utilizing the City’s B2Gnow 3rd party inclusion monitoring platform. This may be presented as a two-part series, one of which addresses forms and the other of which addresses the B2Gnow reporting. The first part of the series will be offered not later than the 2nd quarter of FY2022 and the 2nd part of the series will be offered not later than the 4th quarter of FY2022. The classes will be recorded, and DEI will explore options for making the recording available on-demand on the department website.

How to Do Business with the City of Cincinnati February-March



Work with the Purchasing Division to present a live virtual informational class through DEI's existing WEBEX platform that addresses how to respond to City solicitations and how to complete required bid or proposal submission forms. The class will be presented at least once in FY2022, not later than the 3rd quarter, and recorded for possible on-demand viewing through DEI's website.



City of Cincinnati Disparity Study Update



Funding: \$285,000.00 - \$499,999.00 (TBD), Fund 050

Description: Oversight and management of the Disparity Study update to ensure contract milestones are met and to ensure potential issues and obstacles are identified and resolved as early as possible.

Progress Milestones

Executed Contract with Disparity Study Consultant

July 1, 2021

Complete negotiations in a timely manner after selection of the disparity study consultant, prepare a draft scope of services exhibit for the contract, submit an RLS for legal services to Law, circulate a final contract for execution by all parties, and certify funds to the contract.

Kick-Off Meeting for Data Collection

July 23, 2021

Internal meeting with the consultant and key City personnel who will be involved in the contract data identification, collection and submission process to identify available records and study requirements, determine roles, establish timetables, and establish submission protocols and requirements.

Initial Presentation to City Leadership

Fall 2021

Coordinate a virtual presentation to City Council to introduce the disparity study consultant; to provide information regarding the disparity study elements, the approach, and the timeline; and to answer questions about the study process.

Monitor Consultant's Disparity Study Progress

**Monthly after
Kick-Off Meeting**

Request and review monthly progress reports from the consultant to track process toward disparity study milestones and timeline progression, to identify potential obstacles at the earliest possible date, and to work toward resolutions that enable the project to be completed on-time and within budget. Monthly virtual meetings or conference calls with the consultants will be conducted in conjunction with the monthly reports.

Regularly Brief the City Manager Regarding Study Progress

Monthly

Submit written monthly status reports to the City Manager regarding study progress and any significant issues. Meet with the City Manager and others she may designate to review study milestones in accordance with a schedule to be determined with the City Manager.



Improvement Plans

Streamline Certification Renewal Processing



Funding: Budget Neutral, Fund - N/A

Data Source: B2Gnow

Description: Review existing renewal certification processes, identify opportunities to streamline the renewal process without jeopardizing the integrity of the SBE, MBE and WBE programs, and implement those new processes.

Performance Indicators



Processing Time for MBE Renewal Applications

Goal: Reduce

DEI can track the amount of time (days) it takes to process MBE renewal applications by using the Certification Processing Time Report which is readily available through DEI's existing B2Gnow software. Using that existing report we can determine the final action taken on the application (i.e., approval, denial or withdrawal), the processing time for each applicant, and the percentage of applications completed within a certain number of days. Given DEI is unable to control the timeliness of responses provided by individual applicants to requests for information or documents and the department provides multiple opportunities for applicants to provide that information to avoid denial of the application, the plan contemplates there will be some applications for which processing times are not reduced even where there is an overall reduction in processing time generally.



Processing Time for WBE Renewal Applications

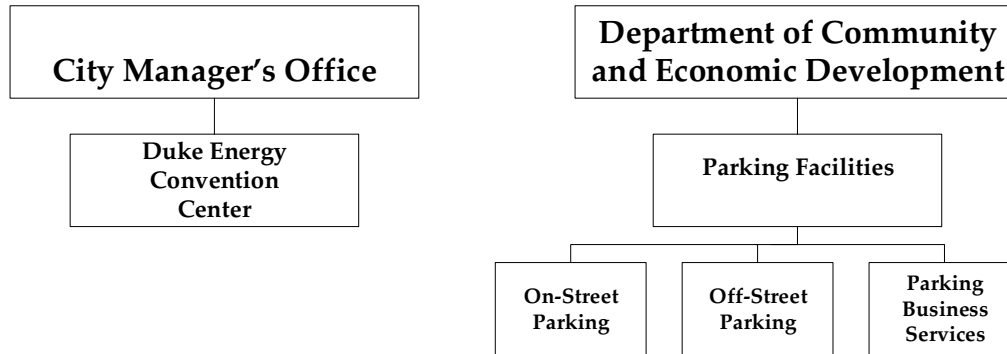
Goal: Reduce

DEI can track the amount of time (days) it takes to process WBE renewal applications by using the Certification Processing Time Report which is readily available through DEI's existing B2Gnow software. Using that existing report we can determine the final action taken on the application (i.e., approval, denial or withdrawal), the processing time for each applicant, and the percentage of applications completed within a certain number of days. Given DEI is unable to control the timeliness of responses provided by individual applicants to requests for information or documents and the department provides multiple opportunities for applicants to provide that information to avoid denial of the application, the plan contemplates there will be some applications for which processing times are not reduced even where there is an overall reduction in processing time generally.



Enterprise Services

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



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	2,166,210	1,941,020	2,145,500	204,480	2,224,410
Employee Benefits	902,500	742,020	810,010	67,990	847,480
Non-Personnel	15,289,540	15,658,720	16,167,640	508,920	16,319,780
Properties	0	0	0	0	0
Debt Service	2,423,030	2,515,310	2,490,410	(24,900)	2,451,930
Operating Total	20,781,280	20,857,070	21,613,560	756,490	21,843,600
Internal Service Funds	0	0	0	0	0
Total	20,781,280	20,857,070	21,613,560	756,490	21,843,600
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	21,449,460	16,376,490	16,848,720	472,240	19,333,850
Total Full-time Equivalent Positions	39.38	39.38	37.38	(2.00)	37.38

Departmental Budgets

Enterprise Services



Department Agencies

1. Duke Energy Center
2. Parking Facilities

Agency Summaries

Agency 1: Duke Energy Center

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

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	118,500	42,000	69,420	27,420	92,940
Employee Benefits	50,440	36,000	40,340	4,340	42,000
Non-Personnel	8,838,550	8,962,430	9,259,090	296,660	9,344,420
Properties	0	0	0	0	0
Debt Service	329,660	309,400	306,320	(3,080)	299,590
Operating Total	9,337,150	9,349,830	9,675,170	325,340	9,778,950
Internal Service Funds	0	0	0	0	0
Total	9,337,150	9,349,830	9,675,170	325,340	9,778,950
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	9,027,960	7,370,970	7,048,720	(322,250)	8,383,850
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
94,540	0.00	All Funds	This agency reflects an all funds increase due to increases in wages, employee benefits, and contractual services. There is no change in FTE.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
230,800	0.00	230,800	0.00	Convention Center	This reflects an increase for commercial property insurance premiums.



Agency 2: Parking Facilities

Description: The Parking Facilities agency is responsible for the administration, enforcement, operation, management and maintenance of on-street parking and off-street parking.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	2,047,710	1,899,020	2,076,080	177,060	2,131,470
Employee Benefits	852,060	706,020	769,670	63,650	805,480
Non-Personnel	6,450,990	6,696,290	6,908,550	212,260	6,975,360
Properties	0	0	0	0	0
Debt Service	2,093,370	2,205,910	2,184,090	(21,820)	2,152,340
Operating Total	11,444,130	11,507,240	11,938,390	431,150	12,064,650
Internal Service Funds	0	0	0	0	0
Total	11,444,130	11,507,240	11,938,390	431,150	12,064,650
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	12,421,500	9,005,520	9,800,000	794,490	10,950,000
Total Full-time Equivalent Positions	39.38	39.38	37.38	(2.00)	37.38

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
397,560	(2.00)	All Funds	This agency reflects an all funds increase due to wage increases, employee benefits increases, and the reversal of one-time reductions in FY 2021. The change in FTE is due to the elimination of a Utility Laborer and a Parking Attendant.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
33,600	0.00	33,600	0.00	Parking System Facilities	This reflects an increase for commercial property insurance premiums.

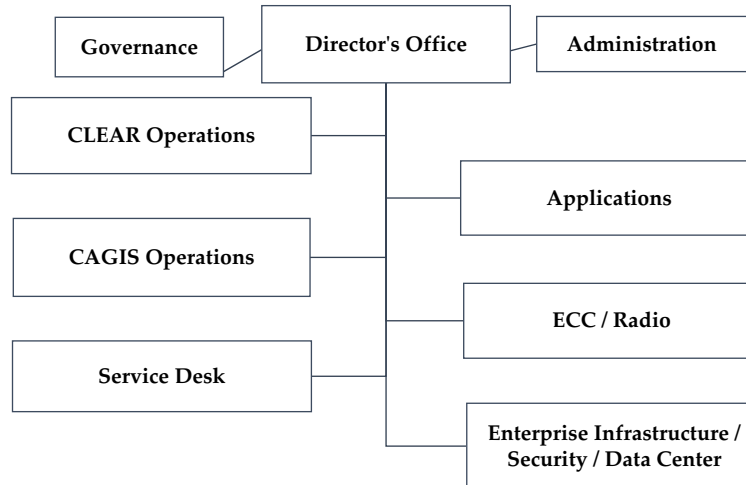


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Enterprise Technology Solutions

The mission of Enterprise Technology Solutions (ETS) is to deliver, maintain, and secure innovative, high quality, and cost-effective technology solutions that delight our customers by realizing new value and efficiencies. ETS joins forces with all City departments, breaks down barriers, and helps procure and implement elegant technology solutions that align with the City's strategic goals.



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	4,241,100	3,667,800	4,153,060	485,260	4,136,140
Employee Benefits	1,384,000	849,400	1,344,600	495,200	1,354,230
Non-Personnel	586,940	580,290	651,700	71,410	632,900
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,212,040	5,097,490	6,149,360	1,051,870	6,123,270
Operating Budget Restricted					
Personnel Services	3,323,790	3,275,340	3,334,000	58,660	3,422,550
Employee Benefits	1,046,350	995,770	1,081,460	85,690	1,122,840
Non-Personnel	6,522,890	6,127,100	6,249,250	122,150	6,311,110
Properties	75,000	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	10,968,030	10,398,210	10,664,710	266,500	10,856,500
Internal Service Funds	4,718,390	5,002,500	4,798,990	(203,510)	4,868,780
Total	21,898,460	20,498,200	21,613,060	1,114,860	21,848,550
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	15,394,580	14,835,440	14,806,090	(29,350)	15,045,110
Total Full-time Equivalent Positions	95.80	95.70	89.50	(6.20)	89.50



Department Agencies

1. Enterprise Technology Solutions
2. CAGIS
3. CLEAR

Agency Summaries

Agency 1: Enterprise Technology Solutions

Description: Enterprise Technology Solutions provides Information Technology solutions including consulting, implementation, and support services for enterprise business systems and the City's data, radio, and telephone communications networks.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	4,241,100	3,667,800	4,153,060	485,260	4,136,140
Employee Benefits	1,384,000	849,400	1,344,600	495,200	1,354,230
Non-Personnel	586,940	580,290	651,700	71,410	632,900
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,212,040	5,097,490	6,149,360	1,051,870	6,123,270
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	409,440	41,650	42,060	410	42,490
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	409,440	41,650	42,060	410	42,490
Internal Service Funds	4,718,390	5,002,500	4,798,990	(203,510)	4,868,780
Total	11,339,870	10,141,640	10,990,410	848,770	11,034,540
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	5,715,270	5,005,340	5,072,360	67,020	5,128,600
Total Full-time Equivalent Positions	63.80	63.70	57.50	(6.20)	57.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,023,150	(6.20)	All Funds	This agency reflects an all funds increase due to personnel increases and the reversal of one-time reductions taken in FY 2021. The decrease in FTE is due to ERIP position eliminations and the reduction in hours worked for an employee.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
29,130	0.00	29,130	0.00	General Fund	This reflects an increase for commercial property insurance premiums.



Agency 2: CAGIS

Description: The Cincinnati Area Geographic Information System (CAGIS) provides a computerized information sharing system that enables the fundamental transformation of government and utility service management and delivery using geographic information.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,836,490	1,798,960	1,845,320	46,360	1,902,140
Employee Benefits	605,710	591,460	630,950	39,490	655,920
Non-Personnel	2,854,340	2,793,580	2,884,140	90,560	2,912,330
Properties	75,000	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,371,540	5,184,000	5,360,410	176,410	5,470,390
Internal Service Funds	0	0	0	0	0
Total	5,371,540	5,184,000	5,360,410	176,410	5,470,390
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	4,491,030	4,562,190	4,469,740	(92,450)	4,570,790
Total Full-time Equivalent Positions	18.00	18.00	18.00	0.00	18.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
176,410	0.00	All Funds	This agency reflects an all funds increase due to wage and benefits increases as well as the reversal of one-time reductions taken in FY 2021. There is no change in FTE.

Departmental Budgets

Enterprise Technology Solutions



Agency 3: CLEAR

Description: County Law Enforcement Applied Regionally (CLEAR) provides a computerized police information system for all Hamilton County law enforcement agencies. This program is funded entirely by a levy assessed to Hamilton County property owners.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,487,300	1,476,380	1,488,680	12,300	1,520,410
Employee Benefits	440,640	404,310	450,510	46,200	466,920
Non-Personnel	3,259,110	3,291,870	3,323,050	31,180	3,356,290
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,187,050	5,172,560	5,262,240	89,680	5,343,620
Internal Service Funds	0	0	0	0	0
Total	5,187,050	5,172,560	5,262,240	89,680	5,343,620
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	5,188,280	5,267,910	5,263,990	(3,920)	5,345,720
Total Full-time Equivalent Positions	14.00	14.00	14.00	0.00	14.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
89,680	0.00	All Funds	This agency reflects an all funds increase due to wage and benefits increases as well as the reversal of one-time reductions taken in FY 2021. There is no change in FTE.



Project Plans - Enterprise Technology Solutions

ETS IT Change Control Management

Funding: Personnel



Description: ETS implementation of IT change control using ServiceNow. This would be only for ETS led IT changes to Production systems.

Progress Milestones

Best Practices

Date FY22 Q2

Determine best practices for our current ServiceNow Environment.

Setup and Configuration

Date FY22 Q2

Setup and configure the updated system. Change Management in ServiceNow.

IT Infrastructure OnBoarding

Date FY22 Q2

Implement Change Request, Scheduling, Approval and Workflow.

Enterprise Applications OnBoarding

Date FY22 Q2

Implement Change Request, Scheduling, Approval and Workflow.

ETS Service Desk OnBoarding

Date FY22 Q2

Implement Change Request, Scheduling, Approval and Workflow.

ECC IT OnBoarding

Date FY22 Q4

Implement Change Request, Scheduling, Approval and Workflow.

CAGIS and CLEAR OnBoarding

Date FY22 Q4

Implement Change Request, Scheduling, Approval and Workflow.



Implement ETS Electronic Blue Rec

Funding: Personnel

Data Source: ServiceNow

Description: When working on IT renewals for the Enterprise Technology Solutions (ETS) Department, we intend to drive process improvements as noted via the indicators below.



Performance Indicators



Onboarding Maintenance Renewals

Goal: 90%

Purchase Order initiated to vendor 45 calendar days prior to expiration date.



ServiceNow Process - Maintenance Renewals

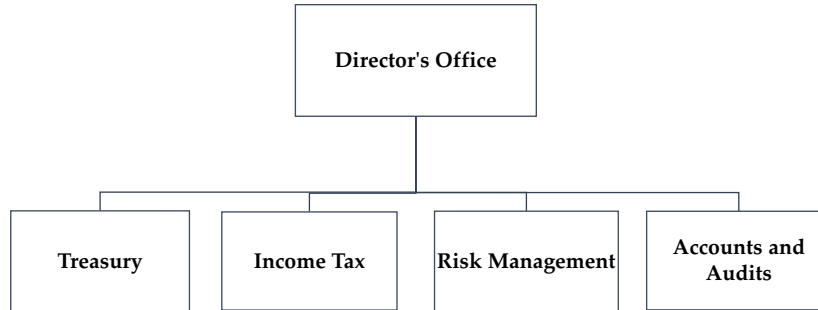
Goal: 2 Weeks

Completion of renewals through ETS within 2 weeks of initiation through the electronic process in ServiceNow.



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, and Risk Management.



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	4,753,500	4,546,490	4,395,700	(150,790)	4,381,310
Employee Benefits	1,598,970	1,428,700	1,500,300	71,600	1,503,920
Non-Personnel	966,200	1,002,280	1,367,800	365,520	1,326,060
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,318,670	6,977,470	7,263,800	286,330	7,211,290
Operating Budget Restricted					
Personnel Services	1,219,210	1,236,360	1,209,420	(26,940)	1,248,370
Employee Benefits	371,260	323,520	312,980	(10,540)	326,100
Non-Personnel	3,958,070	3,940,400	3,994,080	53,680	3,999,550
Properties	0	0	0	0	0
Debt Service	125,429,340	144,894,210	181,395,980	36,501,770	125,312,100
Operating Total	130,977,880	150,394,490	186,912,460	36,517,970	130,886,120
Internal Service Funds	3,270,750	4,413,640	3,176,410	(1,237,230)	3,260,140
Total	141,567,300	161,785,600	197,352,670	35,567,070	141,357,550
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	395,479,140	373,510,010	401,988,800	28,478,790	354,048,070
Total Full-time Equivalent Positions	107.50	116.70	91.70	(25.00)	91.70

Departmental Budgets

Finance



Department Agencies

1. Office of The Director
2. Accounts and Audits
3. Treasury
4. Risk Management
5. Income Tax
6. Purchasing

Agency Summaries

Agency 1: Office of The Director

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

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	258,050	313,730	266,730	(47,000)	271,980
Employee Benefits	74,180	85,330	68,260	(17,070)	69,730
Non-Personnel	72,960	77,370	19,910	(57,460)	19,350
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	405,190	476,430	354,900	(121,530)	361,060
Operating Budget Restricted					
Personnel Services	88,790	54,170	70,410	16,240	72,070
Employee Benefits	28,110	19,120	26,350	7,230	26,970
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	116,900	73,290	96,760	23,470	99,040
Internal Service Funds	17,900	30,320	39,700	9,380	40,830
Total	539,990	580,040	491,360	(88,680)	500,930
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(98,060)	0.00	All Funds	This agency reflects an all funds decrease due to decreases in wages, employee benefits, computer peripherals, subscriptions, and expert services. There is no change in FTE.



Agency 2: Accounts and Audits

Description: Prepares revenue estimates, financial analyses, and the City's annual report. Reconciles employee deductions and tax deposits, and property tax revenue. Processes biweekly payroll for approximately 6,500 employees, and implements government regulations.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	1,067,570	1,106,840	1,170,740	63,900	1,169,830
Employee Benefits	381,190	346,990	392,500	45,510	393,510
Non-Personnel	48,680	43,010	119,320	76,310	115,520
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,497,440	1,496,840	1,682,560	185,720	1,678,860
Operating Budget Restricted					
Personnel Services	289,100	314,790	316,880	2,090	332,610
Employee Benefits	102,490	90,930	111,160	20,230	116,520
Non-Personnel	437,130	439,260	445,940	6,680	450,360
Properties	0	0	0	0	0
Debt Service	0	1,108,490	1,054,390	(54,100)	1,020,970
Operating Total	828,720	1,953,470	1,928,370	(25,100)	1,920,460
Internal Service Funds	0	0	0	0	0
Total	2,326,160	3,450,310	3,610,930	160,620	3,599,320
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	19.00	19.00	19.00	0.00	19.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
160,620	0.00	All Funds	This agency reflects an all funds increase due to increases in wages, employee benefits, contractual services, and fixed charges. There is no change in FTE.

Departmental Budgets

Finance



Agency 3: Treasury

Description: Performs cash management and banking activities, manages the City's investment portfolio, issues business permits, collects admission taxes and transient occupancy tax, and pursues delinquent account collection. Manages general obligation debt repayment.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	564,780	598,400	699,280	100,880	690,100
Employee Benefits	220,760	230,880	254,430	23,550	253,620
Non-Personnel	153,720	138,660	274,350	135,690	266,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	939,260	967,940	1,228,060	260,120	1,210,520
Operating Budget Restricted					
Personnel Services	299,980	256,260	297,570	41,310	311,400
Employee Benefits	95,110	107,890	123,830	15,940	129,260
Non-Personnel	3,454,510	3,433,950	3,481,880	47,930	3,482,300
Properties	0	0	0	0	0
Debt Service	125,429,340	143,785,720	180,341,590	36,555,870	124,291,130
Operating Total	129,278,940	147,583,820	184,244,870	36,661,050	128,214,090
Internal Service Funds	0	0	0	0	0
Total	130,218,200	148,551,760	185,472,930	36,921,170	129,424,610
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	97,938,140	109,429,010	124,358,070	14,929,060	71,151,680
Total Full-time Equivalent Positions	12.00	12.00	13.00	1.00	13.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
36,921,170	1.00	All Funds	This agency reflects an all funds increase due to increases in debt service, wages, employee benefits, contractual services, and materials and supplies. The increase in FTE is due to position changes to better align staffing with departmental needs.



Agency 4: 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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	153,670	192,270	583,770	391,500	563,960
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	153,670	192,270	583,770	391,500	563,960
Operating Budget Restricted					
Personnel Services	422,690	490,130	524,560	34,430	532,290
Employee Benefits	88,680	46,680	51,640	4,960	53,350
Non-Personnel	66,430	67,190	66,260	(930)	66,890
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	577,800	604,000	642,460	38,460	652,530
Internal Service Funds	2,052,490	3,143,220	3,136,710	(6,510)	3,219,310
Total	2,783,960	3,939,490	4,362,940	423,450	4,435,800
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	6,391,000	491,000	491,000	0	491,000
Total Full-time Equivalent Positions	19.70	27.70	25.70	(2.00)	25.70

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
41,380	(2.00)	All Funds	This agency reflects an all funds increase due to increases in wages, contractual services, and materials and supplies. The decrease in FTE can be attributed to removing a double-filled position due to a retirement.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
388,580	0.00	388,580	0.00	General Fund	This reflects an increase for commercial property insurance premiums.

Departmental Budgets

Finance



Agency 5: 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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	2,136,000	1,864,180	2,258,950	394,770	2,249,400
Employee Benefits	776,030	609,980	785,110	175,130	787,060
Non-Personnel	387,610	339,310	370,450	31,140	360,430
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,299,640	2,813,470	3,414,510	601,040	3,396,890
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	3,299,640	2,813,470	3,414,510	601,040	3,396,890
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	289,500,000	262,000,000	277,139,730	15,139,730	282,405,390
Total Full-time Equivalent Positions	30.80	31.00	31.00	0.00	31.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
619,690	0.00	All Funds	This agency reflects a General Fund increase due to increases in wages, employee benefits, and software. There is no change in FTE.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
(18,650)	0.00	(18,650)	0.00	General Fund	This represents a reduction to the department's budget. These legal fees are now deducted from the gross revenue collected by the Law Department and the collection agencies.



Agency 6: Purchasing

Description: Performs competitive bids, reverse auctions, demolition bids, professional services proposals, procurement cards, citywide vendor registration, and record management for all City contracts. Provides printing, mail and store services to all City agencies.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	727,100	663,340	0	(663,340)	0
Employee Benefits	146,810	155,520	0	(155,520)	0
Non-Personnel	149,560	211,660	0	(211,660)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,023,470	1,030,520	0	(1,030,520)	0
Operating Budget Restricted					
Personnel Services	118,650	121,010	0	(121,010)	0
Employee Benefits	56,870	58,900	0	(58,900)	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	175,520	179,910	0	(179,910)	0
Internal Service Funds	1,200,360	1,240,100	0	(1,240,100)	0
Total	2,399,350	2,450,530	0	(2,450,530)	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,650,000	1,590,000	0	(1,590,000)	0
Total Full-time Equivalent Positions	23.00	24.00	0.00	(24.00)	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(1,210,430)	(24.00)	All Funds	This agency reflects an all funds decrease due to the transfer of functions to the City Manager's Office. The change in FTE is due to the transfer of functions to the City Manager's Office.



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Project Plans – Finance Department

Comprehensive Annual Financial Report

Funding: Accounts and Audits, 050



Description: Completion of the City's fiscal year 2021 financial reports by mid-November. This will require timely completion of certain tasks periodically throughout the fiscal year. View the full breakdown of each report section in the table on page 5.

Progress Milestones	
Report Section: Miscellaneous	7/31/2021
Accounts and Audits will gather information and complete the Comprehensive Annual Financial Report Miscellaneous section which includes reports, reconciliations, accrual and deferral costs, receivables, and other related financial information.	
Report Sections: Non-Generally Accepted Accounting Principles, Entity Wide (EW), and Coordinator	8/31/2021
Accounts and Audits will gather information and complete the Comprehensive Annual Financial Report Non-GAAP, Entity Wide (EW), and Coordinator sections which include budgetary statements, schedule of expenditures of Federal Awards (SEFA), Infrastructure Income Tax Schedule, Outstanding Bonds and Notes Schedule, Annual Debt Service Schedule, and other related financial information.	
Report Sections: Entity Wide (EW), Coordinator, and Specific Fund Binders	9/30/2021
Accounts and Audits will gather information and complete the Comprehensive Annual Financial Report Entity Wide (EW), Coordinator, and Specific Fund Binders sections which include statistical workpapers for demographic and economic information, operating information, revenue capacity, and debt capacity, and other related financial information.	
Report Section: Entity Wide (EW)	10/31/2021
Accounts and Audits will gather information and complete the Comprehensive Annual Financial Report Entity Wide (EW) section which includes combined basic financial statement, net asset reconciliation, entity wide financial statements, financial trends and revenue capacity statistical workpapers, and other related financial information.	
Filing Deadline	11/26/2021

Final items to complete are the report covers and the table of contents. Financial reports are to be filed with the Auditor of State within 150 days after the close of the fiscal year.



Short Term Rental Identification Program

Funding: Treasury, 050



Description: The Finance Department will work with the current vendor to identify short-term rental units that are not in compliance with the Short-term Rental Program.

Progress Milestones

Discovery of short-term rental units

Fall 2021

Identify and communicate with 50% of unregistered short-term rental units.

Begin Registration

Winter 2021

Register 75% of identified short-term units.

Compliance

06/30/2022

Vendor will confirm 90% of registered short-term rentals are posting the registration number on all rental platforms.



Selective Audit Program

Funding: No additional funding identified at this time. The project will be funded from the current operating budget.



Description: The Income Tax Division will create a Selective Audit Program to prioritize the auditing of returns that will provide the highest value. In FY21 the Income Tax Division implemented an automated tax return processing function in conjunction with the lockbox facility and the tax system programmers. In FY22 the Income Tax Division will analyze the new process, implement possible enhancements, develop written procedures and identify a scoring system to determine the accounts to be included in the Audit Program.

Progress Milestones

Process Analysis

12/31/2021

The Tax Return Processing team will process transaction deposits through the Tax Year Tax Season (thru October 2021) and provide monthly progress reports on the age of the deposits posted and the number of transactions pending. The objective is to auto-post the majority of the Cincinnati Individual and Business Tax Returns with minimal tax examiner edits and/or reviews. A complete report, including pros and cons will be generated by December 31, 2021.

Create Audit Scoring System

12/31/2021

The Selective Audit Team will analyze historical data and a number of actual Business, Withholding and Individual Tax Accounts to determine a scoring system for the Audit Selection.

Written Procedures

12/31/2021

The Selective Audit Team will revise the Office Policies and Procedures and Internal Audit Instructions to include the auto-posting and selective audit programs. The team will create a method for tracking revenues associated with the efforts of the Selective Audit program.

Quarterly Report

3/31/2022

The Selective Audit Team will provide quarterly Performance Report including a Deposit Inventory Control, Audit Case Management and Revenue Collections.



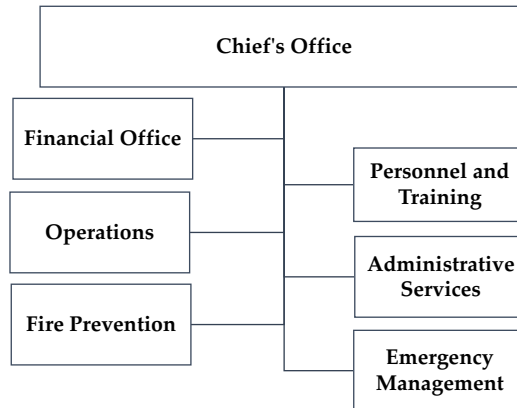
Comprehensive Annual Financial Report Section Content

<p>Miscellaneous</p>	<p>Workpapers: closed project report; permanent fund year-end reconciliations; accrual and deferral of pension costs; miscellaneous receivables; payroll accrual; schedule of transfers; property management transfers; employee reimbursements; benefit accruals; analysis of special assessment funds</p>
<p>Non-GAAP, Entity Wide (EW), and Coordinator Binders</p>	<p>Non-GAAP budgetary statements; Schedule of Expenditures of Federal Awards (SEFA); Notes #3, #5-6, and #8-12; Infrastructure Income Tax Schedule; Outstanding Bonds and Notes Schedule; Annual Debt Service Schedule; GASB 68, GASB 75, and NPL/NOEPBL calculations; compensated absences; accounts payable; due to's and due from's (ID bills); EW A5 workpapers: BM, GL, GN1, GM1, GM2, GT1, GU1.2, GP04, GP01, GP03, GP07, GP08, GP10, and GP11</p>
<p>Entity Wide (EW), Coordinator, and Specific Fund Binders</p>	<p>Statistical workpapers for demographic and economic information, operating information, revenue capacity, and debt capacity; Notes #13-14 and #17; EW A5 workpapers BA, GK, GM, GQ, GU, GU1.1.1, GU1.1.2, GU1.1.3, and GU1.1.4; Fixed Asset binder; Enterprise Fund binders (6 total); Internal Service Fund binders (6 total); Governmental Fund binders (7 total); Trust and Agency Fund binders (2 total)</p>
<p>Entity Wide (EW) Binder</p>	<p>Compilation of combined basic financial statements; Notes #1-2, #4, #7, #15-16, and #18-21; EW A5 workpapers GE, GP02, GK07, and GT; elimination of interfund amounts; net asset reconciliation; change in net asset reconciliation; entity wide financial statements; comparative schedule of capital assets; letter of transmittal; required supplementary information for pension; management discussion and analysis (MD&A); financial trends and revenue capacity statistical workpapers</p>



Fire

The mission of the Cincinnati Fire Department is to protect lives and property, and to minimize the suffering of its customers during emergencies. The Cincinnati Fire Department strives to quickly restore normalcy to its customers' lives by responding to their needs in an expeditious manner.



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	77,031,720	77,656,940	88,091,910	10,434,970	88,532,670
Employee Benefits	35,160,470	33,573,350	36,331,060	2,757,710	37,623,010
Non-Personnel	9,014,110	10,084,180	10,377,000	292,820	9,565,520
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	121,206,300	121,314,470	134,799,970	13,485,500	135,721,200
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	121,206,300	121,314,470	134,799,970	13,485,500	135,721,200
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	9,657,000	8,442,250	9,256,800	814,550	9,256,800
Total Full-time Equivalent Positions	908.00	908.00	905.00	(3.00)	905.00

Departmental Budgets



Fire

Department Agencies

1. Fire - Response
2. Fire - Support Services

Agency Summaries

Agency 1: Fire - 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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	69,974,790	70,077,840	77,209,900	7,132,060	80,184,500
Employee Benefits	32,362,470	30,690,090	32,316,290	1,626,200	34,394,080
Non-Personnel	7,335,910	7,877,610	8,828,480	950,870	8,581,680
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	109,673,170	108,645,540	118,354,670	9,709,130	123,160,260
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	109,673,170	108,645,540	118,354,670	9,709,130	123,160,260
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	9,657,000	8,442,250	9,256,800	814,550	9,256,800
Total Full-time Equivalent Positions	828.00	824.00	824.00	0.00	824.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
5,145,590	0.00	All Funds	This agency reflects a General Fund increase due to wage increases, employee benefits increase, and the reversal of one-time reductions to contractual services taken in FY 2021. There is no change in FTE.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
152,640	0.00	154,170	0.00	General Fund	This increase represents the transfer of telephone resources from the Fire Support Services Agency to the Fire Response Agency.
2,000,000	0.00	2,000,000	0.00	General Fund	This increase represents additional resources for overtime expenses.



On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
1,968,900	0.00	2,369,690	0.00	General Fund	This increase represents the additional personnel and fringe benefit resources associated with a recruit class scheduled to begin in June 2021.
0	0.00	3,957,900	0.00	General Fund	This increase represents the additional personnel and fringe benefit resources associated with a recruit class scheduled to begin in late FY 2022.
442,000	0.00	442,000	0.00	General Fund	This increase represents the transfer of the medical director contract from the Fire Support Services Agency to the Fire Response Agency.

Departmental Budgets



Fire

Agency 2: Fire - Support Services

Description: This agency is responsible for financial management and human resources for the Fire Department, as well as prevention and education for the public.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	7,056,930	7,579,100	10,882,010	3,302,910	8,348,170
Employee Benefits	2,798,000	2,883,260	4,014,770	1,131,510	3,228,930
Non-Personnel	1,678,200	2,206,570	1,548,520	(658,050)	983,840
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	11,533,130	12,668,930	16,445,300	3,776,370	12,560,940
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	11,533,130	12,668,930	16,445,300	3,776,370	12,560,940
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	80.00	84.00	81.00	(3.00)	81.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
12,610	(3.00)	All Funds	This agency reflects a General Fund increase due to wage and employee benefits increases, which is offset by the reversal of one-time funding in FY 2021. The change in FTE is due to the reclassification of Fire Alarm Operator and Dispatchers.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
(152,640)	0.00	(154,170)	0.00	General Fund	This reduction represents the transfer of telephone resources from the Fire Support Services Agency to the Fire Response Agency.
1,144,210	0.00	572,110	0.00	General Fund	This increase represents the additional personnel and fringe benefit resources associated with a recruit class scheduled to begin in late FY 2022.
(442,000)	0.00	(442,000)	0.00	General Fund	This reduction represents the transfer of the Medical Director contract from the Fire Support Services Agency to the Fire Response Agency.
1,578,190	0.00	0	0.00	General Fund	This increase represents the additional personnel and fringe benefit resources associated with a recruit class scheduled to begin in June 2021.



One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
550,000	0.00	0	0.00	General Fund	This increase represents the additional resources for overtime expenses associated with the recruit class scheduled to begin in June 2021.
1,086,000	0.00	0	0.00	General Fund	This increase represents the additional resources for overtime, equipment, and supplies associated with the recruit class scheduled to begin in late FY 2022.



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Improvement Plans – Cincinnati Fire Department

Reduction of Fire Deaths within the Community



Funding: 050, 272

Data Source: National Fire Incident Reporting System (NFIRS), CFD Personnel Management System (PMS).

Description: There has been an increase in multi-family building fires, most accidental in nature, that have resulted in loss of life. CFD’s goal is to reduce fire deaths over the next fiscal year.

Performance Indicators



Reduction of Fire Deaths in First Six Months of FY22 Goal: Zero fire deaths

The Cincinnati Fire Department (CFD) will identify locations within the city of Cincinnati that have experienced loss of life fire incidents, making a concerted effort to prevent deaths through smoke detector inspections and installations. The CFD has already identified seven apartment complexes in the city that have experienced one or more structure fires between 2020-2021.



Return Operations (Fire Companies) to conduct field level fire inspections Goal: Increase by 80%

CFD will instruct all 38 fire companies to return to routine level fire company inspection, e.g. multi-dwellings (more than 3 families), group homes, nursing homes, hospitals, and high-rise structures.



Educate CFD on the National Fire Incident Reporting System Goal: Train 100% of CFD

Train the entire fire department on the importance of timely and accurate NFIRS reports including dollars loss, property saved, civilian casualties, appliance defects, smoke detector non-compliance, underage youth fire causations and risk reduction analysis. Training will be complete by December 31, 2021.



Respond with Respect



Funding: General Fund - Fire Operational Budget

Data Source: CAD

Description: All efforts focused on responding with the fastest, most efficient and skilled Fire and EMS service possible.

Performance Indicators



Turnout Time for Fire Responses

Goal: 80 seconds

Turnout time is the time from receipt of alarm until the vehicle is enroute to the scene.



Turnout Time for EMS Responses

Goal: 60 seconds

Turnout time is the time from receipt of alarm until the vehicle is enroute to the scene.



Fire Travel Time

Goal: First engine within 240 seconds.
Goal: Second company within 360 seconds.
Goal: Entire one-alarm complement within 480 seconds.

The time interval that begins when a unit is enroute and ends when a unit arrives at the scene.



EMS Travel Time - Advanced Life Support Capable Unit

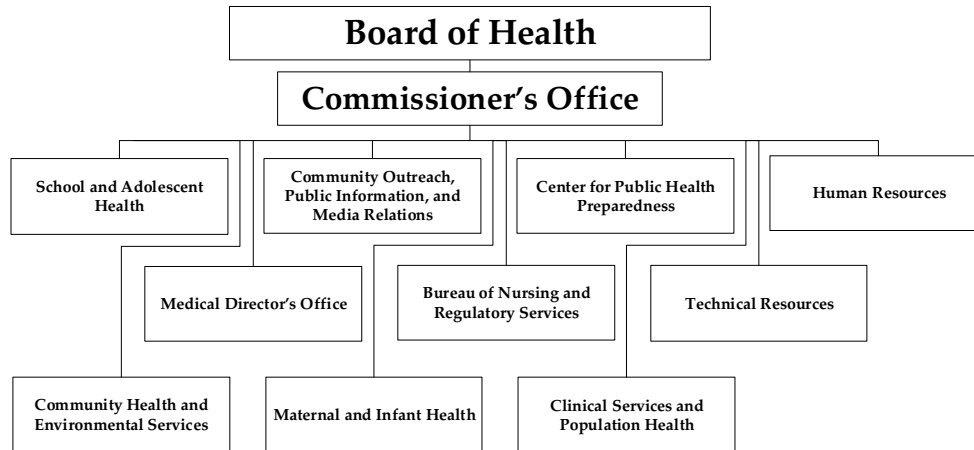
Goal: 480 seconds.

The time interval that begins when a unit is enroute and ends when a unit arrives at the scene.



Health

The mission of the Health Department is to work for the health and wellness of Cincinnati citizens, employing methods that include surveillance, assessment, disease prevention, health education and assuring access to public health services. The Health Department is committed to providing programs and services, facilitating partnerships, promoting wellness and advocating prudent, ethical and effective public health policies.



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	33,123,900	32,077,090	35,989,900	3,912,810	37,192,230
Employee Benefits	13,418,080	11,937,700	14,194,550	2,256,850	14,837,050
Non-Personnel	8,745,340	9,560,330	10,798,170	1,237,840	10,901,060
Properties	2,920	2,920	2,950	30	2,980
Debt Service	0	0	0	0	0
Operating Total	55,290,240	53,578,040	60,985,570	7,407,530	62,933,320
Internal Service Funds	0	0	0	0	0
Total	55,290,240	53,578,040	60,985,570	7,407,530	62,933,320
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	37,513,830	37,996,260	45,471,220	7,474,960	45,291,220
Total Full-time Equivalent Positions	514.33	537.86	575.46	37.60	575.46

Departmental Budgets

Health



Department Agencies

1. Office Of The Commissioner
2. Technical Resources
3. Community Health Services
4. Primary Health Care - Programs
5. Primary Health Care - Centers
6. School & Adolescent Health

Agency Summaries

Agency 1: Office Of The Commissioner

Description: Provides professional and administrative support to the Board of Health and Office of the Commissioner.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,610,350	1,639,510	1,951,850	312,340	2,008,130
Employee Benefits	559,640	539,960	706,210	166,250	736,600
Non-Personnel	182,710	181,370	304,370	123,000	314,870
Properties	2,920	2,920	2,950	30	2,980
Debt Service	0	0	0	0	0
Operating Total	2,355,620	2,363,760	2,965,380	601,620	3,062,580
Internal Service Funds	0	0	0	0	0
Total	2,355,620	2,363,760	2,965,380	601,620	3,062,580
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	308,000	308,000	500,710	192,710	500,710
Total Full-time Equivalent Positions	19.80	21.80	25.00	3.20	25.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
601,620	3.20	All Funds	This agency reflects an all funds increase due to increases in wages, employee benefits, fixed charges, materials and supplies, and contractual services. The increase in FTE is due to the addition of positions to better align staffing with service needs.



Agency 2: Technical Resources

Description: Provides technical resources and support to the Board of Health and staff.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,376,920	1,412,820	1,642,320	229,500	1,696,990
Employee Benefits	581,860	580,740	695,000	114,260	724,740
Non-Personnel	416,140	413,730	476,120	62,390	480,090
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,374,920	2,407,290	2,813,440	406,150	2,901,820
Internal Service Funds	0	0	0	0	0
Total	2,374,920	2,407,290	2,813,440	406,150	2,901,820
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	22.00	25.00	24.00	(1.00)	24.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
406,150	(1.00)	All Funds	This agency reflects an all funds increase due to increases in wages, employee benefits, software, materials and supplies, and contractual services. The decrease in FTE is due to add/deletes of positions to better align staffing with service needs.

Departmental Budgets

Health



Agency 3: Community Health Services

Description: This program operates the Health Promotion grant, the Immunization Action Plan grant, the lead inspection and abatement program and grants, the Environmental Health programs, and Vital Records.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	3,836,980	3,890,680	4,360,260	469,580	4,486,430
Employee Benefits	1,679,670	1,588,540	1,803,520	214,980	1,876,600
Non-Personnel	385,330	348,670	353,410	4,740	358,680
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,901,980	5,827,890	6,517,190	689,300	6,721,710
Internal Service Funds	0	0	0	0	0
Total	5,901,980	5,827,890	6,517,190	689,300	6,721,710
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	2,285,000	2,285,000	2,736,470	451,470	2,736,470
Total Full-time Equivalent Positions	68.00	70.00	72.00	2.00	72.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
689,300	2.00	All Funds	This agency reflects an all funds increase due to increases in wages, employee benefits, office machinery, materials and supplies, and contractual services. The increase in FTE is due to the addition of positions to align staffing with service needs.



Agency 4: Primary Health Care - Programs

Description: Provides support to the Board of Health. Provides preventive and primary care services to Cincinnatians who are uninsured or underinsured. Operates the Community Nursing program; Women, Infants, and Children (WIC) grant and the Reproductive Health grant.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	5,701,530	5,269,500	4,504,690	(764,810)	4,640,170
Employee Benefits	2,432,600	2,115,240	1,884,510	(230,730)	1,973,010
Non-Personnel	1,136,660	1,129,070	1,282,020	152,950	1,291,670
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,270,790	8,513,810	7,671,220	(842,590)	7,904,850
Internal Service Funds	0	0	0	0	0
Total	9,270,790	8,513,810	7,671,220	(842,590)	7,904,850
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	5,353,000	5,353,000	5,244,890	(108,110)	5,244,890
Total Full-time Equivalent Positions	90.80	87.40	86.40	(1.00)	86.40

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(842,590)	(1.00)	All Funds	This agency reflects an all funds decrease due to decreases in wages and employee benefits. The decrease in FTE is due to add/deletes of positions to better align staffing with service needs.

Departmental Budgets

Health



Agency 5: Primary Health Care - 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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	13,158,840	10,103,460	12,988,210	2,884,750	13,405,510
Employee Benefits	5,237,930	3,660,950	4,885,950	1,225,000	5,102,130
Non-Personnel	6,198,840	6,797,110	7,103,710	306,600	7,171,510
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	24,595,610	20,561,520	24,977,870	4,416,350	25,679,150
Internal Service Funds	0	0	0	0	0
Total	24,595,610	20,561,520	24,977,870	4,416,350	25,679,150
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	21,337,830	27,820,260	21,703,410	(6,116,860)	21,703,410
Total Full-time Equivalent Positions	189.98	182.78	194.25	11.47	194.25

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
4,416,350	11.47	All Funds	This agency reflects an all funds increase due to increases in wages, employee benefits, fixed charges, materials and supplies, and contractual services. The increase in FTE is due to the addition of positions to better align staffing with service needs.



Agency 6: 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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	7,439,280	9,761,120	10,542,570	781,450	10,955,000
Employee Benefits	2,926,380	3,452,270	4,219,360	767,090	4,423,970
Non-Personnel	425,660	690,380	1,278,540	588,160	1,284,240
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	10,791,320	13,903,770	16,040,470	2,136,700	16,663,210
Internal Service Funds	0	0	0	0	0
Total	10,791,320	13,903,770	16,040,470	2,136,700	16,663,210
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	8,230,000	2,230,000	15,285,740	13,055,740	15,105,740
Total Full-time Equivalent Positions	123.75	150.88	173.81	22.93	173.81

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
3,436,700	22.93	All Funds	This agency reflects an all funds increase due to increases in wages, benefits, fixed charges, materials and supplies, and contractual services. The increase in FTE is due to the addition of nursing staff as part of a Cincinnati Public Schools' contract.

One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
(1,100,000)	0.00	(1,100,000)	0.00	Community Health Center Activities	This reflects a reduction to the department's budget. This reduction accounts for expected reimbursements for work performed related to the COVID-19 pandemic.
1,100,000	0.00	0	0.00	Cincinnati Health District	This increase represents the additional work to be performed by nursing staff as part of a contract with Cincinnati Public Schools.
(200,000)	0.00	(200,000)	0.00	Cincinnati Health District	This reflects a reduction to the department's budget. This reduction accounts for expected reimbursements for work performed related to the COVID-19 pandemic.
(1,100,000)	0.00	0	0.00	Cincinnati Health District	This reduction represents the transfer of nurses as part of the Health Department's ERIP plan and contract with Cincinnati Public Schools.



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Project Plans – Health Department

Healthy Communities Program



Funding: T21 Fund, Interact For Health Tobacco Policy grant, General, In-kind

Description: The City of Cincinnati Health Department’s Healthy Communities Program is a collaborative approach to policy, system and environmental changes that support local population health. The Program includes a 100+ member Coalition whose members work together to create sustainable responses to health disparity by increasing access to nutritious foods, increasing access to safe places for physical activity, increasing access to tobacco-free environments, and providing chronic disease prevention and management education.

Progress Milestones

Establish baseline of unlicensed retailers

July 1, 2021

Per the Tobacco Retail License regulation, passed by the Board of Health in July 2019, all tobacco retail locations must purchase an annual \$500 TRL in order to sell tobacco products and tobacco paraphernalia. In order to ensure that all tobacco retail locations have purchased a license by the end of the fiscal year Health will determine a baseline of all retailers who are currently unlicensed.

100% of tobacco retail locations in Cincinnati will have purchased a tobacco retail license (TRL)

June 30, 2020

Per the Tobacco Retail License regulation, passed by the Board of Health in July 2019, all tobacco retail locations must purchase an annual \$500 TRL in order to sell tobacco products and tobacco paraphernalia. The license year is December 1 - November 30. December 1, 2019 began year 1 of the TRL program. Each quarter should result in 25% of unlicensed retailers purchasing a tobacco retail license.

The Healthy Communities Program’s Healthy Eating Coordinator will help to organize, support and facilitate eight (8) Produce Pop-Up (PPU) events by June 30, 2022.

Quarterly

Produce Pop-Up events are a collaborative approach to increase food access in the Avondale community by providing free, fresh produce. Two events will be held each quarter. Partners include The Freestore Foodbank, Cincinnati Health Department, Anthem, and The Community Builders.

The Live-Work-Play-Cincinnati (LWPC) Coalition will meet at least twice quarterly during FY22.

Quarterly



The LWPC Coalition will convene no less than 8 times during FY22, either in-person or via a virtual meeting platform.

The LWPC Coalition will host policy, systems, and environmental changes (PSEC) presentations/trainings/workshops related to healthy eating/active living, healthy families, behavioral health, and/or coalition building & evaluation

Quarterly

Goal: Increase LWPC Coalition members' awareness of current PSEC strategies to reduce chronic disease and improve health outcomes in Cincinnati. Two PSEC presentations/trainings/workshops will be hosted each quarter for eight total throughout the fiscal year.



Accreditation

Funding: \$100,000



Description: CHD is awaiting the status of our accreditation by the national Public Health Accreditation (PHAB). The Ohio Department of Health requires all counties who receive State funding to be accredited by PHAB. PHAB Accreditation is a lengthy process with a goal of creating a high performing governmental health system to create a healthier nation. PHAB Accreditation involves all divisions and programs, guided by the accreditation coordinator and office of the Health Commissioner.

Progress Milestones

Public Health Accreditation

December 31, 2021

Achieve public health accreditation and maintain accreditation requirements as established by the Public Health Accreditation Board (PHAB).

Public Health Performance Management

December 31, 2021

Re-engage the Cincinnati Children’s Hospital and Medical Center (CCHMC) Department of Quality to finalize the proposed new framework for department level performance. This includes eight (8) organizational performance objectives grouped into categories that represent three (3) main service lines of the department: Operations, Community/Public Health, and Clinical.

Quality Improvement (QI)

June 30, 2022

Identify and implement at least two (2) non-clinical quality improvement projects as a result of performance management linked to goals and objectives in the CHD Strategic Plan.

Health Promotion and Community Engagement

June 30, 2022

Update the department’s planned approach for developing and implementing health education and promotion programs with an emphasis on health equity, the use of data, and targeted community input.



Increase Public Health Response to the Opioid Epidemic

Funding:



Description: To ensure that CHD is involved in primary, secondary, and tertiary addiction prevention activities in Cincinnati, Ensure that we promote the public health model of harm reduction which includes syringe exchange services, naloxone availability, and access to evidence based drug or alcohol treatment. Continue surveillance of overdoses and deaths as well as rates of HIV and Hepatitis C linked to drug use.

Progress Milestones

Safe places Cincy

June 30, 2022

Develop/create additional community partnerships for residential treatment services. In 2019 SPC only had three community partnerships to refer patients for residential treatment. During 2020, six additional partnerships for residential treatment services were developed. The goal for 2021-2022 is to develop at least 3-5 additional community partnerships to further increase the number of patients being admitted into a residential treatment program.

OHMAS-SOR Grant for Minority Populations

December 30, 2021

The Cincinnati Health Department has entered into the second year of funding with OHMAS-SOR Grant to provide medication assisted treatment, addictions counseling, recovery supports, and recovery housing costs to minority populations in the Greater Cincinnati area. This is accomplished through a partnership with the Health Department's Safe Places Cincy program and a collaboration with Talbert House, and UMADAOP of Cincinnati. Funding from this grant will continue to allow the minority community struggling with addiction to walk into City of Cincinnati Health Centers during business hours and be connected to treatment with access to emergency recovery supports including recovery housing and ongoing evidence-based treatment services. The Cincinnati Health Department along UMADAOP and Talbert House will target African American and Hispanic/Latino American and other minority communities. Services will be begin on April 1st, 2021.

Medication Assisted Treatment

June 30, 2022

Funding from the Health Resources and Services Administration (HRSA) has continued for the Cincinnati Health Department to provide ongoing evidence-based medication assisted treatment for our patients. The Cincinnati Health Department began providing medication assisted treatment services on October 14th, 2019 and continues to provide these necessary lifesaving services. This is essential to allow for an ongoing, aftercare phase for patients completing more intensive levels of treatment. Our system continues to provide an avenue for patients to continue in their recovery while



getting access to primary care services. Outcome Measures: Maintain MAT services in all 6 health centers; Each patient receiving MAT services receive at least one monthly BH/MH counseling session; Monthly increase of enrollment for patients receiving MAT services.

Harm Reduction and Syringe Exchange

June 30, 2022

The Cincinnati Health Department and Hamilton County Public Health will continue their partnership through December 31st, 2022 for the provision of comprehensive harm reduction-bloodborne infectious disease prevention and treatment access program services for the Greater Cincinnati and surrounding communities; Milestones for the upcoming fiscal year period will consist of: Increase and record number of clients, as well as number of new clients accessing harm reduction services monthly; Record number of syringes exchanged monthly; Record number of Narcan kits provided to clients monthly; Record number of pregnancies, HIV, Hep-C tests provided to clients monthly upon approval due to COVID-19 epidemic; Record number clients referred monthly to SUD treatment (in-patient / out-patient), and medical services; Number of patients referred to Safe Places Cincy.

Behavioral Health Treatment: Individual Therapy

June 30, 2022

CHD's goal is to continue providing individual therapy for CHD's patients along with counseling services for patients and family to work one-on-one with a trained therapist in a safe, caring, and confidential environment, while exploring and processing their feelings, beliefs, or behaviors, work through challenging or influential memories, identify aspects of their lives that they would like to change, better understand themselves and others, set personal goals, and work toward desired change.

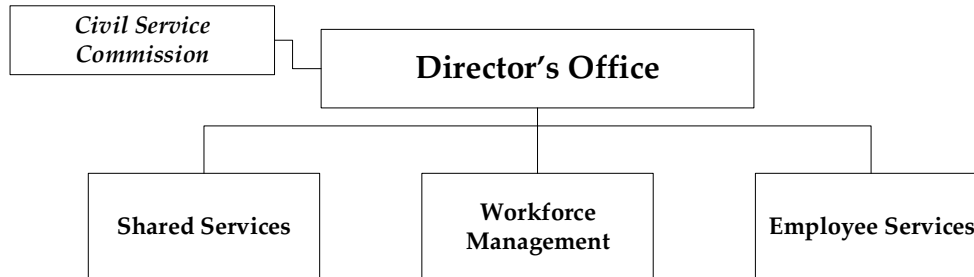


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Human Resources

The mission of the Human Resources Department, in collaboration with its partners, is to promote, grow, hire, and sustain a diverse workforce that is skilled, valued, recognized and engaged in building tomorrow's government today.



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	1,225,690	1,154,170	1,632,750	478,580	1,634,410
Employee Benefits	389,180	461,560	544,420	82,860	547,170
Non-Personnel	455,350	214,220	395,960	181,740	384,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,070,220	1,829,950	2,573,130	743,180	2,566,180
Operating Budget Restricted					
Personnel Services	313,910	321,910	236,480	(85,430)	248,330
Employee Benefits	138,990	129,600	92,380	(37,220)	96,850
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	452,900	451,510	328,860	(122,650)	345,180
Internal Service Funds	0	0	0	0	0
Total	2,523,120	2,281,460	2,901,990	620,530	2,911,360
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	35,000	25,000	25,000	0	25,000
Total Full-time Equivalent Positions	24.10	24.10	25.10	1.00	25.10

Departmental Budgets

Human Resources



Department Agencies

- Human Resources

Agency Summaries

Agency 1: Human Resources

Description: Includes Workforce Management, Employee Services, Shared Services, and Administration. Primary functions are position management; classification/compensation including salary studies; hiring/selection; labor negotiations; and civil service testing.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	1,225,690	1,154,170	1,632,750	478,580	1,634,410
Employee Benefits	389,180	461,560	544,420	82,860	547,170
Non-Personnel	455,350	214,220	395,960	181,740	384,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,070,220	1,829,950	2,573,130	743,180	2,566,180
Operating Budget Restricted					
Personnel Services	313,910	321,910	236,480	(85,430)	248,330
Employee Benefits	138,990	129,600	92,380	(37,220)	96,850
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	452,900	451,510	328,860	(122,650)	345,180
Internal Service Funds	0	0	0	0	0
Total	2,523,120	2,281,460	2,901,990	620,530	2,911,360
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	35,000	25,000	25,000	0	25,000
Total Full-time Equivalent Positions	24.10	24.10	25.10	1.00	25.10

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
620,530	1.00	All Funds	This agency reflects an all funds increase due to wage increases, employee benefits increases, and the reversal of one-time reductions taken in FY 2021. The change in FTE is due to the transfer of a position from Enterprise Technology Solutions (ETS).



Project Plans - Human Resources

CHRIS Updates



Funding: \$595,000 (*ongoing cost*), Fund will be identified through the FY22 Budget Process

Description: The City's Human Resources Information System required an update to adequately process the flow of HR functions throughout the departments within the City. ETS will perform a system update in the CHRIS system to open FLUID. This will allow connectivity across various platforms from desktop computers to cell phones. After this update is implemented, it will allow for system upgrades for Employee and Manager Self Service.

Progress Milestones

PeopleTools Upgrade

July 2021

This is the building blocks for all PeopleSoft updates and must be completed by ETS before any systemic updates can be performed. This update will be labor intensive and require extensive testing throughout the entire CHRIS system

Employee Self Service

September-October 2021

This upgrade will allow employees to go into the CHRIS system and view their personal information data, view their pay stubs, w2 information, log timesheet data and update their personal information.

Manager Self Service

October-November 2021

This upgrade will allow Managers to view their employee's personal information, leave data, timesheet and approve time



Citywide Learning Management System



Funding: \$451,397 (*annually*), Fund will be identified through the FY22 Budget Process

Description: The Office of Employee Advancement requests a Citywide Learning Management System to help promote a coordinated effort for citywide trainings, such as New Employee Orientation, Essential Required Training, and Leadership Development.

Progress Milestones

HR Admin Team Training **July-August 2021**

The Human Resources Admin Team will learn the new system to become subject matter experts.

Training Supervisors to Provide Training **August-September 2021**

Training Supervisors will train the City Training Registrars and gather their feedback on the new system

Produce Tutorials **October 2021**

HR will produce tutorial videos for citywide users

Prepare communications for Training Registrars and citywide users **November 2021**

HR will prepare communications materials related to the new system

Begin Implementation **December 2021**

Ensure technology capabilities are in place and begin training. Start with smaller departments and key users in departments ---Train the Trainer.



Document Processing and File Sharing System



Funding: Funding for software is pending. If no funding is available, this plan will entail the streamlining of processes via existing infrastructure.

Description: As a result of Centralization, Central HR will have to manage front-line HR processes from beginning to end, including paperwork that needs to be filed and submitted in different locations. With a document processing system, we would be able to scan and electronically hold pertinent documents in an electronic filing system. This will significantly reduce paper, and enhance timely submissions of employee paperwork.

Alternatively, processes utilizing existing infrastructure will be implemented across Tier 2 departments. Contacts, policies, and SOPs will be updated to reflect workflows that coordinate Employee Services processes across all Tier 2 departments in a manner that reflects a single Tier 1 department. Such policies include, but are not limited to, Donated Time, Advanced Vacation Requests, Corrective Action, Workplace Investigations, Tuition Reimbursement, FMLA processing, and ADA processing.

Progress Milestones

Funding/Planning

July 1, 2021

Should funding become available, we will know at the start of the next fiscal year. At that point, we will submit to Purchasing for an RFP.

If funding is not available, we will identify the workflows, policies, and SOPs that will need to be rewritten to accommodate Tier 2 cross-departmental coordination.

RFP/Policy 1

September 1, 2021

If funding is available, at this point an RFP should be completed and possibly closed. The first policy, workflow, and SOP should be completed and training Tier 2 contacts should commence.

Vendor Selection and Implementation/Policies 2 & 3

January 1, 2022

If funding is available, by this time a vendor should be selected and the product should be installed. If no funding is available, at this point policies, workflows, and SOPs 2 and 3 should be completed. Policy 1 training should be completed and training on Policies 2 and 3 should commence.

Product Training/Policies 4 and 5

March 1, 2022

If funding is available, by this time training on the new product and implementation of workflows should be underway. If no funding is available, at this point policies, workflows, and SOPs 4 and 5 should be completed. Policies 2 and 3 training should be completed and training on Policies 4 and 5 should commence.

Completion

June 30, 2022



At this point, employees across Tier 2 should be comfortable using a new product, if funding to acquire it was available. If not, then applicable processes should be more efficiently moving from Tier 2 departments to Central HR.



Improve Internal Service Delivery



Funding: General Fund, Personnel.

Description: Improve internal human resource service delivery to (1) increase the speed of hiring, (2) improve onboarding of new employees, and (3) restructure and improve the performance review process.

Progress Milestones

Process Analysis

July-August 2021

Conduct an analysis of current processes to understand and document the existing status of (1) the speed of hiring, (2) the onboarding process for new employees, and (3) the performance review process. When possible, quantify the current processes in metrics (ex. average of X days from posting of a new position to filling).

Recommendation of Project Plan

September 2021

Develop both goals for improvement in these areas and a recommendation for implementation to the City Manager.

Begin Implementation

October 2021

Begin implementation of Project Plan.

Implementation Completed

January 2022

Complete roll-out of improved processes.

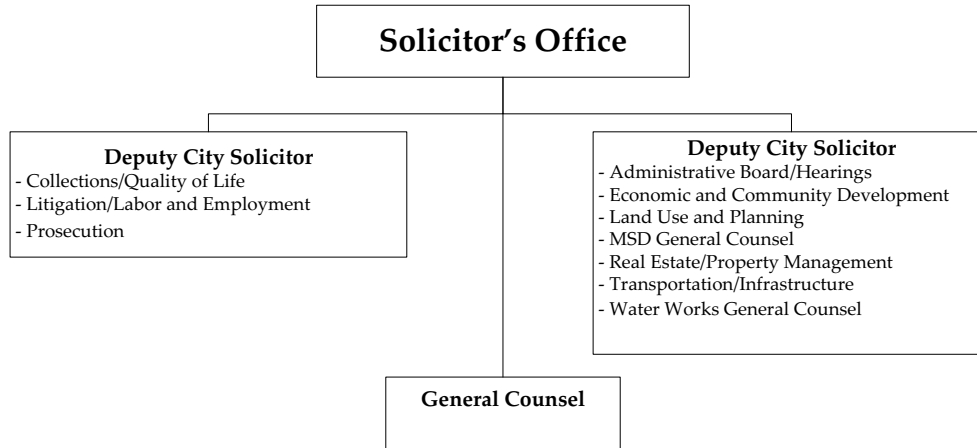


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Law

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.



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	4,976,990	4,870,100	5,922,350	1,052,250	6,013,330
Employee Benefits	1,684,510	1,662,680	2,162,410	499,730	2,163,810
Non-Personnel	708,160	637,510	654,670	17,160	639,680
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,369,660	7,170,290	8,739,430	1,569,140	8,816,820
Operating Budget Restricted					
Personnel Services	273,010	318,490	89,490	(229,000)	55,130
Employee Benefits	76,080	94,370	16,520	(77,850)	19,360
Non-Personnel	6,670	6,750	6,820	70	6,870
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	355,760	419,610	112,830	(306,780)	81,360
Internal Service Funds	1,021,640	1,300,430	1,238,430	(62,000)	1,279,060
Total	8,747,060	8,890,330	10,090,690	1,200,360	10,177,240
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	1,890,000	1,401,500	1,375,500	(26,000)	1,375,500
Total Full-time Equivalent Positions	82.20	88.20	92.70	4.50	92.70

Departmental Budgets



Law

Department Agencies

1. Law - Civil
2. Law - Administrative Hearings & Prosecution
3. Law - Real Estate

Agency Summaries

Agency 1: Law - Civil

Description: The Civil section drafts legislation for City Council, the Mayor, and the Administration, provides legal advice to the City's officials and agencies, and ensures that municipal civil code violations are enforced by conducting administrative hearings.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	2,847,170	2,682,910	3,341,640	658,730	3,405,320
Employee Benefits	991,950	955,720	1,280,730	325,010	1,273,580
Non-Personnel	552,000	467,720	518,700	50,980	502,950
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	4,391,120	4,106,350	5,141,070	1,034,720	5,181,850
Operating Budget Restricted					
Personnel Services	234,580	318,490	89,490	(229,000)	55,130
Employee Benefits	64,490	94,370	16,520	(77,850)	19,360
Non-Personnel	3,410	3,450	6,820	3,370	6,870
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	302,480	416,310	112,830	(303,480)	81,360
Internal Service Funds	0	0	0	0	0
Total	4,693,600	4,522,660	5,253,900	731,240	5,263,210
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,390,000	901,500	5,000	(896,500)	5,000
Total Full-time Equivalent Positions	43.20	44.20	47.70	3.50	47.70

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
436,040	0.50	All Funds	This agency reflects an all funds increase due to wage increases, employee benefits increases, and the addition of staff during FY 2021. The change in FTE is due to the addition of a part-time City Solicitor position.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
78,780	1.00	81,460	1.00	General Fund	This reflects an increase for an additional Support Services Specialist position to provide support for an increased workload in both Civil Litigation and Labor and Employment.



On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
108,210	1.00	111,770	1.00	General Fund	This reflects an increase for an additional Assistant City Solicitor position to provide expertise in contract disputes, First Amendment issues, land use law, and appellate practice.
108,210	1.00	111,770	1.00	General Fund	This reflects an increase for an additional Assistant City Solicitor position to manage the marijuana expungement effort per Article II, Section 25 "Expungement of Marijuana-Related Offenses" of the Administrative Code

Departmental Budgets

Law



Agency 2: Law - Administrative Hearings & Prosecution

Description: Prosecuting misdemeanors, including all traffic and criminal cases brought before the Municipal Court for violation of criminal offenses occurring within the City, as well as staffing and managing several of the City's administrative boards.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	2,129,820	2,187,190	2,580,710	393,520	2,608,010
Employee Benefits	692,560	706,960	881,680	174,720	890,230
Non-Personnel	156,160	169,790	135,970	(33,820)	136,730
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,978,540	3,063,940	3,598,360	534,420	3,634,970
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	2,978,540	3,063,940	3,598,360	534,420	3,634,970
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	870,500	870,500	870,500
Total Full-time Equivalent Positions	31.00	35.00	37.00	2.00	37.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
426,210	1.00	All Funds	This agency reflects a General Fund increase due to wage increases, employee benefits increases, and the transfer of staff during FY 2021. The change in FTE is due to the transfer of staff.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
108,210	1.00	111,770	1.00	General Fund	This reflects an increase for an additional Assistant City Solicitor position to focus on violence reduction initiatives per Ordinance No. 0328-2020.



Agency 3: Law - Real Estate

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

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	38,430	0	0	0	0
Employee Benefits	11,590	0	0	0	0
Non-Personnel	3,260	3,300	0	(3,300)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	53,280	3,300	0	(3,300)	0
Internal Service Funds	1,021,640	1,300,430	1,238,430	(62,000)	1,279,060
Total	1,074,920	1,303,730	1,238,430	(65,300)	1,279,060
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	500,000	500,000	500,000	0	500,000
Total Full-time Equivalent Positions	8.00	9.00	8.00	(1.00)	8.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(3,300)	(1.00)	All Funds	This agency reflects an all funds increase due to wage increases, employee benefits increases, and the transfer of staff during FY 2021. The change in FTE is due to the transfer of staff.



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Project Plans – Law Department

Streamline Municipal Court Expungement Processes



Funding: For a period of three years beginning with FY 2021, CMC Administrative Code, Article II, Section 25 requires funding of expungement representation and a new FTE to manage the expungement process, General Fund

Description: Review best practices in the region and nation and identify methods to streamline City’s internal expungement processes and initiate greater coordination and collaboration with Hamilton County Municipal Court’s Clerk of Court’s Office.

Progress Milestones

Hire New FTE

July 1, 2021

Recruit and hire a full-time Expungement Manager who will oversee the identification of those eligible to have marijuana offenses expunged, establish a process for contacting eligible persons, and ensure that those persons receive representation to guide them through the court process.

Streamline Internal Expungement Processes

October 1, 2021

Communicate expungement processes and policies to prosecuting attorneys and contact other jurisdictions to determine whether there are better and more efficient ways to process expungements. Modify processes and policies accordingly.

Coordinate and Collaborate with the HAMCO Clerk of Court’s Office

October 1, 2021

The Hamilton County Clerk of Court’s Office has indicated likely coordination and collaboration in the following areas: (1) generating a computerized list of persons with prior marijuana convictions for use by the Expungement Manager to determine expungement eligibility, (2) create an online system for filing expungement applications, (3) possibly expand the Clerk’s Help Desk to assist eligible persons with expungement applications, and (4) provide the Division of Prosecuting Attorneys with the Clerk’s procedures for processing expungements in order to identify potential areas for streamlining and further collaboration.



Public Records Centralization, Tracking, and Portal Access



Funding: General Fund, subject to FY22 budget process

Description: Implementation of a coordinated, City-wide system for tracking and managing public records requests, using updated technology to enhance productivity and ensure transparency, with sufficient staffing to ensure compliance with the City’s legal obligations under the Public Records Act while avoiding potentially costly litigation.

Progress Milestones

Draft any necessary Administrative Code amendments **July 1, 2021**

As part of the FY22 budget process, draft any administrative code amendments to reflect planned reorganization and staffing, with an eye to areas where employees must report to particular departments, like CPD and Law.

Support hiring process **September 1, 2021**

Contingent of funding and planning, help identify strong candidates, including attorneys, to support the public records function.

Support vendor transition and implementation **December 31, 2021**

Work with vendors, attorneys, and Manager’s staff to transition new vendors into implementing software support for public records responses and tracking.

Create training materials **May 1, 2022**

Support Administration in creating internal training materials about public records obligations and how to utilize centralized processes to mitigate litigation risk and increase customer satisfaction with the City’s response.



Request for Legal Services (RLS) System Technology Upgrade to Include reminders, status, access, transfer

Funding: General Fund, subject to FY22 budget process



Description: Implementation of an updated database that allows for effective tracking of incoming Requests for Legal Services, with available and viable options for notes, reminders, status updates, and which allows clients to access non-privileged information for real-time updates.

Progress Milestones

Improvement of RLS form **September 1, 2021**

Implement functional drop down menu that requires specific, document-specific information, such as the date existing contracts expire, the Council meeting where legislation will be introduced; utilize prompts in assignment descriptions to provide critical and timely information to Law.

Make RLS form compatible with Law’s assignment database **December 31, 2021**

Work with ETS to make RLS form compatible with Law’s assignment database so that the RLS is entered electronically without requiring additional data entry/processing by Law personnel, which also auto generates an email to designated Law personnel to notify them that an RLS has been submitted.

RLS/Assignment Database improvements **December 31, 2021**

Work with ETS to develop an assignment database that will provide easier data entry, more functional and less cluttered data fields, improved search functions, automatic reminders to assigned attorneys and supervisors, and public-facing options so that clients can view non-privileged data and current status.



Pre-recorded Legal Trainings for City Clients, Accessible on Demand



Funding: General Fund, subject to FY22 budget process

Description: Creation and compilation of short video modules of recurring and relevant legal obligations of City offices and legal processes impacting City operations, presented by City attorneys, available on City’s intranet, and accessible on demand.

Progress Milestones

Coordinate with designated City attorneys **July 1, 2021**

Coordinate with impacted City attorneys to determine content/scope of trainings and to schedule recording sessions.

Review and assist with training sessions as needed **August 1, 2021**

Review and assist with pre recorded training sessions as needed to ensure consistency in quality and accessibility of content for non-lawyers.

Upload Pre-Recorded trainings and issue notifications **September 1, 2021**

Finalize trainings and work with ETS to upload content onto City’s intranet. In coordination with CMO, provide notification and guidance regarding accessibility and suggested use of pre-recorded legal trainings



Review and Enhancement of Law Department’s Organizational Structure and Functions

Funding: General Fund, Personnel



Description: Review and enhancement of the Law Department’s organizational structure and functions – Work with OPDA to conduct an assessment of Law Department competencies, its organizational structure, and its client service areas to identify opportunities for organizational change to better provide legal services to the City.

Progress Milestones

Law and OPDA Working Group **July 1, 2021**

Law and OPDA will create a working group to generate “external” understanding/objective insights into core Law functions relative to structure. Provide context for an existing organizational chart.

Solicit Input from Department Supervisors; Incorporate Feedback **Fall 2021**

Engage Law supervisors and key staff members through the Working Group to incorporate feedback into proposed actions.

Develop Options for Org Structure Updates **Fall 2021**

Law to develop options for organizational updates for review/discussion with OPDA. Narrow to preferred approach.

Implement changes to organizational structure **Winter 2021**

Begin the process of implementing changes and reflect changes in the Table of Organization.

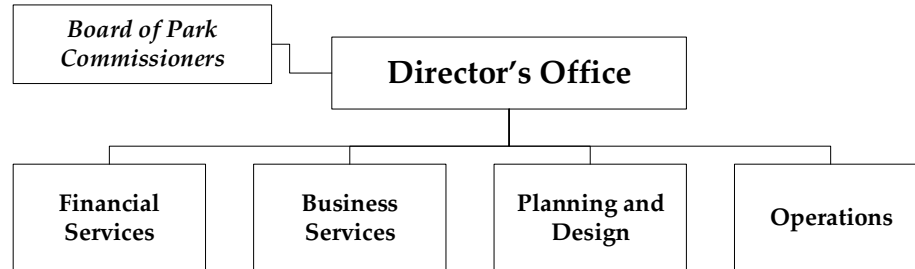


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Parks

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



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	4,403,010	3,741,550	4,331,630	590,080	4,344,150
Employee Benefits	1,479,570	1,298,800	1,592,910	294,110	1,613,940
Non-Personnel	3,187,670	3,233,530	3,330,180	96,650	2,834,990
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,070,250	8,273,880	9,254,720	980,840	8,793,080
Operating Budget Restricted					
Personnel Services	5,453,350	5,623,680	6,136,590	512,910	6,255,840
Employee Benefits	2,333,810	2,150,010	2,315,740	165,730	2,392,790
Non-Personnel	3,489,640	3,196,910	3,417,170	220,260	3,427,000
Properties	30,300	70,000	70,700	700	71,410
Debt Service	0	0	0	0	0
Operating Total	11,307,100	11,040,600	11,940,200	899,600	12,147,040
Internal Service Funds	0	0	0	0	0
Total	20,377,350	19,314,480	21,194,920	1,880,440	20,940,120
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	5,826,500	5,318,840	6,572,430	1,253,590	6,382,430
Total Full-time Equivalent Positions	232.20	230.20	228.20	(2.00)	228.20

Departmental Budgets



Parks

Department Agencies

1. Office of The Director
2. Operations and Facility Management
3. Administration and Program Services

Agency Summaries

Agency 1: Office of The Director

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	215,490	205,920	411,290	205,370	411,520
Employee Benefits	79,870	64,330	143,430	79,100	144,110
Non-Personnel	710	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	296,070	270,250	554,720	284,470	555,630
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	296,070	270,250	554,720	284,470	555,630
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	4.00	2.00	4.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
284,470	2.00 All Funds	This agency reflects a General Fund increase due to increases in wages and employee benefits. The increase in FTE is due to departmental reorganization efforts.



Agency 2: Operations and Facility Management

Description: This program manages over 80,000 trees in the City's Street Tree program and provides ongoing maintenance to the park system, which includes mowing, trimming, weeding, planting, watering, pruning, and litter control per the Park Board's guidelines.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	2,447,960	2,243,710	2,669,170	425,460	2,680,820
Employee Benefits	853,650	799,640	1,049,880	250,240	1,068,420
Non-Personnel	2,439,590	2,470,380	2,670,810	200,430	2,640,880
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,741,200	5,513,730	6,389,860	876,130	6,390,120
Operating Budget Restricted					
Personnel Services	5,158,690	5,188,580	5,726,920	538,340	5,838,510
Employee Benefits	2,238,140	2,011,780	2,163,500	151,720	2,235,070
Non-Personnel	3,256,120	2,945,610	3,074,000	128,390	3,082,690
Properties	30,300	70,000	70,700	700	71,410
Debt Service	0	0	0	0	0
Operating Total	10,683,250	10,215,970	11,035,120	819,150	11,227,680
Internal Service Funds	0	0	0	0	0
Total	16,424,450	15,729,700	17,424,980	1,695,280	17,617,800
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	4,074,500	3,659,340	4,236,300	576,960	4,236,300
Total Full-time Equivalent Positions	185.40	189.40	187.87	(1.53)	187.87

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,575,150	(4.53)	All Funds	This agency reflects an all funds increase due to increases in wages, employee benefits, contractual services, materials and supplies, and fixed charges. The decrease in FTE is due to departmental reorganization efforts.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
65,110	2.00	71,030	2.00	Park Donations/Special Activities	This increase represents the addition of Laborer and Recreational Specialists positions to support the Greenspace program.
55,020	1.00	71,350	1.00	Street Construction Maintenance & Repair	

Departmental Budgets



Parks

Agency 3: Administration and Program Services

Description: This program provides capital improvement and maintenance to park infrastructure, implements the Park Board's Master Plan, provides managerial oversight for the Park Board, offers nature programs, and oversees customer service and special permitting.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	1,739,560	1,291,920	1,251,170	(40,750)	1,251,810
Employee Benefits	546,050	434,830	399,600	(35,230)	401,410
Non-Personnel	747,370	763,150	659,370	(103,780)	194,110
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,032,980	2,489,900	2,310,140	(179,760)	1,847,330
Operating Budget Restricted					
Personnel Services	294,660	435,100	409,670	(25,430)	417,330
Employee Benefits	95,670	138,230	152,240	14,010	157,720
Non-Personnel	233,520	251,300	343,170	91,870	344,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	623,850	824,630	905,080	80,450	919,360
Internal Service Funds	0	0	0	0	0
Total	3,656,830	3,314,530	3,215,220	(99,310)	2,766,690
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,752,000	1,659,500	2,336,130	676,630	2,146,130
Total Full-time Equivalent Positions	44.80	38.80	36.33	(2.47)	36.33

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(99,310)	(2.47)	All Funds	This agency reflects an all funds decrease due to decreases in wages, employee benefits, contractual services, and materials and supplies. The decrease in FTE is due to departmental reorganization efforts.



Project Plans – Parks Department

Comprehensive Trail Signage Plan

Funding: \$500,000, TBD

Description: Parks' 65 miles of hiking trails lack consistent, clear, directional and interpretive signage. This project would seek to complete design, location identification, fabrication, and installation in FY 2022.



Progress Milestones

Discovery process

September 30, 2021

Geospatial review of the entire trail system to determine where signage is needed and interpretive signage would be most beneficial.

Finalize Design and Implementation Plan

November 30, 2021

Work with Parks Operations Division Facility Maintenance Section (ODFM), to design trail system wayfinding signage and implementation plan. Work with Parks Division of Natural Resources (DNR) Explore Nature Section and Parks Communication, Engagement and Volunteerism (CEV) Division to develop interpretive signage packages starting in nature preserves.

Material Development

February 25, 2022

Work closely with ODFM in the production of trail markers for the entire trail system. Work with CEV and the Cincinnati Parks Foundation to develop and purchase interpretive signage for nature preserves.

Install trail signage

June 18, 2022

Work with Operation Division staff and volunteers install trail markers throughout the trail system. Contract out installation of interpretive signage for nature preserves.



Mt. Airy Forest Revitalization



Funding: \$25,000, *Commissioners Fund*

Description: A multi-faceted, comprehensive focus in the west-side, regional park, Mt. Airy Forest. Starting with a focus on restoring the Arboretum to preserve the history and create a destination point for many.

Progress Milestones

Enhancing the Lilac Collection	October 30, 2021
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Adding plant material to enhance the Lilac Collection in the Arboretum. Over 50% of the collection is from the 1940's.

Revamping the Conifer Collection	October 30, 2021
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Adding to the collection diminished through the years.

Create a walking tour	December 30, 2021
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Provide a variety of methods for guests to engage in a self guided walking tour with maps and information on the horticultural aspects of the Arboretum.

Sensory Garden	May 30, 2022
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Create a garden to appeal to one or more of the five senses.

Arboretum Entrance	May 30, 2022
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Create a welcoming entrance to the Arboretum through new floral beds and signage.

Labeling Plants	June 30, 2022
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Provide information for the variety of plants throughout the Arboretum. The FY22 goal is to label 1/3 of the 2,200 labels needed.



Enhance Public Feedback and Community Engagement

Funding: \$384, 050



Data Source: Survey Monkey Advantage Account

Description: Enhance public feedback and community engagement systems with outreach strategies to be more responsive, generate more revenue and better align programs, services, events and parks improvements/maintenance with the needs of park users.

Performance Indicators



Outreach strategies for use in improving programs, services, events and park improvements.

Goal: 1 for each program

Parks has several distinct public facing programs operated by different divisions (Explore Nature!, Planning and Design, Krohn, Riverfront/Events & Natural Resource Management). Each respective program plan should include organized approaches to enhance public feedback systems to inform improvements and grow participation and revenue. CEV staff will identify and work with a key point person(s) in each program to develop a tailored engagement strategy. Estimated completion: July 1, 2021



Number of focused engagement surveys

Goal: Increase to 8

Organizing and increasing feedback from program/park users will be achieved by conducting more user/participant surveys using more standardized approaches. This is applicable to each of the four public facing programs listed above.



Number of total survey responses, by program

Goal: 150/program 600/year

The total number of survey participants will be tracked by program to establish a performance measure.



Parks ReLeaf Program

Funding: \$54,000, Private Donations (CPF)



Data Source: Updates provided via written communications, Crystal Courtney

Description: Double the amount of trees distributed. Annual program is completed in partnership with the Cincinnati Parks Foundation and MadTree Brewing. Tree giveaway will take place at MadTree Brewing’s facility in Oakley in mid-October. For the trees not picked up, work with community organizations throughout the city to ensure the trees are distributed where they are needed most. If there are remaining trees, work with Parks Operations/DNR staff to fill in canopy gaps throughout the park system where trees are needed most

Performance Indicators



Finalize fundraising

Goal: \$54,000

Work with CPF to reach a fundraising goal of \$54,000 for 1700 trees by August 1st.



Trees Given Away

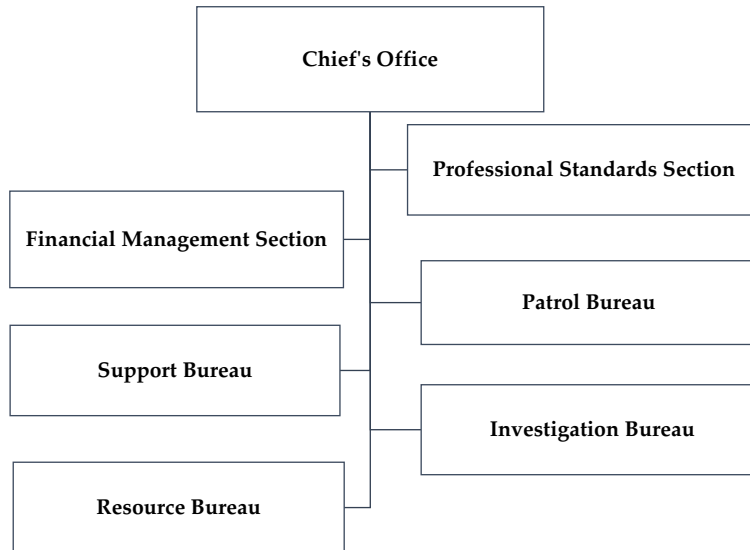
Goal: 1700 trees

Solicit applications for trees from August 1st to the end of September, with the goal of giving away 1,700 trees to Cincinnati residents.



Police

The Cincinnati Police Department will develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	98,238,810	97,497,210	108,281,830	10,784,620	109,083,090
Employee Benefits	39,706,620	38,944,180	41,228,920	2,284,740	42,488,710
Non-Personnel	13,789,770	15,086,240	16,492,640	1,406,400	15,924,980
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	151,735,200	151,527,630	166,003,390	14,475,760	167,496,780
Operating Budget Restricted					
Personnel Services	0	15,000	0	(15,000)	0
Employee Benefits	0	0	0	0	0
Non-Personnel	2,398,000	2,677,750	1,599,150	(1,078,600)	943,580
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,398,000	2,692,750	1,599,150	(1,093,600)	943,580
Internal Service Funds	0	0	0	0	0
Total	154,133,200	154,220,380	167,602,540	13,382,160	168,440,360
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	2,339,000	2,559,300	3,446,620	887,320	3,460,020
Total Full-time Equivalent Positions	1,243.00	1,241.00	1,239.00	(2.00)	1,239.00

Departmental Budgets

Police



Department Agencies

1. Patrol Bureau
2. Investigations Bureau
3. Support Bureau
4. Administration Bureau
5. Resource Bureau

Agency Summaries

Agency 1: Patrol Bureau

Description: This agency 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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	67,273,970	66,081,850	74,044,860	7,963,010	75,099,710
Employee Benefits	27,283,530	26,577,560	28,047,060	1,469,500	29,864,470
Non-Personnel	6,607,700	6,030,410	6,131,960	101,550	6,025,390
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	101,165,200	98,689,820	108,223,880	9,534,060	110,989,570
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	990,800	713,600	878,430	164,830	409,970
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	990,800	713,600	878,430	164,830	409,970
Internal Service Funds	0	0	0	0	0
Total	102,156,000	99,403,420	109,102,310	9,698,890	111,399,540
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	60,080	32,800	54,600
Total Full-time Equivalent Positions	871.00	818.00	835.00	17.00	835.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
7,386,650	15.00	All Funds	This agency reflects an all funds increase due to wage increases, the reversal of one-time reductions taken in FY 2021, and the transfer of resources from the Resource Bureau. The change in FTE is due to the transfer of staff from the Resource Bureau.



On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
1,985,850	0.00	3,173,010	0.00	General Fund	This increase would provide resources for a lateral recruit class of 30 members to serve as officers upon graduation.
(198,000)	0.00	(198,000)	0.00	General Fund	This decrease would transfer personnel funding for support of the Special Events Unit from the Cincinnati Police Department to the City Manager's Office.
122,150	0.00	123,370	0.00	General Fund	This increase would provide resources for non-personnel expenses related to the creation of the new Gun Crime Intelligence Center (GCIC).
343,860	0.00	1,414,360	0.00	General Fund	This increase would provide the resources necessary for ten additional recruits for the FY 2022 and FY 2023 recruit classes to serve as officers upon graduation.
181,370	2.00	190,360	2.00	General Fund	This increase would fund the addition of two Crime Analyst positions that were initially approved in FY 2021.

Departmental Budgets



Police

Agency 2: Investigations Bureau

Description: This agency prevents and solves crime through a variety of crime-specific units such as Homicide and Vice and specialized techniques including scientific investigative services.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	13,503,330	14,519,930	13,760,870	(759,060)	13,358,280
Employee Benefits	5,250,370	5,455,560	5,028,960	(426,600)	4,668,250
Non-Personnel	1,679,840	1,716,500	2,086,570	370,070	2,027,770
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	20,433,540	21,691,990	20,876,400	(815,590)	20,054,300
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	508,200	780,810	335,740	(445,070)	336,420
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	508,200	780,810	335,740	(445,070)	336,420
Internal Service Funds	0	0	0	0	0
Total	20,941,740	22,472,800	21,212,140	(1,260,660)	20,390,720
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	156.00	161.00	146.00	(15.00)	146.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(1,260,660)	(15.00)	All Funds	This agency reflects an all funds decrease due to a departmental reorganization that transferred some duties of this bureau to other agencies which is partially offset by wage and benefits increases. The change in FTE is due to the transfer of positions.



Agency 3: Support Bureau

Description: This agency supports the line operations of the Department through supplies, transportation, police records, and custody of property involved in criminal activity.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	8,357,850	7,093,510	12,335,330	5,241,820	12,808,290
Employee Benefits	3,469,790	2,574,860	4,958,370	2,383,510	5,050,490
Non-Personnel	2,773,360	6,499,190	4,122,970	(2,376,220)	3,861,840
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	14,601,000	16,167,560	21,416,670	5,249,110	21,720,620
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	424,000	224,370	301,170	76,800	79,410
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	424,000	224,370	301,170	76,800	79,410
Internal Service Funds	0	0	0	0	0
Total	15,025,000	16,391,930	21,717,840	5,325,910	21,800,030
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,188,200	1,047,500	1,245,000	197,500	1,242,400
Total Full-time Equivalent Positions	112.00	105.00	134.00	29.00	134.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
4,262,820	27.00	All Funds	This agency reflects an all funds increase due to wage increases, the reversal of one-time reductions taken in FY 2021, and the transfer of resources from the Resource Bureau. The change in FTE is due to the transfer of positions.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
164,210	2.00	172,330	2.00	General Fund	This increase would provide resources for two additional Administrative Specialist positions for the Body Worn Camera Redaction Team due to the increased workload for redacting video for the public release of footage.
423,200	0.00	439,620	0.00	General Fund	This increase would provide resources for ten additional recruits in each of the FY 2022 and FY 2023 recruit classes.

One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
475,680	0.00	0	0.00	General Fund	This increase would provide resources for a class of 30 lateral recruits in FY 2022.

Departmental Budgets



Police

Agency 4: Administration Bureau

Description: This agency directs and controls all Department activities and fiscal affairs; provides in-service training; and administers the recruiting selection and training of new officers.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	9,103,660	5,307,260	8,140,770	2,833,510	7,816,810
Employee Benefits	3,702,930	2,565,300	3,194,530	629,230	2,905,500
Non-Personnel	2,728,870	686,310	4,151,140	3,464,830	4,009,980
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	15,535,460	8,558,870	15,486,440	6,927,570	14,732,290
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	475,000	766,980	83,810	(683,170)	117,780
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	475,000	766,980	83,810	(683,170)	117,780
Internal Service Funds	0	0	0	0	0
Total	16,010,460	9,325,850	15,570,250	6,244,400	14,850,070
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,090,000	1,490,000	2,147,030	657,030	2,163,030
Total Full-time Equivalent Positions	104.00	66.00	124.00	58.00	124.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
6,244,400	58.00	All Funds	This agency reflects an all funds increase due to wage increases, the reversal of one-time reductions taken in FY 2021, and the transfer of resources from the Resource Bureau. The change in FTE is due to the transfer of positions.



Agency 5: Resource Bureau

Description: This agency focuses on community engagement through Collaborative Agreement Compliance and community-relations programs and youth initiatives.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	4,494,660	0	(4,494,660)	0
Employee Benefits	0	1,770,900	0	(1,770,900)	0
Non-Personnel	0	153,830	0	(153,830)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	6,419,390	0	(6,419,390)	0
Operating Budget Restricted					
Personnel Services	0	15,000	0	(15,000)	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	191,990	0	(191,990)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	206,990	0	(206,990)	0
Internal Service Funds	0	0	0	0	0
Total	0	6,626,380	0	(6,626,380)	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	91.00	0.00	(91.00)	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(6,626,380)	(91.00)	All Funds	This agency has been eliminated for FY 2022. Resources and FTE within this agency have been transferred to other agencies within the department.



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Project Plans – Cincinnati Police Department

Crime Gun Intelligence Center



Funding: Facilities Capital Project Funding and Asset Forfeiture

Description: The Police Department has partnered with the Bureau of Alcohol, Tobacco, and Firearms (ATF) to establish a new Crime Gun Intelligence Center (CGIC). CGICs focus on the immediate collection, management, and analysis of crime gun evidence, such as shell casings, in real time, in an effort to identify shooters, disrupt criminal activity, and to prevent future violence. The Cincinnati CGIC will collaborate between the ATF, local police departments, the Coroner’s Office, state and federal prosecutors, probation and parole, to make Cincinnati a safer place to live, work, worship, and raise families.

Progress Milestones

Assign personnel to the CGIC

July 2021

The success of the new CGIC is dependent on establishing a diverse team of motivated personnel in terms of rank, race, gender, talent, veteran and younger personnel. Once the CGIC team is established, training will occur emphasizing the Department’s Vision, Mission Statement, and Core Values along with the topics of Procedural Justice and Police Legitimacy. Initial training will also focus on forming common safe tactics between the assigned ATF agents, task force officers, and City police officers.

Establish a collaborative partnership with a research partner

July 2021

The Police Department recognizes the importance of having a long-term research partner to produce data-driven problem solving and targeted enforcement strategies aimed at specific gangs and individuals thought to be responsible for violent crime. The CGIC intends to establish a collaborative partnership with the University of Cincinnati, Department of Criminal Justice, with the goal of enhancing law enforcement operations, services to the community, and answering operational questions through rigorous, scientific inquiry. Dr. John Wright has indicated verbal acceptance.

Refurbish physical space

August 2021

The former Permit Building located at 3300 Central Parkway is being renovated to house the new CGIC. The bulk of the costs includes the installation of a new HVAC system. Walls were removed to create an open office atmosphere to facilitate the sharing of information. Other updates include constructing walls for locker rooms, painting walls, new carpet, building security, and camera installations.



Equip physical space

September 2021

Workstations are being installed for the personnel assigned to the CGIC. This includes the purchasing and installation of desks, chairs, lockers, and computers.

Installation of the National Integrated Ballistic Information Network (NIBIN) equipment

September 2021

NIBIN equipment, currently located at the Police Training Section, will be moved to the new location at 3300 Central Parkway. The NIBIN equipment requires a T3 data line to be installed. This process started with an ATF Site Security Survey, required by the Department of Justice (DOJ), that was completed in March 2021. It has been taking more than 5 months to get the T3 line orders through the ATF, DOJ, and AT&T.



Early Intervention System Development



Funding: In-house project and engaged research partner

Description: Cincinnati Police Department has partnered with the City’s Office of Performance and Data Analytics and the IACP/UC Center for Police Research and Policy to develop a real-time, early intervention system based on measurable performance data. The goal of this system is to maximize accountability, legitimacy and wellness opportunities for officers.

Progress Milestones

Execute Data Share Agreement

July 2021

IACP/UC will need an agreement in order to access CPD’s data sets to review performance indicators as identified by the agency. This information is required in order to establish best practices and benchmarks for predictions of the need for officer interventions (e.g., additional training, discipline) or accolades.

Map and Aggregate Initially Identified Data

Q1 FY22

Work with OPDA in order to map and plot initially identified performance data for assessment and weighting by IACP/UC research partner. Engage in bi-weekly meetings to facilitate this process.

Establish Weighting and Benchmarks

Q2 FY22

Collaborate with IACP/UC to apply weights and measures to performance data according to national best practices regarding early intervention identifiers and completed research. Identify additional performance data and measures. Engage in bi-weekly meetings to assess status and facilitate researcher partner’s needs.

Create Real Time Dashboard for CPD Management

Q3 FY22

Create a visual dashboard with applied weights and measures for real time assessment of Department, Section, Unit performance. Dashboard will alert to the necessity of early performance intervention from a management standpoint or wellness opportunities.

Implementation of System

Q4 FY22

Document procedures, wellness referrals, performance interventions and identify processes to accompany implementation of the system. Pilot department-wide for Q2 and make necessary adjustments based on feedback and observations of system operations.

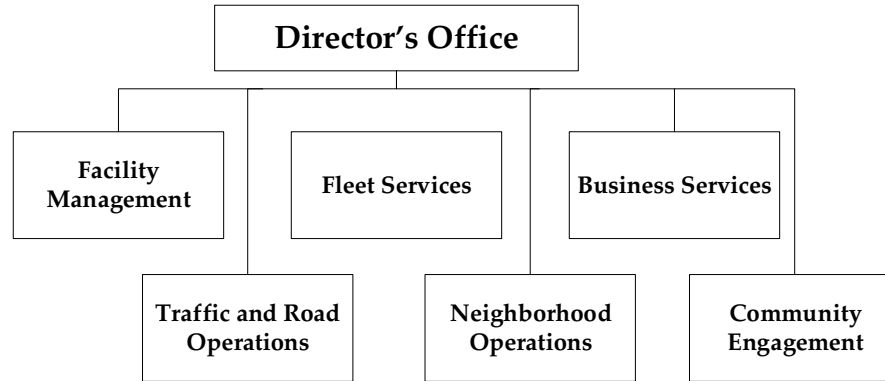


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Public Services

The mission of the Public Services Department is to be a service organization that promotes partnerships with neighborhood residents and businesses to solve problems and provide efficient management of public infrastructure and quality facility assets.



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	4,945,690	4,806,920	5,490,510	683,590	5,493,020
Employee Benefits	2,065,290	1,896,000	2,017,900	121,900	2,045,980
Non-Personnel	7,614,450	7,659,370	8,363,480	704,110	8,121,780
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	14,625,430	14,362,290	15,871,890	1,509,600	15,660,780
Operating Budget Restricted					
Personnel Services	15,721,880	13,008,000	13,017,370	9,370	13,397,450
Employee Benefits	6,621,560	5,513,510	5,691,630	178,120	5,926,940
Non-Personnel	11,334,780	10,849,110	10,967,010	117,900	10,980,740
Properties	107,130	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	33,785,350	29,370,620	29,676,010	305,390	30,305,130
Internal Service Funds	17,818,280	19,097,190	19,594,560	497,370	19,911,800
Total	66,229,060	62,830,100	65,142,460	2,312,360	65,877,710
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	22,345,770	22,558,420	24,823,740	2,265,320	24,823,740
Total Full-time Equivalent Positions	483.00	438.00	430.00	(8.00)	430.00

Departmental Budgets

Public Services



Department Agencies

1. Office of The Director
2. Traffic And Road Operations
3. Neighborhood Operations
4. City Facility Management
5. Fleet Services

Agency Summaries

Agency 1: Office of The Director

Description: This agency provides administrative support to the Public Services Department including employee relations, community engagement, human resources, information technology, training, safety, accounting, procurement, and the budget.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	850,260	626,620	781,310	154,690	783,230
Employee Benefits	282,200	235,980	207,350	(28,630)	212,650
Non-Personnel	104,760	94,480	97,300	2,820	94,640
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,237,220	957,080	1,085,960	128,880	1,090,520
Operating Budget Restricted					
Personnel Services	95,470	98,800	100,680	1,880	102,590
Employee Benefits	38,250	38,300	39,360	1,060	40,720
Non-Personnel	50,590	50,710	51,210	500	51,730
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	184,310	187,810	191,250	3,440	195,040
Internal Service Funds	0	0	0	0	0
Total	1,421,530	1,144,890	1,277,210	132,320	1,285,560
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	11.00	10.00	9.00	(1.00)	9.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
132,320	(1.00)	All Funds	This agency reflects an all funds increase due to wage and benefits increases as well as the reversal of one-time reductions taken in FY 2021. The decrease in FTE is due to the elimination of positions as part of ERIP.



Agency 2: Traffic And Road Operations

Description: This agency provides repair and maintenance for all roadway signage, potholes, pavement, curbs, guardrails, bridge maintenance, catch basin repairs and cleaning and other asphalt and concrete structures as well as Winter Operations services.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	7,834,270	5,321,050	5,496,320	175,270	5,676,920
Employee Benefits	3,502,630	2,316,210	2,486,110	169,900	2,606,660
Non-Personnel	6,386,140	6,029,900	6,637,960	608,060	6,667,280
Properties	30,730	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	17,753,770	13,667,160	14,620,390	953,230	14,950,860
Internal Service Funds	0	0	0	0	0
Total	17,753,770	13,667,160	14,620,390	953,230	14,950,860
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	166.00	122.00	117.00	(5.00)	117.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
753,230	(5.00)	All Funds	This agency reflects an all funds increase due to wage and benefits increases and the reversal of one-time reductions taken in FY 2021. The decrease in FTE is due to the elimination of positions as part of ERIP.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
200,000	0.00	200,000	0.00	Street Construction Maintenance & Repair	This increase provides funding to compensate for the general repair and maintenance of roadway pavement.

Departmental Budgets

Public Services



Agency 3: Neighborhood Operations

Description: This agency provides curbside collection of solid waste, yard waste, tire collection, and litter pickup citywide; provides clean, safe and aesthetically pleasing neighborhoods, streets and green space; and conducts Street Sweeping services.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	3,916,330	4,030,960	4,520,980	490,020	4,525,020
Employee Benefits	1,687,090	1,581,700	1,726,690	144,990	1,749,650
Non-Personnel	4,738,850	4,794,130	4,974,400	180,270	4,831,260
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	10,342,270	10,406,790	11,222,070	815,280	11,105,930
Operating Budget Restricted					
Personnel Services	6,187,490	6,230,900	5,800,030	(430,870)	5,937,470
Employee Benefits	2,386,850	2,468,590	2,462,240	(6,350)	2,543,050
Non-Personnel	3,740,330	3,614,030	3,111,760	(502,270)	3,084,460
Properties	76,400	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	12,391,070	12,313,520	11,374,030	(939,490)	11,564,980
Internal Service Funds	0	0	0	0	0
Total	22,733,340	22,720,310	22,596,100	(124,210)	22,670,910
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	4,444,820	3,439,820	5,720,820	2,281,000	5,720,820
Total Full-time Equivalent Positions	206.00	206.00	207.00	1.00	207.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(201,920)	0.00	All Funds	This agency reflects an all funds decrease due to the transfer of the Private Lot Abatement Program (PLAP). There is no change in FTE due to the net effect of ERIP position eliminations, PLAP position transfers, and double-fills of Sanitation Helpers.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
77,710	1.00	82,200	1.00	Street Construction Maintenance & Repair	This increase provides funding for an additional Senior Customer Relations Representative in the Public Services Customer Service Center.



Agency 4: City Facility Management

Description: This agency provides management, architectural services and maintenance of all city-owned buildings including public safety facilities, City Hall, and major cultural institutions.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	73,490	75,920	77,220	1,300	75,810
Employee Benefits	34,670	33,830	21,210	(12,620)	21,030
Non-Personnel	2,769,880	2,769,740	3,290,750	521,010	3,194,890
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,878,040	2,879,490	3,389,180	509,690	3,291,730
Operating Budget Restricted					
Personnel Services	1,604,650	1,357,250	1,620,340	263,090	1,680,470
Employee Benefits	693,830	690,410	703,920	13,510	736,510
Non-Personnel	1,157,720	1,154,470	1,166,080	11,610	1,177,270
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,456,200	3,202,130	3,490,340	288,210	3,594,250
Internal Service Funds	0	0	0	0	0
Total	6,334,240	6,081,620	6,879,520	797,900	6,885,980
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	57,500	44,380	28,690	(15,680)	28,690
Total Full-time Equivalent Positions	28.00	28.00	27.00	(1.00)	27.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
297,900	(1.00)	All Funds	This agency reflects an all funds increase due to wage and benefits increases and the reversal of one-time reductions taken in FY 2021. The decrease in FTE is due to the elimination of positions as part of ERIP.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
500,000	0.00	500,000	0.00	General Fund	This increase provides additional funding to cover increased Stormwater Management Utility charges based on various City property's contribution to stormwater runoff.

Departmental Budgets

Public Services



Agency 5: Fleet Services

Description: This agency provides public safety and service excellence by providing City agencies with the necessary equipment, fuel, and maintenance and repair to perform their core service functions.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	105,610	73,420	111,000	37,580	108,960
Employee Benefits	61,330	44,490	62,650	18,160	62,650
Non-Personnel	960	1,020	1,030	10	990
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	167,900	118,930	174,680	55,750	172,600
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	17,818,280	19,097,190	19,594,560	497,370	19,911,800
Total	17,986,180	19,216,120	19,769,240	553,120	20,084,400
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	17,843,450	19,074,230	19,074,230	0	19,074,230
Total Full-time Equivalent Positions	72.00	72.00	70.00	(2.00)	70.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
55,750	(2.00)	All Funds	This agency reflects a General Fund increase due to wage and benefits increases and the reversal of one-time reductions taken in FY 2021. The decrease in FTE is due to the elimination of positions as part of ERIP.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
175,980	0.00	187,190	0.00	Fleet Services	This increase provides funding for increased management fees from vendor changes and expired contracts.



Project Plans – Department of Public Services

Snow Removal Priority Levels

Funding: 050, 301



Description: In order to improve the efficiency of snow removal, DPS will review current snow removal priority levels and work to establish a new snow route priority system.

Progress Milestones

Start Improvement Discussion	July 2021
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DPS and OPDA will meet to work on a plan for reviewing and revising snow routes to improve efficiency

Upgrade Route Tracking Sheet	October 2021
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Improve the current excel route tracking sheet to better prioritize snow removal routes and track dispatch and completion.

Implement New Routing System	November 2021
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Begin training on and using the new snow route priority system during snow removal preparation and during snow events.

Evaluate New System	May 2022
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After the winter season evaluate the effectiveness and efficiency of the new snow removal route system.



Street Sweeping

Funding: 107

Data Source: Zonar Data, Data Warehouse

Description: Street sweep 14,000 lane miles per year to remove debris from right of way to help keep storm sewers clean.



Performance Indicators



Annual Street Sweeping Miles

Goal: 14,000 lane miles

Street sweeping conducted by DPS helps to keep the streets and storm sewers clean.



Pothole Repair Response

Funding: 301 Fund

Data Source: Data Warehouse



Description: DPS responds to citizen service requests for potholes. While limited at times by weather, DPS strives to fill all potholes in a timely and efficient manner. The goal is to decrease the number of average days that it takes to complete a pothole citizen service request for a pothole.

Performance Indicators



Number of potholes filled

Goal: Increase

DPS responds to citizen service requests for potholes.



Average Time to Repair Potholes

Goal: Decrease

In order to continue improving responsiveness and service delivery, DPS will work to decrease the average days from the time a pothole request is submitted to the completion of the repair.



Fleet Services

Funding: Fund 202 (Fleet Services), Department 250 (Public Services), Agency 256 (Fleet Services)

Data Source: FleetAnywhere (AssetWorks product)

Description: Keeping vehicles in service and reducing the number unavailable to departments.



Performance Indicators



Keep Vehicles in Service

Goal: 95% in service

Keeping vehicles in service reduces the number of vehicles unavailable to departments, which in turn keeps the departments fulfilling their mission for the City.



New Vehicle Inservicing

Goal: 100% in service

Getting new units into service helps the departments maximize new technologies quickly while keeping them on the road.



Preventive Maintenance Completions

Goal: 4,000 or more

Completing preventive maintenance on vehicles ensures that the vehicles are safe and serviceable for all City employees to use.



Recreation

The Cincinnati Recreation Commission is dedicated to providing recreational and cultural activities for all people in our neighborhoods and the whole community. We believe that by enhancing people's personal health and wellness, we strengthen and enrich the lives of our citizens and build a spirit of community in our City.



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	9,900,650	9,708,810	11,460,510	1,751,710	11,407,940
Employee Benefits	3,313,540	2,945,420	3,567,990	622,580	3,589,310
Non-Personnel	2,772,860	2,793,110	2,966,590	173,480	2,884,940
Properties	25,330	25,340	25,600	260	24,890
Debt Service	0	0	0	0	0
Operating Total	16,012,380	15,472,680	18,020,690	2,548,030	17,907,080
Operating Budget Restricted					
Personnel Services	5,965,950	6,786,950	5,425,040	(1,361,910)	5,293,010
Employee Benefits	1,061,080	919,240	800,180	(119,060)	807,710
Non-Personnel	7,099,530	6,566,960	6,967,040	400,080	7,026,190
Properties	13,290	13,440	13,580	140	13,720
Debt Service	40,630	673,130	325,630	(347,500)	319,260
Operating Total	14,180,480	14,959,720	13,531,470	(1,428,250)	13,459,890
Internal Service Funds	33,170	33,190	33,190	0	33,190
Total	30,226,030	30,465,590	31,585,350	1,119,780	31,400,160
Consolidated Plan Projects (CDBG)	0	250,000	0	(250,000)	0
Department Revenue	11,004,000	11,465,500	10,465,000	(1,000,500)	11,465,000
Total Full-time Equivalent Positions	411.79	420.81	411.38	(9.43)	411.38

Departmental Budgets

Recreation



Department Agencies

1. West Region
2. East Region
3. Central Region
4. Maintenance
5. Golf
6. Athletics
7. Support Services

Agency Summaries

Agency 1: West Region

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	1,919,140	1,968,940	2,106,480	137,540	2,080,550
Employee Benefits	725,400	679,630	644,370	(35,260)	645,150
Non-Personnel	460,520	470,930	467,390	(3,540)	454,360
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,105,060	3,119,500	3,218,240	98,740	3,180,060
Operating Budget Restricted					
Personnel Services	856,400	916,400	892,670	(23,730)	894,240
Employee Benefits	38,120	40,790	40,790	0	40,790
Non-Personnel	219,260	263,040	264,500	1,460	265,990
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,113,780	1,220,230	1,197,960	(22,270)	1,201,020
Internal Service Funds	0	0	0	0	0
Total	4,218,840	4,339,730	4,416,200	76,470	4,381,080
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	72.47	73.79	70.79	(3.00)	70.79

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
76,470	(3.00)	All Funds	This agency reflects an all funds increase due to citywide wage and benefits increases. The change in FTE is due to the elimination of positions as part of ERIP.



Agency 2: East Region

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	1,340,300	1,230,380	1,563,100	332,720	1,540,900
Employee Benefits	451,350	385,830	475,930	90,100	475,200
Non-Personnel	383,060	370,110	391,860	21,750	380,900
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,174,710	1,986,320	2,430,890	444,570	2,397,000
Operating Budget Restricted					
Personnel Services	1,266,440	1,423,670	1,121,620	(302,050)	1,123,420
Employee Benefits	116,420	128,780	46,910	(81,870)	46,910
Non-Personnel	262,040	310,270	285,670	(24,600)	287,370
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,644,900	1,862,720	1,454,200	(408,520)	1,457,700
Internal Service Funds	0	0	0	0	0
Total	3,819,610	3,849,040	3,885,090	36,050	3,854,700
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	70.85	71.09	67.46	(3.63)	67.46

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
36,050	(3.63)	All Funds	This agency reflects an all funds increase due to citywide wage and benefits increases which is partially offset by the reversal of one-time reductions taken in FY 2021. The change in FTE is due to adjustments in part-time staffing classifications.

Departmental Budgets

Recreation



Agency 3: Central Region

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	1,340,030	1,548,000	1,979,970	431,970	1,974,040
Employee Benefits	466,590	515,570	685,640	170,070	689,830
Non-Personnel	383,260	372,090	509,880	137,790	495,670
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,189,880	2,435,660	3,175,490	739,830	3,159,540
Operating Budget Restricted					
Personnel Services	1,447,260	1,467,880	1,075,510	(392,370)	1,077,400
Employee Benefits	236,400	146,200	49,140	(97,060)	49,140
Non-Personnel	309,850	343,030	336,020	(7,010)	338,470
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,993,510	1,957,110	1,460,670	(496,440)	1,465,010
Internal Service Funds	0	0	0	0	0
Total	4,183,390	4,392,770	4,636,160	243,390	4,624,550
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	76.77	82.82	82.82	0.00	82.82

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
243,390	0.00	All Funds	This agency reflects an all funds increase due to citywide wage and benefits increases which are partially offset by one-time reductions taken in FY 2021. There is no change in FTE.



Agency 4: Maintenance

Description: The Maintenance Division maintains the infrastructure of the department and provides clean and safe playgrounds, athletic fields, and recreation sites to improve the quality of life for all citizens of Cincinnati through quality recreation opportunities.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	1,442,060	1,512,060	1,770,540	258,480	1,749,560
Employee Benefits	605,630	519,010	665,930	146,920	673,660
Non-Personnel	995,240	998,910	1,016,840	17,930	988,630
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,042,930	3,029,980	3,453,310	423,330	3,411,850
Operating Budget Restricted					
Personnel Services	1,323,680	1,329,340	1,334,980	5,640	1,340,330
Employee Benefits	525,780	521,900	525,450	3,550	530,160
Non-Personnel	178,900	24,590	180,750	156,160	181,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,028,360	1,875,830	2,041,180	165,350	2,051,490
Internal Service Funds	0	0	0	0	0
Total	5,071,290	4,905,810	5,494,490	588,680	5,463,340
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	61.84	62.47	62.47	0.00	62.47

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
588,680	0.00	All Funds	This agency reflects an all funds increase due to citywide wage and benefits increases and increases to non-personnel expenses related to cleaning and decontamination. There is no change in FTE.

Departmental Budgets



Recreation

Agency 5: Golf

Description: The Cincinnati Recreation Commission's Golf Division provides full service, high quality, and value-driven golf experiences to the citizens of Cincinnati.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	151,920	131,020	159,800	28,780	162,920
Employee Benefits	52,730	44,030	54,940	10,910	56,740
Non-Personnel	5,211,110	4,634,410	4,900,020	265,610	4,945,530
Properties	0	0	0	0	0
Debt Service	40,630	673,130	325,630	(347,500)	319,260
Operating Total	5,456,390	5,482,590	5,440,390	(42,200)	5,484,450
Internal Service Funds	0	0	0	0	0
Total	5,456,390	5,482,590	5,440,390	(42,200)	5,484,450
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	5,900,000	4,790,000	4,790,000	0	4,790,000
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(262,760)	0.00	All Funds	This agency reflects an all funds decrease due to a reduction in debt service payments. There is no change in FTE.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
200,000	0.00	200,000	0.00	Municipal Golf	This increase will cover potential wage increases for part-time employees.
20,560	0.00	20,560	0.00	Municipal Golf	This reflects an increase for commercial property insurance premiums.



Agency 6: Athletics

Description: The Athletics, Aquatics, and Special Populations Division provides a variety of fun, safe, and high quality programs. Special populations include seniors and individuals with disabilities.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	2,115,090	1,999,320	2,259,280	259,960	2,280,430
Employee Benefits	486,220	370,270	465,260	94,990	465,410
Non-Personnel	380,030	407,170	407,450	280	396,210
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,981,340	2,776,760	3,131,990	355,230	3,142,050
Operating Budget Restricted					
Personnel Services	790,420	392,260	550,480	158,220	550,830
Employee Benefits	52,230	6,890	41,890	35,000	41,890
Non-Personnel	704,320	775,340	781,670	6,330	787,250
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,546,970	1,174,490	1,374,040	199,550	1,379,970
Internal Service Funds	0	0	0	0	0
Total	4,528,310	3,951,250	4,506,030	554,780	4,522,020
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	90.74	91.90	90.10	(1.80)	90.10

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
554,780	(1.80)	All Funds	This agency reflects an all funds increase due to citywide wage and benefits increases and high levels of part-time labor from increased service demand. The change in FTE is due to adjustments in part-time staffing classifications.

Departmental Budgets

Recreation



Agency 7: Support Services

Description: The Support Services Division sets department policies and is responsible for public relations, master planning, information technology, comprehensive financial management, oversight of records, and administration of the capital improvement plan.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	1,744,030	1,450,100	1,781,140	331,040	1,782,460
Employee Benefits	578,350	475,110	630,860	155,750	640,060
Non-Personnel	170,750	173,900	173,170	(730)	169,170
Properties	25,330	25,340	25,600	260	24,890
Debt Service	0	0	0	0	0
Operating Total	2,518,460	2,124,450	2,610,770	486,320	2,616,580
Operating Budget Restricted					
Personnel Services	129,830	1,126,380	289,980	(836,400)	143,870
Employee Benefits	39,400	30,650	41,060	10,410	42,080
Non-Personnel	214,050	216,280	218,410	2,130	220,580
Properties	13,290	13,440	13,580	140	13,720
Debt Service	0	0	0	0	0
Operating Total	396,570	1,386,750	563,030	(823,720)	420,250
Internal Service Funds	33,170	33,190	33,190	0	33,190
Total	2,948,200	3,544,390	3,206,990	(337,400)	3,070,020
Consolidated Plan Projects (CDBG)	0	250,000	0	(250,000)	0
Agency Revenue	203,000	47,000	47,000	0	47,000
Total Full-time Equivalent Positions	37.12	36.74	35.74	(1.00)	35.74

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(487,400)	(1.00)	All Funds	This agency reflects an all funds decrease due to the reversal of one-time reductions taken in FY 2021 which is partially offset by wage and benefits increases. The change in FTE is due to the elimination of positions as part of ERIP.

One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
150,000	0.00	0	0.00	Citizens Jobs	This increase represents additional resources for Youth Employment Opportunities.



Project Plans – Recreation Commission

Complete Implementation of RecTrac Modules

Funding:



Description: After completing RecTrac POS implementation and Pass Module in FY2020, and Activity Module and Webtrac implementation in FY2021, finalizing implementation of Facility and League Modules. This will complete all phases of RecTrac implementation into CRC.

Progress Milestones

Implement training program for Athletic staff for League Module **September 2021**

Gather feedback from pilot league offerings in RecTrac. Design a robust training section to meet the league needs of CRC Athletics.

Full implementation of League Module ready for Winter leagues of 2022. **December 2021**

Sole use of RecTrac for all League registration functions for all Winter 2022 leagues.

Conduct CRC Facility Meetings to Gather Information on Data Entry Needs **January 2022**

Audit current facilities system-wide (rooms, fields, courts, pools, etc) and determine accuracy of present information as captured in RecTrac. This will include room names, field names, addresses, rental fees, permit fees, etc.

Implement Staff training program for all CRC staff in Facility Module **March 2022**

Train all center and athletic staff in Facility Module

Full implementation of Facility Module ready for Summer 2022 season. **May 2022**

Sole use of RecTrac for all facility rental/permit functions for all Summer 2022 items.



Revise Department Program Quality Assessment Process



Funding:

Description: As the department continues to evolve through COVID pandemic, it will be crucial for CRC to ensure key metrics are being tracked and monitored on an annual basis. CRC Recreational Assessment will assist the department in revising our program quality assessment tools and process.

Progress Milestones

Improve the quality of internal program Planning and development process. August 1, 2021

Part of the initial phase will include developing new assessment tools, selecting pilot sites for implementation, and developing comprehensive training for pilot site staff.

Implement Pilot Initiative and Gather Data December 1, 2021

Second phase will include training staff at pilot locations, implementing usage of tools at pilot sites, capturing feedback on tool usage, and making necessary adjustments based on feedback.

Improve Quality of Internal Program Implementation, and Evaluation February 1, 2022

This phase includes conducting program standard checks by program, center and senior leaders to gain data regarding the quality of program planning/preparation and implementation. This phase also includes the development of a program development manual/SOP.

Implement System-Wide Usage of Assessment Tools May 1, 2022

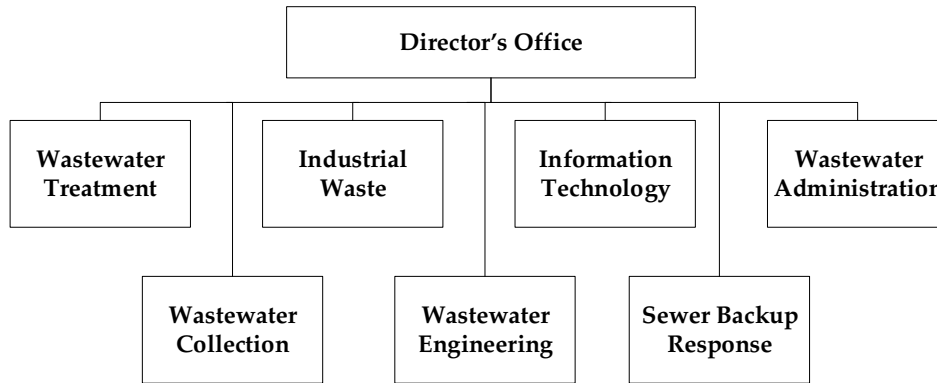
This phase includes training staff and implementing usage of new tools at remaining centers. Additional feedback will be collected and revisions will be made.



Sewers

The mission of the Department of Sewers is to protect and enhance water quality and the environment by providing safe and efficient wastewater collection and treatment to our customers.

* * * SEWERS' BUDGET IS PROVIDED FOR INFORMATION PURPOSES ONLY * * *



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	43,274,630	43,852,750	44,095,010	242,270	44,095,010
Employee Benefits	17,847,590	18,146,750	17,901,480	(245,270)	17,901,480
Non-Personnel	70,152,280	71,845,310	71,215,810	(629,500)	71,215,810
Properties	0	0	0	0	0
Debt Service	91,231,700	84,536,000	83,586,000	(950,000)	83,586,000
Operating Total	222,506,200	218,380,810	216,798,300	(1,582,500)	216,798,300
Internal Service Funds	0	0	0	0	0
Total	222,506,200	218,380,810	216,798,300	(1,582,500)	216,798,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	279,583,170	272,998,000	268,698,090	(4,299,910)	268,698,090
Total Full-time Equivalent Positions	740.00	740.00	730.00	(10.00)	730.00

Departmental Budgets

Sewers



Department Agencies

1. Office Of the Director
2. Wastewater Engineering
3. Project Delivery
4. Wastewater Administration
5. Information Technology
6. Wastewater Treatment
7. MSD Millcreek Section
8. MSD Little Miami Section
9. MSD Muddy Creek
10. MSD Sycamore Section
11. MSD Taylor Creek Section
12. MSD Polk Run Section
13. MSD Maintenance Section
14. Wastewater Collection
15. Regulatory Compliance & Safety (RCS)
16. Watershed Operations (WO)
17. Sewer Backups (SBU)
18. Debt Service

Agency Summaries

Agency 1: Office Of the Director

Description: Oversees the strategic direction of the utility, including directing programs and initiatives as outlined in the strategic plan. Manages organizational performance, budget, communications, community engagement, government affairs, governance and HR.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,955,950	1,706,530	1,762,740	56,210	1,762,740
Employee Benefits	688,390	652,980	675,840	22,850	675,840
Non-Personnel	1,166,210	1,159,730	1,159,730	0	1,159,730
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,810,550	3,519,240	3,598,310	79,060	3,598,310



Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Internal Service Funds	0	0	0	0	0
Total	3,810,550	3,519,240	3,598,310	79,060	3,598,310
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	279,583,170	272,998,000	268,698,090	(4,299,910)	268,698,090
Total Full-time Equivalent Positions	27.00	27.00	26.00	(1.00)	26.00

Departmental Budgets

Sewers



Agency 2: Wastewater Engineering

Description: Administration, Construction, Conveyance Project Management, Development Services, Facilities Project Management, Quality Assurance. Implements the Capital Improvement Plan and Wet Weather Improvement Plan as required by the Consent Decree.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	5,858,290	4,931,920	5,985,640	1,053,720	5,985,640
Employee Benefits	2,373,480	2,162,420	2,014,890	(147,530)	2,014,890
Non-Personnel	743,170	879,600	879,600	0	879,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	8,974,940	7,973,940	8,880,130	906,190	8,880,130
Internal Service Funds	0	0	0	0	0
Total	8,974,940	7,973,940	8,880,130	906,190	8,880,130
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	127.00	127.00	121.00	(6.00)	121.00



Agency 3: Project Delivery

Description: Ensures efficient and timely project delivery.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	43,080	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	43,080	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	43,080	0	0	0	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Departmental Budgets

Sewers



Agency 4: Wastewater Administration

Description: Manages the department's centralized support services along with the overall leadership of the organization.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	3,603,910	3,631,120	3,464,900	(166,230)	3,464,900
Employee Benefits	1,327,400	1,320,270	1,249,480	(70,790)	1,249,480
Non-Personnel	8,017,250	7,069,630	7,054,920	(14,710)	7,054,920
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	12,948,560	12,021,020	11,769,300	(251,730)	11,769,300
Internal Service Funds	0	0	0	0	0
Total	12,948,560	12,021,020	11,769,300	(251,730)	11,769,300
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	57.00	57.00	56.00	(1.00)	56.00



Agency 5: Information Technology

Description: Provides Information Systems planning, implementation and support services.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	2,111,450	1,694,010	1,724,110	30,100	1,724,110
Employee Benefits	734,010	637,230	648,560	11,320	648,560
Non-Personnel	3,633,250	4,157,280	4,171,990	14,710	4,171,990
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,478,710	6,488,520	6,544,660	56,130	6,544,660
Internal Service Funds	0	0	0	0	0
Total	6,478,710	6,488,520	6,544,660	56,130	6,544,660
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	28.00	28.00	28.00	0.00	28.00

Departmental Budgets

Sewers



Agency 6: Wastewater Treatment

Description: Provides operations and maintenance of all nine permitted wastewater treatment plants with an average daily flow of 202 MGD, as well as operational support of wet weather facilities.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,465,390	1,562,080	1,629,250	67,160	1,629,250
Employee Benefits	589,000	658,550	686,870	28,320	686,870
Non-Personnel	342,140	399,920	457,330	57,410	457,330
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,396,530	2,620,550	2,773,450	152,890	2,773,450
Internal Service Funds	0	0	0	0	0
Total	2,396,530	2,620,550	2,773,450	152,890	2,773,450
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	23.00	23.00	23.00	0.00	23.00



Agency 7: MSD Millcreek Section

Description: Reclaims wastewater and returns it to the environment in the Millcreek area.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	4,481,170	4,797,300	4,540,040	(257,260)	4,540,040
Employee Benefits	1,811,640	1,775,370	1,775,500	120	1,775,500
Non-Personnel	14,777,890	13,994,130	13,659,150	(334,980)	13,659,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	21,070,700	20,566,800	19,974,690	(592,120)	19,974,690
Internal Service Funds	0	0	0	0	0
Total	21,070,700	20,566,800	19,974,690	(592,120)	19,974,690
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	70.00	70.00	70.00	0.00	70.00

Departmental Budgets

Sewers



Agency 8: MSD Little Miami Section

Description: Reclaims wastewater and returns it to the environment in the Little Miami area.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,565,640	1,571,370	1,718,200	146,830	1,718,200
Employee Benefits	671,900	627,650	654,630	26,990	654,630
Non-Personnel	4,846,860	5,471,740	5,241,310	(230,430)	5,241,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,084,400	7,670,760	7,614,140	(56,610)	7,614,140
Internal Service Funds	0	0	0	0	0
Total	7,084,400	7,670,760	7,614,140	(56,610)	7,614,140
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00



Agency 9: MSD Muddy Creek

Description: Reclaims wastewater and returns it to the environment in the Muddy Creek area.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,103,890	1,172,210	1,222,610	50,400	1,222,610
Employee Benefits	534,470	499,420	520,900	21,470	520,900
Non-Personnel	1,806,790	2,164,340	2,297,520	133,170	2,297,520
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,445,150	3,835,970	4,041,030	205,040	4,041,030
Internal Service Funds	0	0	0	0	0
Total	3,445,150	3,835,970	4,041,030	205,040	4,041,030
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	18.00	18.00	18.00	0.00	18.00

Departmental Budgets

Sewers



Agency 10: MSD Sycamore Section

Description: Reclaims wastewater and returns it to the environment in the Sycamore area.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	849,190	959,610	1,000,870	41,260	1,000,870
Employee Benefits	396,620	477,180	497,700	20,520	497,700
Non-Personnel	1,281,280	1,379,080	1,433,320	54,240	1,433,320
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,527,090	2,815,870	2,931,890	116,020	2,931,890
Internal Service Funds	0	0	0	0	0
Total	2,527,090	2,815,870	2,931,890	116,020	2,931,890
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.00	15.00	15.00	0.00	15.00



Agency 11: MSD Taylor Creek Section

Description: Reclaims wastewater and returns it to the environment in the Taylor Creek area.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	610,380	608,120	634,270	26,150	634,270
Employee Benefits	263,760	233,550	243,590	10,040	243,590
Non-Personnel	1,027,540	1,129,560	1,092,140	(37,420)	1,092,140
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,901,680	1,971,230	1,970,000	(1,230)	1,970,000
Internal Service Funds	0	0	0	0	0
Total	1,901,680	1,971,230	1,970,000	(1,230)	1,970,000
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	11.00	11.00	11.00	0.00	11.00

Departmental Budgets

Sewers



Agency 12: MSD Polk Run Section

Description: Reclaims wastewater and returns it to the environment in the Polk Run area.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	431,740	548,110	597,750	49,640	597,750
Employee Benefits	184,640	243,900	254,380	10,490	254,380
Non-Personnel	963,520	817,610	810,730	(6,890)	810,730
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,579,900	1,609,620	1,662,860	53,240	1,662,860
Internal Service Funds	0	0	0	0	0
Total	1,579,900	1,609,620	1,662,860	53,240	1,662,860
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00	9.00



Agency 13: MSD Maintenance Section

Description: Conducts routine maintenance, remedial maintenance and customer service.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	3,817,740	4,743,950	4,379,060	(364,890)	4,379,060
Employee Benefits	1,635,020	1,816,940	1,818,850	1,910	1,818,850
Non-Personnel	2,795,660	2,230,730	2,595,610	364,890	2,595,610
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	8,248,420	8,791,620	8,793,520	1,910	8,793,520
Internal Service Funds	0	0	0	0	0
Total	8,248,420	8,791,620	8,793,520	1,910	8,793,520
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	69.00	69.00	69.00	0.00	69.00

Departmental Budgets

Sewers



Agency 14: Wastewater Collection

Description: Operates, cleans, repairs and reconstructs all assets comprising the wastewater collection system including 3,000 miles of main sewers, 90,000 manholes, 225,000 building sewers in the public right-of-way, and a wide variety of mechanical gates and valves.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	8,371,180	8,869,240	8,498,690	(370,550)	8,498,690
Employee Benefits	3,684,160	4,114,840	3,982,480	(132,360)	3,982,480
Non-Personnel	10,578,730	10,914,860	10,414,860	(500,000)	10,414,860
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	22,634,070	23,898,940	22,896,030	(1,002,910)	22,896,030
Internal Service Funds	0	0	0	0	0
Total	22,634,070	23,898,940	22,896,030	(1,002,910)	22,896,030
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	161.00	161.00	160.00	(1.00)	160.00



Agency 15: Regulatory Compliance & Safety (RCS)

Description: Provides regulatory compliance for all divisions and manages the Clean Water Act industrial pre-treatment program, which regulates commercial and industrial dischargers to the MSD collection system. Manages and implements safety and security programs.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	3,895,840	3,867,480	3,980,460	112,980	3,980,460
Employee Benefits	1,703,590	1,609,890	1,657,200	47,310	1,657,200
Non-Personnel	1,862,590	2,685,220	2,555,720	(129,500)	2,555,720
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,462,020	8,162,590	8,193,380	30,790	8,193,380
Internal Service Funds	0	0	0	0	0
Total	7,462,020	8,162,590	8,193,380	30,790	8,193,380
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	59.00	59.00	59.00	0.00	59.00

Departmental Budgets

Sewers



Agency 16: Watershed Operations (WO)

Description: Charged with reducing MSD's impact on the environment during wet weather. Ensures proper operation of wet weather facilities, monitors the collection system to optimize operations and properly report overflows in accordance with NPDES permits.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	2,408,780	2,423,390	2,287,380	(136,010)	2,287,380
Employee Benefits	942,800	1,016,470	960,710	(55,760)	960,710
Non-Personnel	6,613,400	6,398,500	6,398,500	0	6,398,500
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,964,980	9,838,360	9,646,590	(191,770)	9,646,590
Internal Service Funds	0	0	0	0	0
Total	9,964,980	9,838,360	9,646,590	(191,770)	9,646,590
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	30.00	30.00	29.00	(1.00)	29.00



Agency 17: Sewer Backups (SBU)

Description: The Sewer Backup (SBU) Program provides 24/7/365 customer service response for all issues associated with the SBU program. Wastewater Collections manages the SBU Program to provide customer relief for capacity related sewer backups.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	701,010	766,320	669,060	(97,260)	669,060
Employee Benefits	306,710	300,090	259,910	(40,180)	259,910
Non-Personnel	9,696,000	10,993,400	10,993,400	0	10,993,400
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	10,703,720	12,059,810	11,922,370	(137,440)	11,922,370
Internal Service Funds	0	0	0	0	0
Total	10,703,720	12,059,810	11,922,370	(137,440)	11,922,370
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00	9.00

Departmental Budgets

Sewers



Agency 18: Debt Service

Description: This program manages debt service payments related to capital projects and loans.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	91,231,700	84,536,000	83,586,000	(950,000)	83,586,000
Operating Total	91,231,700	84,536,000	83,586,000	(950,000)	83,586,000
Internal Service Funds	0	0	0	0	0
Total	91,231,700	84,536,000	83,586,000	(950,000)	83,586,000
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00



Project Plans – Metropolitan Sewer District

Enhanced Reporting of Capital Program Delivery



Funding: Program Management and Support Services 2021-
Project 10199021
Testing/approval of reports/dashboards - Project 13099999 MSD
LABOR

Description: MSD is using E-builder to improve reporting out on their capital program delivery. Through the first phase of the consent decree, all reporting was completed manually, taking considerable time and effort of staff, and did not provide valuable metrics in real time.

Progress Milestones

Capital Delivery Report

July 2021

Replacement of the Capital Improvement Program (CIP) section of the Enterprise Management Activity Report (EMAR) report. Report is to be auto generated from eBuilder data warehouse reducing time to compile information from weeks to days.

Project Dashboards and Reporting

August 2021

Project specific dashboards (multiple tabs) showing health of individual projects.
Target audience: Project and Construction Managers.
Dependencies: Remaining active projects migrated into eBuilder.

Capital Program Dashboards and Reporting

October 2021

Dashboards and reporting for management of the CIP program.
Target audience: Section Heads and Superintendent.
Dependencies: Remaining projects in close-out phase migrated into eBuilder.

Enterprise Dashboards and Reporting

December 2021

Dashboards and reporting showing Costs and Schedules at a summary level.
Target audience: Director and Deputy Directors.
Dependencies: Project and Capital Program Dashboards complete.



Update and Measure Sustainability Goals and Initiatives

Funding: WWC- Staff Hours



Description: MSD is revisiting its 2010 Sustainability Report and updating with current data and additional metrics. This effort will also contemplate new strategic initiatives to set a long term bold vision for the utility.

Progress Milestones

2020 Sustainability Report **July 31, 2021**

Publish a report updating the Environmental Sustainability Metrics from MSD’s 2010 Sustainability Report and providing data on the state of MSD’s environmental sustainability efforts in 2020.

MSD Sustainability Plan **September 30, 2021**

Publish an MSD Sustainability Plan with long-term goals, metrics, and a 5-year plan and timeline for moving toward those goals.

Quarterly Reports **Quarterly**

Release quarterly reports detailing the status of Sustainability Plan implementation efforts.



Sewer Backup (SBU) Program Pilot

Funding: MSD Operating Fund: SBU



Description: The Sewer Back up (SBU) program has been in place since 2004. As currently implemented, the SBU prevention program is very costly and is not effectively solving the problems of recurring sewer backups. The pilot will explore new and innovative solutions to preventing SBUs.

Progress Milestones

Identify Pilot Areas

July 1, 2021

Identify targeted areas of high probability for successful implementation of operational controls to reduce risk of SBUs. Implement the program in 5 areas.

Private Property Solutions

December 1, 2021

Evaluate various proactive private property solutions for SBU risk reduction and recommend a program offering for consideration as part of SBU Pilot program.

Lateral Insurance Program Evaluation

March 1, 2022

Evaluate offerings/options for lateral insurance programs and recommend a program offering for consideration as part of SBU Pilot program.

Promotion of New Program

May 1, 2022

Consider the impact on consent degree program and develop communication messages around new offerings.

Track Performance

Quarterly

Monitor Pilot areas and track performance, costs incurred, costs avoided for potential expansion. Provide MSD Director with Quarterly Reports.



Procurement Process Improvement

Funding: 440

Description: MSD will evaluate its current internal procurement process, primarily within the operating divisions, to help reduce the time it takes between the identification of a need for a good or service and when the good or service is available for use.



Progress Milestones

Improve Justification Letters **September 2021**

Work to improve justification letters that accompany requests so that there is better communication and understanding between purchases.

Develop New Workflow **September 2021**

Develop a new workflow to detail purchasing vehicles for utilization across divisions. The work product shall be capable of being modified as needed in a transparent manner.

Single Available Source (SAS) Contract Improvements. **September 2021**

Incorporate SAS's into specific purchasing vehicle process diagrams. Develop an SAS requirements checklist. Develop standard templates for SAS. Deliver draft/recommendations to City Purchasing to be reviewed in cross divisional workshops.

Purchase Order (PO), Direct Order (DO) and Encumbrances Improvements. **January 2022**

Develop a standardized method/process to track all Wastewater Treatment PO's, DO's, encumbrances. Use the new method/process to transfer funds prior to End Of Year (EOY) close out. Establish communication with City Purchasing regarding important EOY calendar events.

Revise Internal Procurement Process **April 2022**

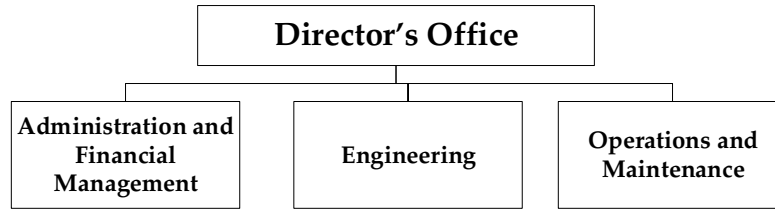
Host two cross divisional workshops, with OPDA, of key MSD personnel to develop an understanding of current processes, barriers, obstacles and opportunities to improve internal processes. Revise current processes so that they are repeatable and effective at delivering goods and services. This will improve turnaround time between identifying the need and satisfying the need.

Improve Master Agreement Tracking and Fund Utilization **June 2022**

Track Master Agreements for expiration date and amounts of funds remaining with sufficient time to repost or amend Master Agreements. This will ensure contracts are extended or awarded in a timely manner.



Stormwater Management Utility



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	2,809,120	2,842,610	2,997,080	154,470	3,243,970
Employee Benefits	1,063,880	1,052,550	1,157,830	105,280	1,259,900
Non-Personnel	5,549,330	5,773,370	6,261,660	488,290	6,562,750
Properties	225,000	295,000	190,000	(105,000)	325,930
Debt Service	1,216,400	884,610	1,691,190	806,580	1,947,300
Operating Total	10,863,730	10,848,140	12,297,760	1,449,620	13,339,850
Internal Service Funds	0	0	0	0	0
Total	10,863,730	10,848,140	12,297,760	1,449,620	13,339,850
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	23,622,700	25,000,000	26,500,000	1,500,000	27,300,000
Total Full-time Equivalent Positions	32.00	34.00	34.00	0.00	36.00



Department Agencies

1. Stormwater Management Utility

Agency Summaries

Agency 1: Stormwater Management Utility

Description: This program oversees operational and financial functions, plans and designs capital improvement projects related to the City's flood control system, provides customer support, and maintains the existing storm drainage infrastructure.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	2,809,120	2,842,610	2,997,080	154,470	3,243,970
Employee Benefits	1,063,880	1,052,550	1,157,830	105,280	1,259,900
Non-Personnel	5,549,330	5,773,370	6,261,660	488,290	6,562,750
Properties	225,000	295,000	190,000	(105,000)	325,930
Debt Service	1,216,400	884,610	1,691,190	806,580	1,947,300
Operating Total	10,863,730	10,848,140	12,297,760	1,449,620	13,339,850
Internal Service Funds	0	0	0	0	0
Total	10,863,730	10,848,140	12,297,760	1,449,620	13,339,850
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	23,622,700	25,000,000	26,500,000	1,500,000	27,300,000
Total Full-time Equivalent Positions	32.00	34.00	34.00	0.00	36.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,158,830	0.00	All Funds	This agency reflects a Stormwater Management Fund increase primarily due to wage and employee benefits increases, an increase in debt service and increases in non-personnel costs. There is no change in FTE.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
8,830	0.00	8,830	0.00	Stormwater Management	This represents an increase in property insurance premiums.
71,950	0.00	320,000	0.00	Stormwater Management	This increase represents increasing sewer repair maintenance costs.
60,000	0.00	54,000	0.00	Stormwater Management	This increase is related to the U.S. Army Corp of Engineers increasing the number of locations requiring maintenance by the Stormwater Management Utility.



On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
150,000	0.00	339,510	0.00	Stormwater Management	This increase represents additional collection fees charged by the Greater Cincinnati Water Works (GCWW) for the Stormwater Management Utility (SMU)'s accounts receivable.

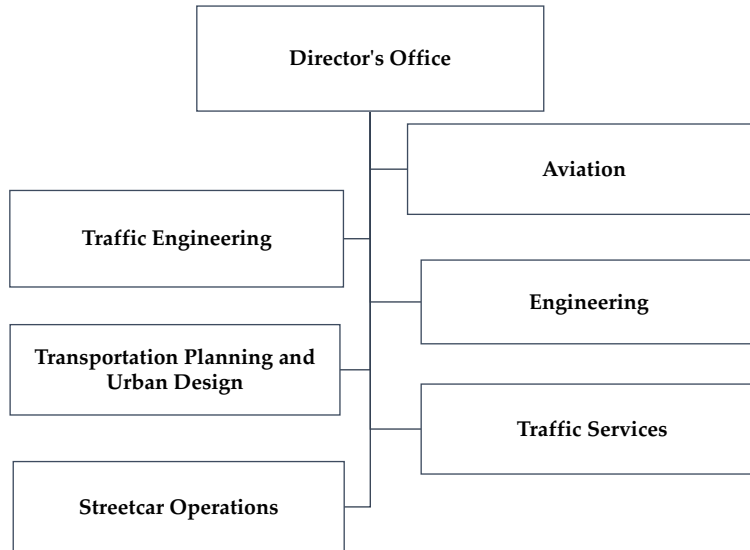


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Transportation & Engineering

The mission of the Department of Transportation and Engineering is to provide a safe and balanced transportation system that supports neighborhood livability and economic vitality.



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	309,520	250,660	560,400	309,740	573,160
Employee Benefits	160,060	13,500	87,430	73,930	94,140
Non-Personnel	1,932,240	2,013,000	2,060,560	47,560	2,001,120
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,401,820	2,277,160	2,708,390	431,230	2,668,420
Operating Budget Restricted					
Personnel Services	5,515,180	7,926,160	8,670,520	744,370	9,014,010
Employee Benefits	2,226,410	2,477,760	3,007,400	529,650	3,201,770
Non-Personnel	2,757,020	7,675,510	4,020,060	(3,655,450)	4,050,990
Properties	47,780	0	0	0	0
Debt Service	55,880	53,210	51,270	(1,940)	44,430
Operating Total	10,602,270	18,132,640	15,749,250	(2,383,370)	16,311,200
Internal Service Funds	0	0	0	0	0
Total	13,004,090	20,409,800	18,457,640	(1,952,140)	18,979,620
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	4,687,000	4,657,640	4,333,850	(323,790)	4,333,850
Total Full-time Equivalent Positions	158.30	203.30	197.80	(5.50)	197.80



Department Agencies

1. Office of The Director
2. Transportation Planning
3. Engineering
4. Aviation
5. Traffic Services
6. Traffic Engineering

Agency Summaries

Agency 1: Office of The Director

Description: This agency provides leadership for the Department of Transportation and Engineering.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	33,630	200,610	396,340	195,730	404,090
Employee Benefits	48,350	(18,560)	39,780	58,340	44,690
Non-Personnel	50,860	64,630	80,400	15,770	78,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	132,840	246,680	516,520	269,840	527,090
Operating Budget Restricted					
Personnel Services	1,265,500	1,055,580	1,129,240	73,660	1,153,240
Employee Benefits	474,250	407,190	308,520	(98,670)	315,200
Non-Personnel	56,970	31,540	23,550	(7,990)	23,790
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,796,720	1,494,310	1,461,310	(33,000)	1,492,230
Internal Service Funds	0	0	0	0	0
Total	1,929,560	1,740,990	1,977,830	236,840	2,019,320
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	19.00	20.00	19.00	(1.00)	19.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
236,840	(1.00)	All Funds	This agency reflects an all funds increase due to wage and benefits increases, a 1.0% inflationary factor applied to non-personnel expenses, and the reversal of one-time reductions taken in FY 2021. The change in FTE is due to a retirement.



Agency 2: Transportation Planning 

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.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	151,650	6,260	48,660	42,400	52,380
Employee Benefits	68,090	370	4,950	4,580	6,360
Non-Personnel	3,660	2,590	15,470	12,880	12,120
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	223,400	9,220	69,080	59,860	70,860
Operating Budget Restricted					
Personnel Services	1,124,230	1,126,550	1,154,310	27,760	1,198,110
Employee Benefits	626,500	365,400	394,620	29,220	421,680
Non-Personnel	64,100	245,190	211,640	(33,550)	213,470
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,814,830	1,737,140	1,760,570	23,430	1,833,260
Internal Service Funds	0	0	0	0	0
Total	2,038,230	1,746,360	1,829,650	83,290	1,904,120
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	30.80	31.80	30.80	(1.00)	30.80

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
83,290	(1.00)	All Funds	This agency reflects an all funds increase due to wage and benefits increases, which are partially offset by a reduction in non-personnel expenses. The change in FTE is due to the elimination of a temporary double-fill for a position.

Departmental Budgets

Transportation & Engineering



Agency 3: Engineering

Description: This agency preserves and enhances the City's multimodal transportation system, including public roadways, bridges, and retaining walls. The agency includes design, project management, construction review, and oversees private use of the right-of-way.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	300	43,790	115,400	71,610	116,690
Employee Benefits	760	31,690	42,700	11,010	43,090
Non-Personnel	48,390	22,610	1,700	(20,910)	1,780
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	49,450	98,090	159,800	61,710	161,560
Operating Budget Restricted					
Personnel Services	958,880	953,340	1,538,690	585,350	1,668,960
Employee Benefits	284,050	54,070	432,050	377,980	510,990
Non-Personnel	924,890	245,690	720,800	475,110	722,070
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,167,820	1,253,100	2,691,540	1,438,440	2,902,020
Internal Service Funds	0	0	0	0	0
Total	2,217,270	1,351,190	2,851,340	1,500,150	3,063,580
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,596,500	1,362,650	1,376,500	13,850	1,376,500
Total Full-time Equivalent Positions	67.50	65.50	66.00	0.50	66.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,500,150	0.50	All Funds	This agency reflects an all funds increase due to wage and benefits increases, which are partially offset by a reduction in non-personnel expenses. The change in in FTE is due to a departmental reorganization.



Agency 4: Aviation

Description: This agency includes the operational and administrative oversight of the Lunken Municipal Airport and its strategic placement in the national aviation system plan.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	868,990	815,710	869,140	53,430	890,380
Employee Benefits	384,320	348,900	357,010	8,110	370,150
Non-Personnel	726,280	855,800	850,390	(5,410)	857,630
Properties	47,780	0	0	0	0
Debt Service	55,880	53,210	51,270	(1,940)	44,430
Operating Total	2,083,250	2,073,620	2,127,810	54,190	2,162,590
Internal Service Funds	0	0	0	0	0
Total	2,083,250	2,073,620	2,127,810	54,190	2,162,590
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	2,090,500	1,957,360	1,957,360	0	1,957,360
Total Full-time Equivalent Positions	13.00	14.00	12.00	(2.00)	12.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
39,870	(2.00)	All Funds	This agency reflects a General Aviation Fund increase due to wage and benefits increases, which are partially offset by non-personnel decreases. The change in FTE is due to a reorganization and position eliminated as part of ERIP.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
14,320	0.00	14,320	0.00	General Aviation	This represents an increase in property insurance premiums.

Departmental Budgets

Transportation & Engineering



Agency 5: Traffic Services

Description: This agency is responsible for the installation, operation, and maintenance of street lighting circuits, traffic signals, pedestrian signals, school flashers, hazard signals, intelligent transportation systems infrastructure, and all associated equipment.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	1,943,670	2,265,790	322,120	2,343,050
Employee Benefits	0	735,620	944,880	209,260	987,600
Non-Personnel	0	1,030,390	1,216,210	185,820	1,226,610
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	3,709,680	4,426,880	717,200	4,557,260
Internal Service Funds	0	0	0	0	0
Total	0	3,709,680	4,426,880	717,200	4,557,260
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	41.00	41.00	0.00	41.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
717,200	0.00	All Funds	This agency reflects an all funds increase due to wage and benefits increases, a 1.0% inflationary factor applied to non-personnel expenses, and the reversal of one-time reductions taken in FY 2021. There is no change in FTE.



Agency 6: Traffic Engineering 

Description: This agency is responsible for the design, review, and supervision of traffic control, street lighting, and traffic signal systems. This agency includes event and construction maintenance of traffic and requests for additional street lighting.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	123,940	0	0	0	0
Employee Benefits	42,860	0	0	0	0
Non-Personnel	1,829,330	1,923,170	1,962,990	39,820	1,908,910
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,996,130	1,923,170	1,962,990	39,820	1,908,910
Operating Budget Restricted					
Personnel Services	1,297,580	1,591,100	1,713,350	122,260	1,760,270
Employee Benefits	457,290	489,590	570,320	80,740	596,150
Non-Personnel	984,780	1,173,400	997,470	(175,930)	1,007,420
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,739,650	3,254,090	3,281,140	27,070	3,363,840
Internal Service Funds	0	0	0	0	0
Total	4,735,780	5,177,260	5,244,130	66,890	5,272,750
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	1,000,000	1,000,000	1,000,000	0	1,000,000
Total Full-time Equivalent Positions	28.00	29.00	27.00	(2.00)	27.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
66,880	(2.00)	All Funds	This agency reflects an all funds increase due to wage and benefits increases, which are partially offset by decreases in non-personnel expenses. The change in FTE is due to the elimination of two positions as part of ERIP.



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Project Plans - Department of Transportation and Engineering

Pedestrian Safety Improvements

Funding: Fund: 222383



Description: The Department of Transportation and Engineering will be implementing pedestrian safety improvement projects in school zones, recreation areas, neighborhood business districts and high-volume pedestrian crash corridors so the City can eliminate traffic-related deaths and severe injuries.

Progress Milestones

Begin Design

July 30, 2021

Begin design of FY22 community priority projects

Community Notification

September 30, 2021

Notify community councils which of their projects have been funded.

Finish Design

December 31, 2021

Complete design of FY22 community priority projects and issue Work Orders or submit a bid package to Purchasing.

Contract Awarded

Spring 2022

Award contract to construct designed community projects.



Street Rehabilitation and Pavement Preservation

Funding: Capital Funds \$17,825,000; Fund: 222308

Description: The street rehabilitation program is mandated by city council to resurface or provide preventative maintenance on 100 lane miles within the city per calendar year. The Department of Transportation and Engineering will give milestone updates on this year’s project.



Progress Milestones

New PCI Vendor	August 1, 2021
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Orienting new vendor for obtaining Pavement Condition Index (PCI)

Street Selection	April 1, 2022
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Street selection for Rehabilitation and Preventative Maintenance will be completed and posted on the Department’s website

Contracts Awarded for Calendar Year 2022	June 30, 2022
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Contracts for road work are awarded over a 3 to 6 month period beginning in January, depending on the complexity of the project and it’s source of funding.



Western Hills Viaduct



Funding: Total Budget is \$335 million; Secured Funding: \$126 million in Federal grants, \$33 million in City Capital, \$33 million from Hamilton County

Description: The Department of Transportation and Engineering will report on the progress of the complete replacement of the Western Hills Viaduct.

Progress Milestones

Begin Stage 1 Design **July 1, 2021**

Provide notice to proceed to the consultant to begin Stage 1 of 3 detailed design phases.

Begin Design of Railroad Track Relocation **September 1, 2021**

Issue notice to proceed to the consultant to begin design of the relocation of the westernmost railroad track in the Queensgate Railroad Yard.

Award Demolition Contract #1 **October 1, 2021**

Award the first of three anticipated building demolition contracts. This first contract will include the demolition of the structures located at 1400 Harrison Ave.

Complete RFP to Procure General Contractor **December 1, 2021**

Develop and complete an RFP (Request for Proposals) to procure a Construction Manager at Risk (aka Construction Manager/General Contractor). The Construction Manager at Risk will provide services in two phases: Phase I for preconstruction services during and Phase II for construction services.

Award Demolition Contract #2 **April 1, 2022**

Award the second of three anticipated building demolition contracts. This second contract will include the demolition of the structures located at 2261 Spring Grove Avenue.

Complete Stage 1 Design **July 1, 2022**

Complete Stage 1 Design.



Improvement Plans

Traffic Services

Funding:

\$944,103.99	301 - Street Construction Maintenance & Repair
\$4,369,751.60	302 - Income Tax - Infrastructure
\$216,566.96	306 - Municipal Motor Vehicle License Tax
\$93,014.15	455 - Streetcar Operations



Data Source: CSR, TSB1

Description: With the acquisition of the Traffic Services (TS) in 2019, DOTE wants to focus on improving customer service. In order to monitor customer service, DOTE will look at the timeliness of closing out Traffic Service related CSRs and decreasing backlog in Traffic Service Related CSRs.

Performance Indicators



School Flashers

Goal: 100% completed

Preventative Maintenance on School Flashers to be done and completed before School year begins in Fall of 2021.



Traffic Signals

Goal: 100% completed

Preventative Maintenance on Traffic Signals to be done and completed each calendar year



Eliminate Backlog of Street Lighting CSR's

Goal: Close out 100% of backlogged CSR's

Close out outstanding Light Repair CSR's assigned to Traffic Services initiated before 2020



Street Light CSR New Status

Goal: Decrease from Avg of 11 to 7 Calendar Days

Decrease Average number of days it takes a Street Light CSR Status to go from New to Another Status (In Progress or Closed out)



Street Light CSR Closed Status

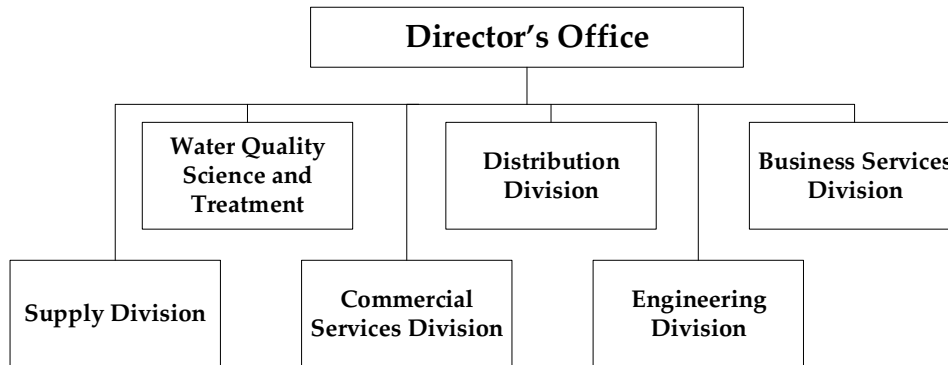
Goal: Decrease from Avg of 69 to 60 Calendar Days

Decrease Average number of days it takes a Street Light CSR Status to go from In Progress to Closed Out



Water Works

The mission of the Greater Cincinnati Water Works is to provide its customers within our regional communities a plentiful supply of the highest quality water and outstanding services in a financially responsible manner.



Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	41,638,650	40,405,470	41,340,370	934,900	43,607,390
Employee Benefits	17,395,440	16,045,610	16,374,850	329,240	17,453,360
Non-Personnel	38,504,410	40,187,460	40,769,090	581,630	39,449,640
Properties	0	0	0	0	0
Debt Service	47,143,000	43,412,000	44,900,000	1,488,000	44,900,000
Operating Total	144,681,500	140,050,540	143,384,310	3,333,770	145,410,390
Internal Service Funds	0	0	0	0	0
Total	144,681,500	140,050,540	143,384,310	3,333,770	145,410,390
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Department Revenue	171,000,000	169,295,000	177,121,000	7,826,000	184,586,000
Total Full-time Equivalent Positions	658.78	667.44	635.06	(32.38)	634.06

Departmental Budgets

Water Works



Department Agencies

1. Business Services
2. Commercial Services
3. Water Supply
4. Water Distribution
5. Water Quality and Treatment
6. Engineering
7. Information Technology
8. Water Works Debt Service

Agency Summaries

Agency 1: Business Services

Description: This program manages the department's central support services including financial management, fleet procurement and maintenance, inventory, employee safety, and personnel.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	6,631,900	6,636,490	6,441,350	(195,140)	6,686,980
Employee Benefits	2,454,300	2,332,090	2,258,650	(73,440)	2,358,630
Non-Personnel	2,607,140	3,117,320	4,161,450	1,044,130	4,254,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	11,693,340	12,085,900	12,861,450	775,550	13,299,610
Internal Service Funds	0	0	0	0	0
Total	11,693,340	12,085,900	12,861,450	775,550	13,299,610
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	171,000,000	169,295,000	177,121,000	7,826,000	184,586,000
Total Full-time Equivalent Positions	84.00	83.00	75.00	(8.00)	74.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
1,158,740	0.00 All Funds	This agency reflects a Water Works Fund increase primarily due to increases in contractual services and supplies and materials. There is no change in FTE.



On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
(1,047,630)	(8.00)	(1,080,390)	(8.00)	Water Works	This reduction is related to the transfer of the IT Development Team from from the Business Services Division to the Information Technology Division.
639,740	0.00	639,740	0.00	Water Works	This increase represents increasing commercial property insurance premiums.

One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
24,700	0.00	24,700	0.00	Water Works	This increase is an adjustment to better align fleet repair and fuel expenses with historical spending.

Departmental Budgets



Water Works

Agency 2: Commercial Services

Description: This program is dedicated to promoting strong client relationships as well as creating and promoting new business and service opportunities.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	6,885,360	6,292,840	6,112,280	(180,560)	6,448,720
Employee Benefits	2,779,630	2,520,400	2,517,410	(2,990)	2,688,870
Non-Personnel	6,213,210	6,186,890	4,931,080	(1,255,810)	4,932,880
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	15,878,200	15,000,130	13,560,770	(1,439,360)	14,070,470
Internal Service Funds	0	0	0	0	0
Total	15,878,200	15,000,130	13,560,770	(1,439,360)	14,070,470
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	124.94	124.14	107.95	(16.19)	107.95

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(1,500,370)	(16.19)	All Funds	This agency reflects a Water Works Fund decrease primarily due to reductions in personnel and benefits, position vacancy savings, expert services, and software and licenses. The change in FTE is due to the elimination of positions due to ERIP.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
61,010	0.00	61,010	0.00	Water Works	This increase is an adjustment to better align fleet repair and fuel expenses with historical spending and transfers fleet and fuel expenses for Premises Services from the Distribution Division to the Commercial Division.



Agency 3: Water Supply

Description: This program is responsible for the preventative, predictive, and reactive maintenance for all GCWW facilities and equipment.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	9,182,890	8,762,780	9,015,570	252,790	9,548,120
Employee Benefits	3,919,570	3,493,450	3,728,970	235,520	3,982,210
Non-Personnel	12,614,340	12,976,460	12,910,950	(65,510)	12,980,080
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	25,716,800	25,232,690	25,655,490	422,800	26,510,410
Internal Service Funds	0	0	0	0	0
Total	25,716,800	25,232,690	25,655,490	422,800	26,510,410
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	139.46	138.46	134.73	(3.73)	134.73

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
401,000	(3.73)	All Funds	This agency reflects a Water Works Fund increase primarily due to position vacancy savings reductions which are partially offset by reimbursement increases and non-personnel decreases. The change in FTE is due to the elimination of positions due to ERIP.

One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
21,800	0.00	21,800	0.00	Water Works	This increase is an adjustment to better align fleet repair and fuel expenses with historical spending.

Departmental Budgets



Water Works

Agency 4: Water Distribution

Description: This program is responsible for the maintenance and repair of the water distribution system.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	8,135,270	8,518,840	8,225,900	(292,940)	8,786,030
Employee Benefits	3,793,780	3,692,330	3,634,200	(58,130)	3,912,670
Non-Personnel	6,299,220	6,743,440	6,778,550	35,110	6,798,740
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	18,228,270	18,954,610	18,638,650	(315,960)	19,497,440
Internal Service Funds	0	0	0	0	0
Total	18,228,270	18,954,610	18,638,650	(315,960)	19,497,440
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	142.00	145.46	141.65	(3.81)	141.65

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(271,230)	(3.81)	All Funds	This agency reflects a Water Works Fund decrease primarily due to reductions in personnel and benefits which are partially offset by increases in non-personnel costs. The change in FTE is due to the elimination of positions due to ERIP.

One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
(44,730)	0.00	(44,730)	0.00	Water Works	This reduction is an adjustment to better align fleet repair and fuel expenses with historical spending and transfers the fleet and fuel budget for Premise Services from the Distribution Division to the Commercial Division.



Agency 5: Water Quality and Treatment

Description: This program is responsible for source water quality activities and monitoring water quality throughout the distribution system.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	3,018,830	3,031,450	3,067,210	35,760	3,185,700
Employee Benefits	1,167,610	1,139,280	1,163,170	23,890	1,225,660
Non-Personnel	5,874,750	6,055,330	5,755,590	(299,740)	5,765,610
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	10,061,190	10,226,060	9,985,970	(240,090)	10,176,970
Internal Service Funds	0	0	0	0	0
Total	10,061,190	10,226,060	9,985,970	(240,090)	10,176,970
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	43.92	43.92	41.00	(2.92)	41.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(248,630)	(2.92)	All Funds	This agency reflects a Water Works Fund decrease primarily due to contractual services and supplies reductions which are partially offset by position vacancy savings reductions. The change in FTE is due to the elimination of positions due to ERIP.

One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
8,540	0.00	8,540	0.00	Water Works	This increase is an adjustment to better align fleet repair and fuel expenses with historical spending.

Departmental Budgets



Water Works

Agency 6: Engineering

Description: This program is dedicated to maintaining plant facility records and developing the distribution system plans for the Utility.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	4,549,080	3,941,590	4,415,940	474,350	4,742,520
Employee Benefits	2,135,490	1,791,290	1,714,970	(76,320)	1,863,950
Non-Personnel	1,129,500	1,317,540	1,205,450	(112,090)	964,690
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,814,070	7,050,420	7,336,360	285,940	7,571,160
Internal Service Funds	0	0	0	0	0
Total	7,814,070	7,050,420	7,336,360	285,940	7,571,160
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	90.46	98.46	94.73	(3.73)	94.73

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
287,440	(3.73)	All Funds	This agency reflects a Water Works Fund increase due to a decrease in position vacancy savings which is partially offset by an increase in reimbursements and non-personnel reductions. The change in FTE is due to the elimination of positions due to ERIP.

One-Time Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
(1,500)	0.00	(1,500)	0.00	Water Works	This reduction is an adjustment to better align fleet repair and fuel expenses with historical spending.



Agency 7: Information Technology

Description: This program provides information technology solutions including implementation and support services for the department. This includes systems such as customer billing, asset management, workflow and data analytics.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	3,235,320	3,221,480	4,062,120	840,640	4,209,320
Employee Benefits	1,145,060	1,076,770	1,357,480	280,710	1,421,370
Non-Personnel	3,766,250	3,790,480	5,026,020	1,235,540	3,753,640
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	8,146,630	8,088,730	10,445,620	2,356,890	9,384,330
Internal Service Funds	0	0	0	0	0
Total	8,146,630	8,088,730	10,445,620	2,356,890	9,384,330
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	34.00	34.00	40.00	6.00	40.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,306,920	(2.00)	All Funds	This agency reflects a Water Works Fund increase due to wages, employee benefits, contractual services, and fixed costs increases which are partially offset by decreases in materials. The change in FTE is due to the elimination of positions due to ERIP.

On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
1,049,970	8.00	1,082,770	8.00	Water Works	This increase is related to the transfer of the IT Development Team from the Business Services Division to the Information Technology Division.

Departmental Budgets

Water Works



Agency 8: Water Works Debt Service

Description: This program manages debt service payments related to capital projects and loans.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	47,143,000	43,412,000	44,900,000	1,488,000	44,900,000
Operating Total	47,143,000	43,412,000	44,900,000	1,488,000	44,900,000
Internal Service Funds	0	0	0	0	0
Total	47,143,000	43,412,000	44,900,000	1,488,000	44,900,000
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,488,000	0.00	All Funds	This agency reflects a Water Works Fund increase due to debt service increases. There is no change in FTE.



Project Plans - Greater Cincinnati Water Works

Lead Service Line Replacement Program

Funding: Fund 312



Description: Greater Cincinnati Water Works will continue to work on a cost-sharing solution for our community to assist with replacing lead service lines. A component of this program provides assistance to residents for affordability.

Progress Milestones

Obtain Grant to Provide Assistance to Low-income Customers	September 1, 2021
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Apply and obtain a grant from the Ohio Environmental Protection agency for \$1 million dollars to assist in replacing lead service lines for low-income customers.

Investigate Alternative Methods to Advertise Assistance Programs	December 1, 2021
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GCWW's Lead Program provides assistance programs to residents to make a lead service line more affordable. The Lead Team will explore additional methods to advertise these programs to the public.

Child Care Grant Lead Service Line Replacements	May 31, 2022
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Replace 75% of the lead service lines at the licensed child care facilities in the GCWW service area.

Increase Customer Participation	June 30, 2022
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Increase lead service line replacements on capital improvement projects with additional customer outreach via telephone, email, and postal service.



Meter Interface Unit (MIU) Replacements

Funding: Capital, 300x2021x000347



Description: Greater Cincinnati Water Works will implement batteries or change out meter MIUs for customers. This will improve the reliability of meters and meter reads.

Progress Milestones

Begin the MIU Replacement Project **July 1, 2021**

GCWW has entered into an agreement with Neptune Equipment Company to begin performing the MIU replacements on all non-reading meters. Due to the Coronavirus GCWW has not been going into structures to make these repairs, which has created a significant backlog.

4500 MIU's Replaced **December 31, 2021**

GCWW will continue to work with Neptune Equipment Company to ensure the backlog of replacement work is "caught-up" over time and current failures are replaced as well.

Scheduling and Process Improvements Review **March 1, 2022**

Evaluate the progress of the inside MIU replacements and add more contractors to begin working on outside MIU replacements as well. This work does not need scheduling. Dependent upon when delinquent turn offs and posting resumes.

Failed Read/MIU Replacement Accounts Become Current **June 30, 2022**

GCWW aims to bring all accounts with failed reads under 1000. This number is dynamic and changes daily with each meter reading cycle so it never hits zero.

Study Options of Replacing MIUs Proactively **September 30, 2023**

GCWW will research initiating a more proactive replacement strategy based on the age of existing MIU's and future trends. The study will take into consideration the progress of the AMI Project.



Expand Customer Assistance Programs



Funding: To be determined when the program gets close to implementation

Description: GCWW's Office of Strategy & Performance is actively involved in the planning, implementing, and monitoring of a Customer Assistance Program for FY22. (Metrics for that program are TBD).

Progress Milestones

Planning

Fall 2021

Plan for a Customer Assistance program by (1) clarifying, defining and providing the goals, (2) identifying the team members, (3) defining / providing the work to be completed, (4) developing / providing a project plan, (5) and delegating assigned work.

Implementation

Spring 2022

Implement a Customer Assistance Program by executing on the project plan.

Monitoring

Spring 2022

Monitor success and growth areas by (1) keeping track of each team's progress, (2) looking at the metrics (i.e., ensuring that the project goals are being met), (3) ensuring that the team stays on track, and (4) identifying any issues / potential problems and making adjustments to ensure that the project stays within scope, on budget, and meets the specified deadlines.



Robust Fire Hydrant Maintenance and Replacement Program

Funding: Operating, 101x304x4040



Description: Modernize the GCWW fire hydrant maintenance program and better define 'maintenance'.

Progress Milestones

Hydrant replacement completion metric **September 1, 2021**

Document a procedure to identify fire hydrants for replacement and determine an appropriate time frame for the replacement to be completed.

Define GCWW fire hydrant responsibilities **December 1, 2021**

Document Greater Cincinnati Water Works procedures for hydrant maintenance. Generate a workflow showing hydrant work order progression to completion. Once the procedure is finalized, it will be immediately implemented.

Identify 4” hydrant leads within the City of Cincinnati **December 31, 2021**

Identify and schedule for replacement all 4” hydrant lateral leads on water mains 6” and larger.

Implementation of Replacement Procedure **January 2022**

Implement previously developed procedures to replace hydrants.

Maintain accurate fire hydrant records **March 31, 2022**

Record and update current GIS layer with hydrant flow information and hydrant replacement records in GIS for Greater Cincinnati Water Works and Cincinnati Fire Department to access. Display user friendly hydrant information in GIS.

Improve communication with Mason fire officials **June 30, 2022**

Send a monthly report to Mason fire officials notifying them of out of service hydrants and results of the annual fire hydrant inspection and servicing.



Customer Communication Improvements

Funding: Operating, 101x301-XXXX



Description: GCWW will assess current customer communication practices to identify improvements to ensure all communications are informative, clear, and effective.

Progress Milestones

Assess Existing Communications

August 2021

Assess the array of customer communications then identify, from a customer perspective, those communications that could be improved to increase clarity and effectiveness. Communications that are communicating complex information or require significant action from the customer should be prioritized.

Recommendation

September 2021

Develop a recommendation for the City Manager on improvements that can be made to identified communications and make a recommendation on internal GCWW process improvements for approval of future communications to provide a review prior to issuance that focuses on reviewing from the non-technical customer's perspective who will be receiving the communication.

Implement Improvements

October 2021

Implement the identified improvements, as approved by the City Manager.



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Non-Departmental Accounts

Departmental Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	705,570	3,907,510	894,110	(3,013,400)	905,670
Employee Benefits	3,699,200	4,389,740	5,634,010	1,244,270	5,282,650
Non-Personnel	9,957,070	9,593,700	10,413,400	819,700	10,505,110
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	14,361,840	17,890,950	16,941,520	(949,430)	16,693,430
Operating Budget Restricted					
Personnel Services	200,000	600,010	300,000	(300,010)	300,000
Employee Benefits	1,626,670	2,011,160	3,672,690	1,661,530	3,676,890
Non-Personnel	12,028,260	13,292,010	11,267,580	(2,024,430)	11,349,670
Properties	3,864,500	3,432,330	3,332,330	(100,000)	3,332,330
Debt Service	405,630	386,800	375,750	(11,050)	377,750
Operating Total	18,125,060	19,722,310	18,948,350	(773,960)	19,036,640
Internal Service Funds	284,420	288,660	405,670	117,010	406,120
Total	32,771,320	37,901,920	36,295,540	(1,606,380)	36,136,190
Consolidated Plan Projects (CDBG)	0	0	13,070	13,070	13,070
Department Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Departmental Budgets

Non-Departmental Accounts



Department Agencies

1. Contribution To City Pension
2. Public Employees Assistance Program (PEAP)
3. Workers' Compensation Insurance
4. Police & Fire Fighters' Insurance
5. State Unemployment Compensation
6. Lump Sum Payments
7. Tuition Reimbursement
8. Audit And Examiner's Fees
9. Hamilton County Auditor & Treasurer Fees
10. County Clerk Fees
11. General Fund Overhead
12. Election Expense
13. Judgments Against The City
14. Enterprise Software and Licenses
15. Memberships & Publications
16. Other City Obligations
17. Downtown Special Improvement District
18. Cincinnati Music Hall
19. The Port (Greater Cincinnati Redevelopment Authority)
20. Property Investment Reimbursement Agreements
21. Motorized & Construction Equipment
22. Office & Technical Equipment
23. Reserve For Contingencies

Agency Summaries

Agency 1: Contribution To City Pension

Description: This account is currently being used to pay debt service from Enterprise and Internal Service funds for the bonds sold to pay off Early Retirement Incentive Program (ERIP) amounts due per settlement.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	939,250	939,250	904,330
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	939,250	939,250	904,330
Operating Budget Restricted					
Personnel Services	0	0	0	0	0



Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Employee Benefits	0	0	1,646,280	1,646,280	1,646,280
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	405,630	386,800	375,750	(11,050)	377,750
Operating Total	405,630	386,800	2,022,030	1,635,230	2,024,030
Internal Service Funds	146,180	146,100	243,350	97,250	243,710
Total	551,810	532,900	3,204,630	2,671,730	3,172,070
Consolidated Plan Projects (CDBG)	0	0	13,070	13,070	13,070
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(11,050)	0.00	All Funds	This agency reflects an all funds decrease.

Departmental Budgets
Non-Departmental Accounts



On-Going Significant Agency Changes

FY 2022		FY 2023		Fund	Description
Budget	FTE	Budget	FTE		
110,710	0.00	110,710	0.00	Community Health Center Activities	
13,600	0.00	13,600	0.00	County Law Enforcement Applied Regionally (CLEAR)	
15,360	0.00	15,360	0.00	Property Management	
512,450	0.00	512,450	0.00	Water Works	
33,470	0.00	33,470	0.00	Retirement	
541,840	0.00	541,840	0.00	Metropolitan Sewer District	
44,050	0.00	44,050	0.00	Stormwater Management	
6,780	0.00	6,780	0.00	Public Health Research	
40,850	0.00	40,850	0.00	Women & Infants Food Grant Program	
7,480	0.00	7,480	0.00	General Aviation	
84,810	0.00	84,810	0.00	Street Construction Maintenance & Repair	
13,240	0.00	13,240	0.00	Public Employee Assistance Program	This increase represents additional pension contributions associated with employees that elected to participate in the Early Retirement Incentive Program (ERIP) during FY 2021.
12,670	0.00	12,670	0.00	Parking System Facilities	
13,070	0.00	13,070	0.00	Community Development Block Grant	
12,690	0.00	12,690	0.00	Krohn Conservatory	
100,730	0.00	100,730	0.00	Income Tax-Infrastructure	
31,930	0.00	31,930	0.00	Parking Meter	
12,820	0.00	12,820	0.00	Employee Safety & Risk Management	
19,250	0.00	19,250	0.00	Municipal Motor Vehicle License Tax	
30,850	0.00	30,850	0.00	Cincinnati Area Geographic Information System (CAGIS)	
939,250	0.00	939,250	0.00	General Fund	
19,630	0.00	19,630	0.00	Home Health Services	
9,250	0.00	9,250	0.00	Food Service License Fees	
73,220	0.00	73,220	0.00	Fleet Services	



Agency 2: Public Employees Assistance Program (PEAP)

Description: An annual charge to funds to subsidize the PEAP program which is a professional, confidential counseling service designed to help employees and their family members manage work and personal problems.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	315,000	320,010	337,000	16,990	330,960
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	315,000	320,010	337,000	16,990	330,960
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	111,990	116,890	118,760	1,870	118,760
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	111,990	116,890	118,760	1,870	118,760
Internal Service Funds	9,430	9,690	10,030	340	10,030
Total	436,420	446,590	465,790	19,200	459,750
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
18,860	0.00	All Funds	This agency reflects an all funds increase.

Departmental Budgets

Non-Departmental Accounts



Agency 3: Workers' Compensation Insurance

Description: An annual charge to funds to cover expenses related to the Workers' Compensation program and Employee Safety program.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	3,234,200	3,919,730	3,971,250	51,520	3,900,050
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,234,200	3,919,730	3,971,250	51,520	3,900,050
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	1,514,680	1,894,270	1,907,650	13,380	1,911,850
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,514,680	1,894,270	1,907,650	13,380	1,911,850
Internal Service Funds	128,810	123,210	142,640	19,430	142,640
Total	4,877,690	5,937,210	6,021,540	84,330	5,954,540
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
64,900	0.00	All Funds	This agency reflects an all funds increase.



Agency 4: Police & Fire Fighters' Insurance

Description: General Fund account that pays beneficiaries of current and retired sworn Police and Fire Fighters who have passed away.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	300,000	300,000	313,000	13,000	291,730
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	300,000	300,000	313,000	13,000	291,730
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	300,000	300,000	313,000	13,000	291,730
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
13,000	0.00	All Funds	This agency reflects a General Fund increase.

Departmental Budgets

Non-Departmental Accounts



Agency 5: State Unemployment Compensation

Description: Monthly payments to the State of Ohio for unemployment claims of the City of Cincinnati.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	150,000	150,000	386,510	236,510	147,310
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	150,000	150,000	386,510	236,510	147,310
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	150,000	150,000	386,510	236,510	147,310
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
236,510	0.00	All Funds	This agency reflects a General Fund increase.



Agency 6: Lump Sum Payments

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

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	705,570	3,907,510	894,110	(3,013,400)	905,670
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	705,570	3,907,510	894,110	(3,013,400)	905,670
Operating Budget Restricted					
Personnel Services	200,000	600,010	300,000	(300,010)	300,000
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	200,000	600,010	300,000	(300,010)	300,000
Internal Service Funds	0	0	0	0	0
Total	905,570	4,507,520	1,194,110	(3,313,410)	1,205,670
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(3,313,410)	0.00	All Funds	This agency reflects an all funds decrease.

Departmental Budgets

Non-Departmental Accounts



Agency 7: Tuition Reimbursement

Description: Reimbursements provided to employees for eligible educational expenses in the General Fund. Funds for these payments are not included in departmental budgets but are paid from this account.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	0	0	0	0	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	Funds were allocated for General Fund Tuition Reimbursement during FY 2021 included in Ordinance No. 0328-2020. Sufficient funds remain for FY 2022. This account will be budgeted in future years once the existing funds are depleted.



Agency 8: Audit And Examiner's Fees

Description: General Fund charges for the annual audit of the City of Cincinnati and related expenses based on the Comprehensive Annual Financial Report.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	400,000	400,000	450,000	50,000	437,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	400,000	400,000	450,000	50,000	437,600
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	13,000	13,000	0	13,130
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	13,000	13,000	0	13,130
Internal Service Funds	0	0	0	0	0
Total	400,000	413,000	463,000	50,000	450,730
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
50,000	0.00	All Funds	This agency reflects an all funds increase.

Departmental Budgets

Non-Departmental Accounts



Agency 9: Hamilton County Auditor & Treasurer Fees

Description: Fees paid to Hamilton County for work on Property Tax, Tax Increment Financing (TIF) payment in lieu of taxes, and special assessments.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	525,000	500,000	500,000	0	486,220
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	525,000	500,000	500,000	0	486,220
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	525,000	500,000	500,000	0	486,220
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	This agency reflects no change in the General Fund.



Agency 10: County Clerk Fees

Description: General Fund payments to the Hamilton County Clerk of Courts for services related to collection of parking tickets. The City no longer uses Hamilton County for this service.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	350,000	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	350,000	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	350,000	0	0	0	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	There is no change in this agency.

Departmental Budgets

Non-Departmental Accounts



Agency 11: General Fund Overhead

Description: An annual amount is charged to funds to reimburse the General Fund for support services provided to each of those funds.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	83,270	83,270	0	80,970
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	83,270	83,270	0	80,970
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	11,628,260	12,879,010	10,854,580	(2,024,430)	10,936,540
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	11,628,260	12,879,010	10,854,580	(2,024,430)	10,936,540
Internal Service Funds	0	9,660	9,650	(10)	9,740
Total	11,628,260	12,971,940	10,947,500	(2,024,440)	11,027,250
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(2,024,430)	0.00	All Funds	This agency reflects an all funds decrease.



Agency 12: Election Expense

Description: Payment to the Hamilton County Board of Elections for the City's portion of election expenses. Other miscellaneous election expenses incurred by the Clerk of Council's Office also are paid from this account.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	250,000	90,920	451,000	360,080	89,070
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	250,000	90,920	451,000	360,080	89,070
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	250,000	90,920	451,000	360,080	89,070
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
360,080	0.00	All Funds	This agency reflects a General Fund increase due to 2021 being both a City Council and Mayoral election year.

Departmental Budgets

Non-Departmental Accounts



Agency 13: Judgments Against The City

Description: This account is used to cover the expenses attributable to claims against the City due to liability suits, court judgments, and out of court settlements.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	900,000	900,000	900,000	0	875,200
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	900,000	900,000	900,000	0	875,200
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	900,000	900,000	900,000	0	875,200
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	This agency reflects no change in the General Fund.



Agency 14: Enterprise Software and Licenses

Description: This account is used to cover software licensing and maintenance agreement expenses needed to support the cost of software that is used citywide.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	6,038,970	6,105,590	6,331,640	226,050	6,652,330
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,038,970	6,105,590	6,331,640	226,050	6,652,330
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	6,038,970	6,105,590	6,331,640	226,050	6,652,330
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
226,050	0.00	All Funds	This agency reflects a General Fund increase.

Departmental Budgets

Non-Departmental Accounts



Agency 15: Memberships & Publications

Description: This account is used to cover expenses related to annual City membership fees for professional organizations such as the Ohio Municipal League and the Hamilton County Municipal League as well as the costs of the City's federal and state lobbyists.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	256,590	261,750	264,370	2,620	257,090
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	256,590	261,750	264,370	2,620	257,090
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	256,590	261,750	264,370	2,620	257,090
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
2,620	0.00 All Funds	This agency reflects a General Fund increase.



Agency 16: Other City Obligations

Description: This funding is appropriated to cover the cost of miscellaneous expenses related to the Mayor and City Manager's office operations.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	173,510	176,990	178,760	1,770	173,840
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	173,510	176,990	178,760	1,770	173,840
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	173,510	176,990	178,760	1,770	173,840
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,770	0.00	All Funds	This agency reflects a General Fund increase.

Departmental Budgets

Non-Departmental Accounts



Agency 17: Downtown Special Improvement District

Description: Special assessment payments by General Fund departments with property holdings within the Downtown Special Improvement District are made from this account.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	45,000	45,000	110,880	65,880	107,820
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	45,000	45,000	110,880	65,880	107,820
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	45,000	45,000	110,880	65,880	107,820
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
65,880	0.00	All Funds	This agency reflects a General Fund increase due to payments required for the new Over-the-Rhine (OTR) South Special Improvement District (SID).



Agency 18: Cincinnati Music Hall

Description: Payment of \$100,000 annually from the Parking System Facilities Fund (Town Hall Garage) to the Cincinnati Arts Association per the Corbett Agreement.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	100,000	100,000	100,000	0	100,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	100,000	100,000	100,000	0	100,000
Internal Service Funds	0	0	0	0	0
Total	100,000	100,000	100,000	0	100,000
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	This agency reflects no change in any fund.

Departmental Budgets

Non-Departmental Accounts



Agency 19: The Port (Greater Cincinnati Redevelopment Authority)

Description: Payment to The Port, formerly the Greater Cincinnati Redevelopment Authority / Port Authority, from the General Fund for operating expenses.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	700,000	700,000	700,000	0	673,970
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	700,000	700,000	700,000	0	673,970
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	700,000	700,000	700,000	0	673,970
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	This agency reflects no change in the General Fund.



Agency 20: Property Investment Reimbursement Agreements

Description: Property Investment Reimbursement Agreement (PIRA) payments are made from this account. PIRAs are agreements between the City and employers which provide incentives to create and retain jobs as a result of investments in personal and/or real property.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	18,000	30,180	30,480	300	29,650
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	18,000	30,180	30,480	300	29,650
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	18,000	30,180	30,480	300	29,650
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
300	0.00	All Funds	This agency reflects a General Fund increase.

Departmental Budgets

Non-Departmental Accounts



Agency 21: Motorized & Construction Equipment

Description: This is an equipment account used for purchases of automobiles, trucks, backhoes, etc.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	1,974,500	1,777,000	1,777,000	0	1,777,000
Debt Service	0	0	0	0	0
Operating Total	1,974,500	1,777,000	1,777,000	0	1,777,000
Internal Service Funds	0	0	0	0	0
Total	1,974,500	1,777,000	1,777,000	0	1,777,000
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	This agency reflects no change.



Agency 22: Office & Technical Equipment

Description: This is an equipment account used for purchases of desks, office partitions, calculators, etc.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	0	0	0
Properties	1,890,000	1,655,330	1,555,330	(100,000)	1,555,330
Debt Service	0	0	0	0	0
Operating Total	1,890,000	1,655,330	1,555,330	(100,000)	1,555,330
Internal Service Funds	0	0	0	0	0
Total	1,890,000	1,655,330	1,555,330	(100,000)	1,555,330
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(100,000)	0.00	All Funds	This agency reflects an all funds decrease.

Departmental Budgets

Non-Departmental Accounts



Agency 23: Reserve For Contingencies

Description: An amount included in the annual budget of a fund for contingencies that might arise during the fiscal year.

Agency Budget Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Recommended	Change FY 2021 Budget to FY 2022	FY 2023 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	0	0	100,000	100,000	349,620
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	100,000	100,000	349,620
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Non-Personnel	300,000	300,000	300,000	0	300,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	300,000	300,000	300,000	0	300,000
Internal Service Funds	0	0	0	0	0
Total	300,000	300,000	400,000	100,000	649,620
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Agency Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
100,000	0.00	All Funds	This agency reflects an all funds increase.



GLOSSARY OF TERMS

ACCRUAL BASIS: Refers to the timing of the recognition (recording) of revenues and expenditures or expenses. Revenues are recognized in the period in which they are earned, and expenses are recognized in the period in which they are incurred in earning the revenue.

ADOPTED BUDGET: The budget as approved by the City Council at the beginning of the fiscal year.

AGENCY: An organizational entity of the City of Cincinnati. Usually it relates to sub-units of Departments of the City (such as the Investigations Bureau in the Cincinnati Police Department, or Neighborhood Operations in the Department of Public Services, etc.). Departmental budgets are appropriated by agency.

AMERICAN RESCUE PLAN (ARP): An act signed into law in March 2021 to address the economic impact of the COVID-19 pandemic in the United States. The federal law provided \$1.9 trillion in stimulus funding with \$350 billion for state and local governments.

APPROPRIATION: Legislation by the City Council approving the budgets for individual funds. Appropriation ordinances authorize spending in the personnel services, non-personnel services, employee benefits, equipment accounts, debt service, and capital categories. Departments cannot spend more money than is approved in these categories. Appropriations can only be adjusted by passage of a subsequent ordinance by the City Council upon recommendation by the City Manager.

ASSET: Includes items that normally last more than one year and cost more than a predetermined dollar amount. The predetermined amount established for this City is \$10,000. Items not meeting both criteria should be classified as operating expenditures.

BALANCED BUDGET: A budget where anticipated revenues match anticipated expenditures, resulting in neither a deficit or surplus at the end of the fiscal year.

BASE BUDGET: See Continuation Services Budget.

BIENNIAL BUDGET: A budget for a two-year period. The City of Cincinnati's biennial schedule was initiated in 1993. The biennial budget cycle is Fiscal Years 2014/2015, 2016/2017, 2018/2019, 2020/2021, 2022/2023 and so on.

BOND: A long-term promissory debt obligation issued to generate financing for the construction, rehabilitation, or upgrade of City assets or infrastructure. 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 S&P Global, use AAA as their highest rating and grade down through Bs and Cs. (D is used only by Fitch.)

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Debts rated AAA, AA, A, and BBB are considered investment-grade. Higher rated bonds have lower interest rates, and therefore provide lower returns, the price an investor pays for reduced risk.

BUDGET: A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period.

BUDGET UPDATE: A budget that is completed in the second year of the biennial budget process in order to provide a more current and accurate view of the budget. The budget update cycle is Fiscal Years 2015, 2017, 2019, 2021, 2023 and so on.

CAFR: See Comprehensive Annual Financial Report.

CAPITAL IMPROVEMENT PROGRAM (CIP): The six-year plan for capital investment in Cincinnati's future through improving City streets, bridges, recreation facilities, parks, health facilities and buildings, and other capital assets, all of which enhance the delivery of services. It coordinates the financing and timing of improvements to maximize their value to the public.

CAPITAL PROJECT FUND: Account for receipt and disbursement of resources used to acquire major capital assets through purchase or construction. Generally requires long-term financing such as a new building or the construction of a bridge. A Capital Project Fund would not be used to purchase automobiles, furniture, and minor equipment.

CAPITAL OUTLAY: Expenditure category for the cost of equipment, vehicles and other fixed assets (major object code 7600 in the Cincinnati Financial System).

CARRYOVER BALANCE: The net balance in a fund at the end of the fiscal year due to prior year net balance, savings (when total expenditures and encumbrances are less than the appropriations), canceled encumbrances (when a contract is completed for less cost than the encumbered amount or not needed at all), or revenues in excess of estimates for that year.

CDBG: See Community Development Block Grant.

CHRC: Cincinnati Human Relations Commission

CHRIS: See Cincinnati Human Resources Information System.

CINCINNATI BUDGET SYSTEM (CBS): An automated system used to prepare the biennial Operating and Capital Budgets and related reports. It is supported by the Cincinnati Financial System (CFS).

CINCINNATI FINANCIAL SYSTEM (CFS): An automated system to process financial transactions and prepare related reports. This system supports the Cincinnati Budget System (CBS).



CINCINNATI HUMAN RESOURCES INFORMATION SYSTEM (CHRIS): A citywide Web-based application used to manage and control personnel information and to process the City's payroll.

CIP: See Capital Improvement Program.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): The Federal grant which supports housing, economic development, health and human services, and planning and administration.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): A report that summarizes financial data for the previous fiscal year in a standardized format.

CONSOLIDATED PLAN: The U.S. Department of Housing and Urban Development requires the submission of a consolidated plan for the following Federal entitlement grant programs: Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Emergency Shelter Grants (ESG), and Housing Opportunities for Persons with Aids (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 while adjusting for inflation. Referred to as a base budget.

CONTRACT AGENCIES: The City contracts with some agencies to provide services, such as the Southwest Ohio Regional Transit Authority (SORTA). These entities are not City departments, nor do City employees operate them, but the services are paid for in part by City funds and grants received from the City.

CORONAVIRUS AID, RELIEF, AND ECONOMIC SECURITY (CARES) ACT: An act signed into law in March 2020 to address the economic impact of the COVID-19 pandemic in the United States. The federal law provided \$2 trillion in stimulus funding with \$150 billion for state and local governments. In December 2020, lawmakers passed an additional \$900 billion coronavirus relief package tied to the omnibus Consolidated Appropriations Act of 2021.

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.

DEFERRED OPTION RETIREMENT PLAN (DROP): A voluntary plan for active members of the



Cincinnati Retirement System (CRS) who are covered by the Collaborative Settlement Agreement (CSA) entered into by the City of Cincinnati on April 30, 2015. Those who enter the plan can delay their retirement and continue to work for the City of Cincinnati.

EARLY RETIRMENT INCENTIVE PROGRAM (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. An Early Retirement Incentive Program (ERIP) was offered in FY 2021 to employees based on years of service and age and who are members of the Cincinnati Retirement System. The plan provides two years of service credit to employees who meet the eligibility requirements. These programs were developed due to budgetary constraints and the Administration's desire to provide more efficient and economical City operations and avoid the necessity of layoffs.

EBRT: See Executive Budget Review Team.

EFFECTIVENESS MEASURE: Effectiveness or outcome measures are designed to report the results and accomplishments (including quality) of services provided. Examples could include the percentage of lane miles in good condition, or the number of residents rating City parks and recreation facilities as good or excellent.

EFFICIENCY MEASURE: Indicators measuring productivity. They are defined as indicators that measure the cost (whether in dollars or employee-hours) per unit of output or outcome. Indicates how well the organization is using its resources when compared to benchmarks. Examples could include the cost per million gallons of drinking water delivered to consumers, or the unit cost of each fire inspection.

ELECTRONIC GOVERNMENT: (E-Government) refers to a government that uses information and communication technology to provide and improve government services, transactions and interactions with citizens, businesses, and other arms of government.

EMERGENCY RESERVE ACCOUNT: Monies which are set aside within the General Fund to provide a reserve in case of a disaster or fiscal emergency.

EMERGENCY SHELTER GRANT (ESG): Federal funds to provide capital and operating support for emergency shelters and transitional housing for homeless individuals and families.

EMPLOYEE BENEFITS: City-contributed costs for pension and other benefits for City employees. Other benefits include health insurance, unemployment compensation, vision and dental insurance, deferred compensation, and the Public Employees Assistance Program (PEAP) (major object code 7500 in the Cincinnati Financial System).

ENCUMBRANCE: An amount of money committed for the payment of goods or services ordered but not yet received.



ENTERPRISE FUNDS: A type of restricted fund which is used to account for the expenditures and revenues of enterprise operations such as the City’s Water Works Department and Parking Facilities Division. Enterprise funds are self-supporting from the sale of goods and services.

EQUIPMENT ACCOUNTS: Expenditure categories for “Motorized and Construction Equipment” (MCEA) and “Office and Technical Equipment” accounts (OTEA). MCEA is used for purchases of autos, trucks, backhoes, etc. OTEA is for desks, office partitions, calculators, etc.

ERIP: See Early Retirement Incentive Program.

ESG: See Emergency Shelter Grant.

ESTIMATED ACTUAL: Represents final adjustments made to the current year resources and expenditures based on actual prior year carryover balances, actual prior year cancellations, revised revenue estimates, and actual adjustments to current year appropriations. These current year adjustments are usually made in the final quarter of the fiscal 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. Exception requests can be one-time or ongoing in nature.

EXECUTIVE BUDGET REVIEW TEAM (EBRT): The members of this group are the City Manager, Assistant City Managers, Director of Finance, Assistant Director of Finance, Director of Human Resources, Chief Performance Officer, Operating Budget Supervisor, and the Director of Budget and Evaluation. The EBRT is the City Manager’s administration team to develop budget and policy recommendations for the City Council.

EXPENDITURE: The cost for the personnel, materials, and equipment required for a department to function.

FINANCIAL STATEMENTS: Formal records of an entity’s financial activities. Includes a balance sheet (Assets minus liabilities = fund balance), and a statement of revenues and expenditures, and a statement of cash flows.

FISCAL YEAR (FY): Any 12-month period designated as a budget year. Cincinnati’s fiscal year runs from

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July 1 through June 30.

FTE: See Full-Time Equivalent.

FULL-TIME EQUIVALENT (FTE): FTE is a measure of a position by its budgeted hours. For example, 1.0 FTE equals 2,088 hours and 0.75 FTE equals 1,566 hours for budgetary purposes.

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 appropriated expenditures. A non-budgetary fund balance is a residual account whose balance is the difference between the assets and liabilities of the organization. At the end of the fiscal year, revenues and expenditures are closed out to this account. The balance in the account is carried forward into the next budget year.

GAAP: See Generally Accepted Accounting Principles.

GASB: See Governmental Accounting Standards Board.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): Includes 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 (GO) 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 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 Certified Public Accountant (one not employed by the firm being examined) according to generally accepted auditing standards (GAAS) for the purpose of expressing an opinion as to whether the statements are a fair presentation in accordance with generally accepted accounting principles (GAAP).

INFRASTRUCTURE: Long-lived assets such as highways, bridges, buildings, and public utilities. A primary funding source for infrastructure maintenance is provided by a tax of one tenth of one percent on earned income, which was approved by voters in 1988. It is legally mandated that collection of this additional tax is subject to the City spending 90% of a base amount within three years. The base amount is calculated by an established formula. This budget and expenditures requirement to continue the 0.1% income tax is referred to as the "infrastructure mandate."

INTERDEPARTMENTAL CHARGES: Accounts for the reimbursement of the cost of services provided to departments by other departments. For example, the Printing Services program might process an interdepartmental bill (I.D. bill) to charge the Recreation Department for printing a brochure.

INTERFUND TRANSFER: The reallocation of an existing appropriation within the fund based on renewing operational plans or need.

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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.

LEVERAGED SUPPORT: Funding and other resources the City provides to outside organizations to promote neighborhood revitalization, economic development, human services, violence prevention, etc.

LOCAL FISCAL RECOVERY FUND: Funding, totaling \$130.2 billion, earmarked in the American Rescue Plan (ARP) stimulus for State and Local Government relief from the coronavirus pandemic.

MERIT INCREASE: An increase to an individual's base pay rate based on performance.

MILL/MILLAGE: A tax that an owner pays based on the value of real estate or personal property being taxed. The tax rate on property is expressed in mills per dollar of the property's assessed value.

MISSION: The Mission Statement of an organization is a short but complete description of the overall purpose and intentions of that organization. It states what is to be achieved, but not how this should be done.

MODIFIED ACCRUAL BASIS: Revenues are recognized either when they are received in cash (licenses, fines, and so on) or when collection of the amount can be reasonably estimated to be received in the near future (such as property taxes). Expenditures are recognized in the period in which goods or services are received or a liability is incurred.

NON-DEPARTMENTAL: Accounts for expenditures that do not relate to any one specific department or activity. Instead, they benefit the organization as a whole.

NON-PERSONNEL SERVICES: Operating expenditure category for non-salary related items, such as office supplies, office space rental, contracts, computer costs, gasoline, etc. (major object code series 7200-7300-7400 in the Cincinnati Financial System).

OPERATING BUDGET: The budget which encompasses day-to-day municipal activities. The Operating Budget includes employee salaries, supplies, and other non-personnel items related to current activities. The Operating Budget also includes debt service and overhead costs for these operations.

OPERATING BUDGET IMPACT: The anticipated personnel or non-personnel costs and/or savings in the Operating Budget that can be attributed to a capital investment.

ORDINANCE: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.



OTHER RESTRICTED FUNDS: Category of funds typically representing grants or single purpose funds which are restricted to meeting the operational requirements of the grants and/or contributions.

PERFORMANCE MEASURE: A quantifiable measure to assess how well the organization carries out specific functions or processes.

PERSONNEL SERVICES: Expenditure category for the cost of employee salaries and compensated absences such as vacation leave 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, resignations, 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 CANCELLATIONS: Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments that have not been fully expensed and are terminated. These funds are returned to fund balance.

PRIOR YEAR ENCUMBRANCES: Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of that annual appropriation has been reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

PROGRAM: A group of similar activities, or a type of service, which is organized as a sub-unit of a department for planning and performance measurement purposes.

PROGRAM BUDGET: A budget grouped by similar activities, or type of service, which is organized as a sub-unit of a department for budgeting, planning, and performance measurement purposes.

PROPRIETARY FUNDS: Funds established to account for the delivery of goods and services to the general public (Enterprise Funds) or to other departments or agencies of the government (Internal Service Funds).

PVA: See Position Vacancy Allowance

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 in the General Fund to enable the City Council to adjust the budget during the year without affecting other budgeted services.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring



less legal formality than an ordinance or statute.

RESOURCES: Total dollars available for budget purposes including revenues, fund transfers, and beginning fund balances.

RESTRICTED FUNDS: Funds restricted to a specific purpose, such as Parking, Lunken Airport, Municipal Golf, etc.

REVENUE BOND: A revenue bond is a special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated by the 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.

SHORT-TERM RENTAL EXCISE TAX: The City's 7% tax of gross revenues levied on short-term rentals defined as residential dwelling units offered to the public for rent for a duration of less than thirty consecutive days.

SPECIAL ORGANIZATIONAL REPORTING AUTHORITIES: Agencies of the City which include its various Boards and Commissions, as well as contract agencies and county-wide departments.

SPECIAL REVENUE FUND: Used to account for the proceeds of revenue sources (other than expendable trusts, or those used for major capital projects) that must be spent for a particular purpose. These funds should be used only when required by law, charter, or other commitment. The main purpose of separating these types of activities from those of the General Fund is to maintain control over the collection and use of specific sources of revenue.

STAFFING LEVELS: Estimated number of FTE needed to perform the work at a stated level of service.

STEP INCREASE: Periodic within grade increases of an employee's base 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 recurring total expenditures and encumbrances which are equal to or less than the annual recurring revenue estimate for the fund.

TAXING AUTHORITY: A statutory authority given to a governmental body to levy and collect taxes for public purposes.

TRANSIENT OCCUPANCY TAX (TOT): The City's 4% tax levied on all rents received by a hotel for



lodging furnished to transient guests. Tax receipts are dedicated to financing the operating and maintenance costs of the City's Duke Energy Convention Center, and to help finance the expansion of the Duke Energy Convention Center.

TRUST FUND: A fund to account for assets in which the City acts in a trustee capacity or as an agent for other governmental units. The Metropolitan Sewer District (owned by the County but operated by the City) and Pension Trust are examples of trust funds.

UNAPPROPRIATED SURPLUS: The amount of money in a fund not appropriated by the City Council. The balance remains in the fund until the City Council approves spending by passing an appropriation ordinance.

USER CHARGES/FEES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

VOLUNTARY TAX INCENTIVE CONTRIBUTION AGREEMENT (VTICA): A tax incentive policy that allows property owners in Downtown and Over-the-Rhine to receive tax abatements by entering into a Voluntary Tax Incentive Contribution Agreement with a non-profit organization. The property owner then reinvests a portion of the abatement value into the community, specifically to fund streetcar operations.

WORKING CAPITAL RESERVE: Monies which are set aside to provide a reserve in case of a disaster or fiscal emergency. The policy of the City Council is to maintain a balance in the Working Capital Reserve Fund between 5 and 8 percent of General Fund revenues in each year.

UNFUNDED ACTUARIAL ACCRUED LIABILITY: Results from a variety of factors, such as previous underfunding and benefit increases attributable to earlier years of service that have not yet been fully funded.



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