



city of
CINCINNATI

**FISCAL YEARS 2018-2019
ALL FUNDS BUDGET**

**VOLUME I:
City Manager's Recommended
Biennial Operating Budget**



**Recommended Fiscal Years 2018 - 2019
All Funds Biennial Operating Budget**

Mayor

John Cranley

Vice-Mayor

David Mann

Members of City Council

Kevin Flynn

Amy Murray

Chris Seelbach

Yvette Simpson

P. G. Sittenfeld

Christopher Smitherman

Charlie Winburn

Wendell Young

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Christopher A. Bigham, Budget Director

Reginald Zeno, Finance Director

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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City of Cincinnati

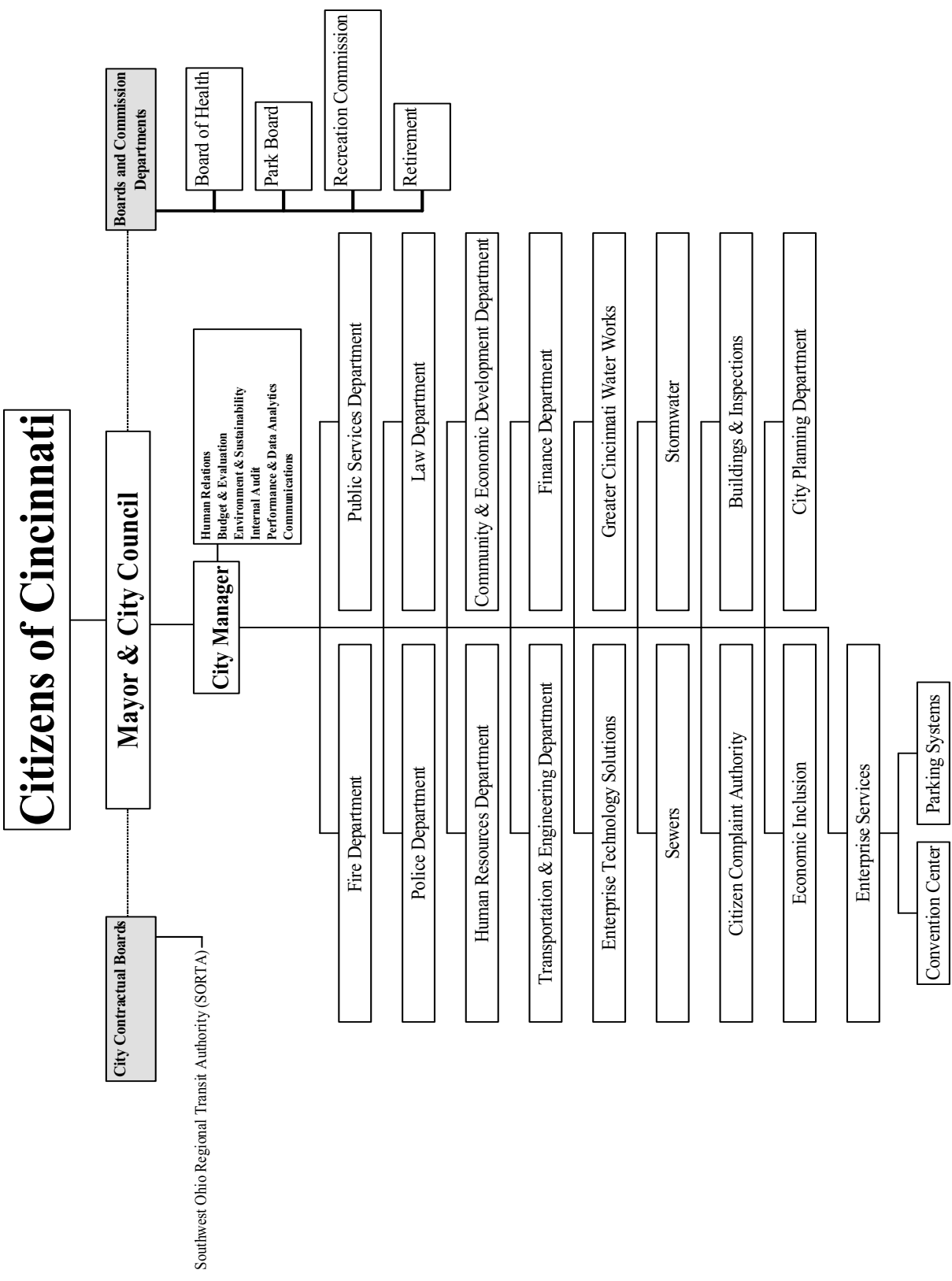
Ohio

For the Biennium Beginning

July 1, 2015

Jeffrey R. Egan

Executive Director



Citizens of Cincinnati

City Contractual Boards

Mayor & City Council

Southwest Ohio Regional Transit Authority (SORTA)

City Manager

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

Fire Department

Police Department

Human Resources Department

Transportation & Engineering Department

Enterprise Technology Solutions

Sewers

Citizen Complaint Authority

Economic Inclusion

Enterprise Services

Convention Center

Parking Systems

Boards and Commission Departments

Board of Health

Park Board

Recreation Commission

Retirement

Public Services Department

Law Department

Community & Economic Development Department

Finance Department

Greater Cincinnati Water Works

Stormwater

Buildings & Inspections

City Planning Department

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The City of Cincinnati's Fiscal Year 2018 - 2019 Recommended Biennial Budget is also available via the City of Cincinnati's website – www.cincinnati-oh.gov. Copies have also been provided to the Cincinnati/Hamilton County Public Library's Main Branch.



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Mayor John Cranley:

May 11, 2017

INTRODUCTION

Guided by your strong vision, and the continued direction and support provided by the City Council, we are pleased to present the City Manager's Recommended Fiscal Year (FY) 2018/2019 Budget (Proposed Budget). This document is the result of the most challenging fiscal exercise we have tackled during my tenure. While there are difficult decisions to make, this proposal is structurally balanced, does not include employee layoffs or furloughs and does not reduce services or close City facilities.

Importantly, this proposal allows our work to make Cincinnati the best managed local government to persist on all fronts. We continue to see enhanced efficiencies, cost savings and avoidance and customer service improvements as a result of our full suite of performance management initiatives housed within the Office of Performance & Data Analytics (OPDA). They include: CincyStat, the Innovation Lab, Open Data and department director performance management agreements.

These efforts are guided by our 5 Strategic Priorities and integrated into this Proposed Budget.



SAFER STREETS



THRIVING & HEALTHY NEIGHBORHOODS



A GROWING ECONOMY



INNOVATIVE GOVERNMENT



FISCAL SUSTAINABILITY & STRATEGIC INVESTMENT



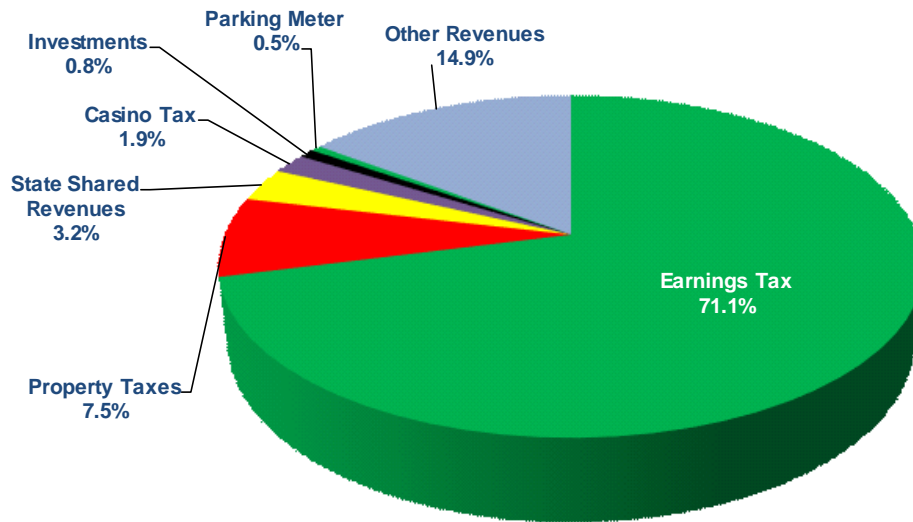
RECOMMENDED FY 2018 AND FY 2019 BUDGET

The All-Funds Operating Budget totals \$1.1 billion for FY 2018 and the Capital Budget totals \$504 million. All funds are balanced.

BUDGET DEFICIT

Creating this proposal meant overcoming the \$26 million FY 2018 operating budget deficit. This gap was brought on by the culmination of a number of factors resulting in operating expenses outpacing operating revenues. These include a \$15.6 million reduction in the income tax projection coupled with increased payroll and non-personnel costs for City employees. Adding additional pressure are the possibilities of reductions in federal, state and local funding that could impact the FY 2018 and FY 2019 budgets and subsequent years. Because these are not yet known, they are not factored into the revenue projections for the Proposed Budget.

This trend of shrinking revenues and rising expenses means the FY 2018 funding decisions need to be scrutinized for the long-term effects in FY 2019 and beyond. As the diversity of revenue sources dwindle, and the City becomes more reliant on the income tax, other discernible trends are detected as demonstrated by the pie chart below:



As you will discover, this budget focuses primarily on basic services and customer service. While we have avoided layoffs and service reductions, lagging revenue will make achieving these outcomes in the future much more challenging.

Through a lot of work, research and innovative thinking a number of measures are proposed to address the budget deficit. None of these items are presented lightly or without a great deal of consideration. Given the magnitude of the gap, and the trend of expenses outpacing revenues, both revenue enhancements and budget reductions are presented. A complete listing, including explanations, may be found on page 23. Below are several items of note.



REDUCTIONS

- As detailed herein, \$8.8 million in targeted departmental reductions of 3-7% per department have been identified. Though challenging the limits of what staff may accomplish within existing resources, none of these reductions result in layoffs, service reductions or facility closures.
- Non-represented employees will receive no merit increase and a 1% Cost of Living Adjustment (COLA), saving \$1.3 million. This is compared to the 4% COLA represented employees will receive in addition to the 3-10% increase they are eligible for depending on the respective bargaining unit and salary step. This is necessitated by the difficult budget circumstance and will undoubtedly compound morale, as well as pay compression issues amongst our staff. Historically this group has not received comparable raises and has had to endure cost saving days and increased health care expenses. This is necessitated by the budget circumstance and is no reflection of the value placed upon the work they provide.
- External agencies are recommended for an across the board 25% reduction resulting in \$2 million in savings. While these agencies provide valuable services to the community, few other places to reduce spending exist to avoid layoffs and service reductions.
- \$5.1 million in bond repayments will be made from the debt service funds and other sources to avoid a transfer out from the General Fund in FY 2018.
- Delay the start date of the FY 2018 police recruit classes by 6 months saving \$2.3 million.
- Stormwater maintenance costs including street sweeping and yard waste collection will be transferred to the Stormwater Management Fund saving \$1.4 million in the General Fund. Other costs in the Stormwater Management Fund have been reduced to offset the expenditure increase.
- Winter Operations funding will be shifted to the Street Construction Maintenance and Repair Fund. This will not affect the ability to respond to harsh winter weather conditions.
- The relatively new Strategic Enforcement and Economic Development (SEED) Program, that encourages neighborhood stabilization and reinvestment through receivership and blight abatement operated by the Buildings and Inspections Department, will be eliminated saving \$500,000. While the program has had success, it does not represent a core service.
- The Reserve for Contingencies account will be reduced by \$130,000 leaving a balance of zero.

REVENUE ENHANCEMENTS:

- Our successful efforts to overhaul the building permit process, enhance customer service and revamp the fee schedule, coupled with a Consumer Price Index (CPI) adjustment and the strong development activity in the city, will result in an additional \$2.4 million in building permit fee revenue.
- Increasing parking tickets from \$45 to \$60 will generate \$900,000. Additionally, contracting for booting services for parking fine enforcement will generate \$600,000.



- Raising parking meter rates based upon market analysis will generate \$640,000.
- \$486,000 in net revenue increases including: the successful electric aggregation program, increased admissions taxes and better than expected collections of litter and weed violations as part of the revamped Private Lot Abatement Program (PLAP).

While the decisions faced are difficult, there is encouraging news:

- Development in the city continues to boom. Total building permits issued including residential and commercial are up 12% year to date. This is the third year in a row we have experienced an increase.
- Revenue from building permits continues to increase.
- With your support, and that of the City Council, our performance management program is continuing to make inroads, including a \$3.4 million cumulative fiscal impact in FY 2017.
- Though slower than originally thought, income tax growth is projected to continue at a rate of 2.3% over the next 5 years.

The Proposed Budget, though stopping short of layoffs or furlough days, unfortunately represents workforce ramifications affecting employee relations, and ultimately productivity. This will need to be managed closely to minimize service delivery issues.

The reductions and adjustments proposed in FY 2018, coupled with the troubling revenue versus expenditures trend, means the margin to balance the FY 2019 budget is thin. The Proposed Budget addresses the FY 2019 projected deficit of \$19.7 million with a 4.7% across the board reduction, including public safety services.

From a magnitude and manageability standpoint, the budget outlook will remain challenging. As a result, work is beginning now to identify new and alternative options to reduce costs and enhance revenues in FY 2019 and beyond. This will allow us to maintain future structurally balanced budgets and mitigate some of the pressure.



5 STRATEGIC PRIORITIES

Given the challenges faced, it is more crucial than ever to remain committed to long-term priorities and seek out strategic investments with the ability to leverage resources for enhanced strategic effect. The next section describes how these priorities are strengthened in the Proposed Budget.

SAFER STREETS

Public safety is an area that will not be compromised.

The Proposed Budget will continue efforts to maintain and enhance police and fire street strength including maintaining a budgeted sworn strength of 1,074 police officers and 840 firefighters. However, due to the expected attrition and delays in the start of the next recruit class, the police sworn strength is unlikely to reach that strength level during the biennium.



SWORN FTE	JANUARY 2016	JULY 2017 23 POLICE RECRUITS GRADUATE	MAY 2018 31 POLICE RECRUITS GRADUATE	JANUARY 2019 27 POLICE RECRUITS GRADUATE	AUGUST 2019 40 FIRE RECRUITS GRADUATE
POLICE	1,020	1,030	1,061	1,062	1,038
FIRE	824	854	840	880	870

The FY 2018 Proposed Budget includes a police recruit class of 35 police officers to begin in November 2017. Aided by a Firefighter SAFER grant, it also includes the resources to support the 40 person fire recruit class, which is graduating in July 2017.

The Proposed Budget avoids the use of fire “brownouts” as a budget savings device.

As has been detailed at the Law and Public Safety Committee and in written memos, the current 9-1-1 call system is in critical need of repair in order to ensure reliable emergency response capabilities. This is largely due to the manner in which cell phone service is organized throughout the nation, causing issues for many jurisdictions across the US. The City of Cincinnati is not in a position to wait for a national solution. To this end, the Administration has identified a streamlined approach to resolve these technical issues, now and \$850,000 in the capital budget has already been identified for this purpose.

In addition, the Proposed Budget supports several projects aimed at preventing and reducing crime including the Place-Based Investigations of Offender Territories (PIVOT) strategy, the Cincinnati Initiative to Reduce Violence (CIRV), the Community Policing Partnering Center, the Citizen Complaint Authority (CCA) and the brand new ShotSpotter project.

Additionally, the successful body worn camera program will continue, enhancing transparency, accountability and police officer training.



THRIVING AND HEALTHY NEIGHBORHOODS

Fostering thriving and healthy neighborhoods improves the quality of life for residents and is critical to our success as a city.

The Proposed Budget includes funding to maintain our revamped litter and weed efforts leading to dramatically increased numbers of blighted lots cleaned, improved greenspace maintenance and support of a new program to sweep every street in the city once per month.

With your continued support and that of the City Council, the City's Engage Cincy efforts are continued in this proposal, including the Engage Cincy Grant Program. The latter is a unique community building competition providing residents, organizations and local charities a chance to



receive funding for the development, launch and promotion of innovative ideas for bettering a specific place in the city, or all of Cincinnati.

This year's winners were Healthy Food for All Northsiders, Just Hire Me, Physi, Bridgeable, and Faces of Homelessness. Given its continued success and popularity we are recommending continuation of this program in the Proposed Budget.

As part of the implementation of the Golden Cincinnati Initiative, as directed by you and the City Council, the Proposed Budget includes funding for the recently added Chief Advocacy Officer for the Elderly and the Disabled position. This initiative will identify ways to ensure the City of Cincinnati serves, and is an accessible city for all segments of the population.

A GROWING ECONOMY



Through data and innovation we have systematically worked to make it easier to do business in, and with the City. We have also enhanced the ability of all segments of the community to compete for City contracts.

The Proposed Budget includes full funding to continue the City's Small Business Enterprise (SBE) and Minority and Women Owned Business (M/WBE) programs. In the first year of the M/WBE program, the City more than tripled the amount of money awarded to M/WBE firms and worked with developers involved in City projects to voluntarily commit to even more. In addition, over 200 vendors were certified, increasing the pool of M/W/SBE firms available to compete for public contracts.

The Administration remains committed to providing opportunity for youth to gain valuable real-life career experiences. The Proposed Budget includes the funding necessary to achieve the goal of having 1,000 youth participate in the Youth to Work program by 2020.

In 2016, the City attained \$420 million in total investment and added 2,300 jobs. The Proposed Budget continues to support the growth of Cincinnati and the development momentum showcasing Cincinnati as a city on the rise. Key development initiatives include:

- Promoting strategic investments that provide the necessary amenities for city residents to live in their own community safely, independently, and comfortably.
- Seeking opportunities to activate underutilized properties to create business and housing opportunities.
- Continuing to support the growth of small and medium-sized businesses, particularly those that are minority and women owned.

The Department of Community and Economic Development does a stellar job of utilizing federal funds to promote transformative development in our neighborhoods. Given the potential for funding cuts federally, continuing the level of economic development initiatives having the greatest impact on our neighborhoods could be restricted.



INNOVATIVE GOVERNMENT

Cincinnati has become a national leader in performance management by stretching our resources further, working smarter and elevating our level of service. The Office of Performance & Data Analytics is engaging the entire organization through data-driven strategies and tactics including: CincyStat, an Innovation Lab, Open Data and performance management agreements with each department. In addition to the cost savings and avoidance benefits, the customer experience is improving. In April 2017, 75% of survey respondents were satisfied with how their customer service requests were handled and closed out. This is a more than 10% increase in customer satisfaction since October 2015, and a 6% increase over the last year.

Since being overhauled in 2016, the City's website is in a state of continual improvement, always seeking new and more engaging ways to present information about government operations to visitors. This has included the creation of CincyInsights, available here: <https://insights.cincinnati-oh.gov/>.

This site maps massive amounts of City data allowing users to interact in real-time. Anyone interested is invited to explore road conditions, potholes filled, heroin overdoses, crime statistics and much more.

The tool has proven quite popular with over 56,000 hits since the December 2016 launch. Resources to maintain and further develop this site are included in the FY 2018 budget.



FISCAL SUSTAINABILITY AND STRATEGIC RE-INVESTMENT

Given the present financial challenges, advancing this priority will prove the most challenging. However, with smart long-term decision making, our efforts to steady the City's financial ship will continue.

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

The \$97.5 million Capital Acceleration Program (CAP) over FY 2016-2021 is in full swing. The Proposed Budget includes the resources needed to fully continue the CAP program during the biennium. Not only will this improve our roads and customer service, maintaining this initiative is wise given it will lessen the need for spending on roads and fleet in the long-term, thus relieving future budget pressure.

In this biennium, \$31.5 million is being invested to fix our roads and update our fleet of vehicles. As a direct result of CAP, 80 additional lane miles will be repaved by the end of CY 2017 and preventative maintenance will be performed on approximately 282 lane miles of streets in 32 neighborhoods. A complete breakout, including the lane miles done as part of the traditional Capital Improvement Plan (CIP) are below:



STREET REHABILITATION PROGRAM - LANE MILES			
	FY 2016	FY2017*	FY 2018*
CIP	83.8	82	68
CAP	43.5	38	28
CAP Preventive Maintenance	132**	150	150
TOTAL	259.3	270	246

*Projected as of May 1, 2017

**In progress, under contract

By comparison in FY 2014, prior to CAP, the City rehabbed 70 lane miles and performed no preventative maintenance. And the fleet will benefit from 281 new vehicles and dozens of pieces of new equipment by the end of FY 2019.



CONCLUSION

Creating a structurally balanced Proposed Budget that avoids layoffs, service reductions, and facility closures has not come without many hurdles. However, once again our dedicated team has risen to the challenge. I want to thank all of the City staff, especially Christopher Bigham and his team, who has guided this process in a professional and methodical manner.

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

I fully realize the decisions you now face are complex and more difficult than in recent years. To this end, the Administration stands ready to work with you to answer every question, and outline any impacts of any additional proposals to balance the budget so as to mitigate customer service effects.

I want to thank you Mayor Cranley, and the entire City Council, for the leadership, direction and support on so many of the priorities outlined herein. The City Manager's Recommended Fiscal Year 2018/2019 Budget is a reflection of those priorities and is built upon the successes your collective, steadfast support has allowed. This recommended proposed budget is structurally balanced.

Harry Black

City Manager



City Manager's Office - One Page Strategic Plan® (OGSP®) FY18

Vision : Cincinnati will become the best place in America to live, raise a family, and locate a business.

FY 2018 OBJECTIVE
WHAT is Winning ...

Provide an unprecedented level of customer service to Cincinnati residents and customers through efficient, effective, accountable, and innovative management of city resources, to make our vision a distinct possibility for all segments of the community.

GOALS:

FY End Jun 30
CY end Dec. 31

Safer Streets
Homicides (CY)
Non-Fatal Shootings (CY)
Pt. 1 Violent Crime (CY)
Pt. 1 Property Crime (CY)

	15 Actual	16 Actual	17	18
Homicides (CY)	71	63	60	
Non-Fatal Shootings (CY)	421	320	315	
Pt. 1 Violent Crime (CY)	2343	2300	2200	
Pt. 1 Property Crime (CY)	16801	16460	16465	

Growing Economy

% Comm. Permit Reviews complete in 15 Days (CY)
% Res. Permit Review complete in 10 Days (CY)
% contract spend minority suppliers (CY)
% contract spend: women suppliers (CY)
certified minority & women vendors

% Comm. Permit Reviews complete in 15 Days (CY)	71%	90%	91%	
% Res. Permit Review complete in 10 Days (CY)	68%	90%	91%	
% contract spend minority suppliers (CY)	5%	10%	12%	
% contract spend: women suppliers (CY)	0%	2%	3%	
# certified minority & women vendors	0	205	300	

\$ \$ award: minority & women vendors (CY)

\$ \$ award: minority & women vendors (CY)	\$8.2M	\$27.9M		
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%contracts awarded: minority vendors (CY)
% contracts awarded women vendors (CY)
of new jobs created (FY)

%contracts awarded: minority vendors (CY)	4.21%	17.44%		
% contracts awarded women vendors (CY)	N/A	7.41%		
# of new jobs created (FY)	1,517	1,105	2,347	

Innovative Government

OPDA Cumulative Impact (FY)
Cust. service satisfaction (FY)
Databases available (Open Data)

OPDA Cumulative Impact (FY)	\$5M	\$2.7M	\$3.3M	
Cust. service satisfaction (FY)	N/A	66%	76%	
Databases available (Open Data)	10	23	46	

Fiscal Sustainability

Pavement Condition (CY)	64	65	70	
Lane Miles Paved (Rehab & Preventative Maintenance)	50	179.3	350	
Cont. Fund Balance % (FY)	10.0	10.8	11.4	
Pension Funded % (CY)	76.9	76.8	76.1	
Retiree Healthcare Funded % (CY)	105	105	105	

Updated: 04/06/17

STRATEGIES
How we will win ... >

- 1. Safer Streets**
 - Reduce Violent Crime
 - Community partnerships
 - Data driven strategies and tactics
 - Reduce property crime
 - Revitalize youth engagement

- 2. Growing Economy**
 - Increase jobs/competitive workforce Economic Development Incentives
 - Public-private partnerships
 - Economic inclusion
 - Increase retail activity

- 3. Thriving & Healthy Neighborhoods**
 - Lower poverty rate
 - Decrease health disparities
 - Increase citizen engagement
 - Public spaces for social cohesion
 - Neighborhood revitalization, reduce blight, provide housing options for all

- 4. Innovative Government**
 - Increase customer satisfaction
 - Promote accountability
 - Increase efficiency through tech
 - Seek out and fix processes that don't work
 - Develop 21st Century workforce

- 5. Fiscal Sustainability & Strategic Investment**
 - Structurally balanced budget
 - Implement outcome based budget
 - Modernize infrastructure & fleet
 - Mitigate risk through financial reserves
 - Incorporate long-range planning

FY 2018 PLANS

- Continue implementing PIVOT to reduce violent crime, mitigating violence committed by organized groups and affecting places contributing to these activities.
- Improve stability & operational effectiveness of the city's 911 call processing, radio system, computer aided dispatch (CAD), and Police and Fire Mobile Data systems.
- Enhance recruitment, onboarding, & overall hiring for Police & Fire recruit classes.
- Utilize community collaboration to implement a best-in-class police body-worn camera program.

- Grow number of M/WBE firms certified to meet contract award targets and continue implementation of the Mayor's Economic Inclusion Advisory Council recommendations.
- Improve the efficiency of the City's economic incentives.
- Enhance City's pre-development process & Plan review programs to achieve successful development projects & increase customer self-service.
- Improve economic inclusion monitoring through automated award tracking & more robust data management.

- Enhance youth and teen outreach and engagement, with a goal of doubling participation in the Y2W program by 2020.
- Continue to create a "Clean Cincinnati" through existing neighborhood cleaning initiatives as well as collaboration with outside partners.
- Implement Lead Enhanced Program while proactively engaging & educating community about lead.
- Use data to improve quality and quantity of health services while fully maximizing federal resources.
- Continue community engagement efforts including Engage Cincy Challenge Grant implementation.

- Continue focus on the use of the Office of Performance & Data Analytics to improve the quality of service delivery and efficiency.
- Fully operationalize I.T. Service Delivery model using ServiceNow management system.
- Enhance enterprise data oversight, management, & application development to ensure optimal data quality for both internal and public-facing initiatives.

- Maximize impact of CAP to rehab and preserve streets and modernize the City's vehicles.
- Continue to plan and prepare for post 2018 management of MSD to maintain the public health and ensure ongoing high quality service delivery.
- Implement pension consent decree to protect the retirement of city workers past, present, and future.
- Sustain and enhance the City's bond rating through sound accounting standards and debt management practices.

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ALL FUNDS BUDGET

The Recommended FY 2018-2019 Biennial Budget totals \$1.6 billion and includes a \$1.1 billion Operating Budget and a Capital Budget totaling \$503.7 million. As required by state law, all funds are balanced.

Table I - Recommended FY 2018-19 All Funds Budget

(\$ in Millions)	2016-2017 Biennial		Recommended FY 2018	From 2017 Approved Update		Recommended FY 2019
	2016 Approved	2017 Approved Update		\$ Change	% Change	
Operating Budget						
General Fund	\$373.0	\$388.2	\$395.4	\$7.2	1.8%	\$394.4
Restricted Funds	\$659.2	\$730.1	\$673.1	-\$57.0	-7.8%	\$681.3
Subtotal Operating Budget	\$1,032.2	\$1,118.3	\$1,068.5	-\$49.8	-4.5%	\$1,075.7
Capital Budget						
General Capital Budget	\$77.6	\$90.6	\$78.2	-\$12.4	-13.7%	\$64.1
Restricted Funds Capital	\$335.6	\$357.0	\$395.1	\$38.1	10.7%	\$200.3
Special Revenue/Matching Capital	\$14.5	\$58.5	\$30.4	-\$28.1	-48.0%	\$6.8
Subtotal Capital Budget	\$427.7	\$506.1	\$503.7	-\$2.4	-0.5%	\$271.2
Total All Funds Budget	\$1,459.9	\$1,624.4	\$1,572.2	-\$52.2	-3.2%	\$1,346.9

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.

Operating Budget Summary

FY2018-2019 Biennial Budget



The Budget Summary is intended to provide an abridged overview of the City of Cincinnati's Recommended Fiscal Year (FY) 2018-2019 Biennial Budget. The Recommended FY 2018-2019 Biennial Operating Budget is structurally balanced and does not use one-time sources to balance.

Developing the Recommended FY 2018-2019 Biennial Budget commenced in mid-December 2016 and completion is expected on or before the beginning of the fiscal year, which is July 1, 2017.

Recommended FY 2018 - 2019 Operating Budget - Development Calendar

	2016 Dates
Public Meeting - Budget Basics Presentations	
Pleasant Ridge Recreation Center	August 31
Dunham Recreation Center	September 20
Evanston Recreation Center	September 28
Public Input Meetings	
Evanston Recreation Center	October 18
Price Hill Recreation Center	November 2
2018 Tentative Tax Budget Public Hearing	December 19
2018 Tentative Tax Budget Passage	December 21
	2017 Dates
Development of the FY 2018-2019 Biennial Budget	February 1
City departments developed proposed FY 2018-2019 budgets	February 2 - February 26
Departments submitted proposed FY 2018-2019 budgets	February 27
Office of Budget & Evaluation analyzes proposed budgets and prepares for Executive Budget Review Team	February 27 – March 27
University of Cincinnati Economics Center presents Economic Forecast to City Council	February 22
Executive Budget Review Team conducts Departmental Budget Review meetings	March 27 – April 13
City Manager and Office of Budget and Evaluation prepared Recommended FY 2018-2019 Budget	April 13 – May 16
City Manager's Recommended FY 2018-2019 Biennial Budget presented to Mayor John Cranley	May 11
Mayor provides City Council with the Recommended FY 2018-2019 Biennial Budget	May 26
Public Hearings Conducted	
Mt. Washington - Mt. Washington Recreation Center	June 1
West Price Hill - Dunham Recreation Center	June 5
Avondale/North Avondale - North Avondale Recreation Center	June 7
Regular Budget and Finance Committee	June 19
Special Session of Budget and Finance Committee	June 21
City Council adopts FY 2018-2019 Biennial Budget	June 21
FY 2018 Commences	July 1



Budget Engagement

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

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

- Creation of a budget engagement website to keep people informed of upcoming opportunities.
- Offering of two online surveys to gather important feedback about budget engagement and City services.
- Publishing a short educational video about the City Budget.
- Collecting more than 80 project requests from Community Councils through the Community Budget Request (CBR) process.
- Launching the Neighborhood Project Suggestion form on the City Planning website. More than 150 suggestions were collected, which City Departments reviewed and responded to.
- Three Budget Basics education sessions were given in different areas of the City.
- Two Public Input Forums continued the education process and helped collect feedback.

While this has been a great start to enhance engagement, the process will be continually improved and expanded as the City begins work on the Recommended FY 2019 Budget Update.

ALL FUNDS OPERATING BUDGET

Table II - Recommended FY 2018 - 2019 All Funds Operating Budget

(\$in Millions)	<u>2016-2017 Biennial</u>		<u>From 2017 Approved Update</u>			<u>From 2018 Recommended</u>		
	2016 Approved	2017 Update	Recommended FY 2018	\$ Change	% Change	Recommended FY 2019	\$ Change	% Change
	Approved	Update						
Operating Budget								
General Fund ⁽¹⁾	\$377.7	\$392.9	\$395.4	\$2.5	0.6%	\$399.5	\$4.1	1.0%
Restricted Funds	\$659.2	\$730.1	\$673.1	-\$57.0	-7.8%	\$681.3	\$8.2	1.2%
Grand Total	\$1,036.9	\$1,123.0	\$1,068.5	-\$54.5	-5.3%	\$1,080.8	\$123	1.2%

Operating Budget Summary

FY2018-2019 Biennial Budget



The Recommended FY 2018 All Funds Operating Expense Budget totals \$1.1 billion and represents a 5.3% decrease of \$54.5 million when compared to the Approved FY 2017 Budget Update. The decrease is attributed to a \$57.0 million decrease in the Restricted Funds which is partially offset by a \$2.5 million increase in the General Fund. This is primarily attributed to: a \$38.3 million decrease in the Bond Retirement Fund; a \$21.4 million decrease in the Metropolitan Sewer District Fund; an \$11.7 million decrease in the Water Works Fund; and various other increases and decreases in a variety of funds. All restricted funds' expenditure budgets are balanced to available resources in FY 2018 and FY 2019. More details on the restricted funds are included in this section and the Financial Summaries section of the Recommended FY 2018-2019 Biennial Budget document.

The Recommended FY 2018-2019 General Fund Operating Expense Budget, including transfers in and transfers out, totals \$395.4 million, which represents a \$2.5 million, or 0.6%, increase from the Approved FY 2017 Budget Update as shown in Table II.

BUDGET ASSUMPTIONS

The City's five Strategic Priorities guided and informed the development of the Recommended FY 2018 General Fund Operating Budget. The Recommended FY 2018 General Fund Operating Budget is structurally balanced. The following summary includes the major assumptions used in developing the Recommended FY 2018-2019 Biennial Budget

1. For FY 2018, the following salary increases have been budgeted:

- AFSCME (American Federation of State, County and Municipal Employees) represented employees are budgeted for a 4.0% increase in July 2017 per Ordinance #0330-2016.
- IAFF (International Association of Fire Fighters) represented employees are budgeted for a 4.0% increase in July 2016 per Ordinance #0356-2016.
- FOP (Fraternal Order of Police) represented employees are budgeted for a 4.0% increase in May 2018 per the labor agreement signed in FY 2017.
- CODE (Cincinnati Organized and Dedicated Employees) represented employees are budgeted for a 1.5% increase in July 2017 and a 2.5% increase in March 2018 per Ordinance #0356-2016.
- Teamsters represented employees are budgeted for a 4.0% increase in October 2017 per the labor agreement signed in FY 2017. Additionally, members will receive a 1.0% lump sum payment pursuant to their labor agreement.
- Cincinnati Building Trades Council represented employees are budgeted for a 4.0% increase in July 2017 per Ordinance #0330-2016.
- Non-represented employees are scheduled for a 1.0% increase in July 2017.

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. No merit increases for non-represented employees have been budgeted in FY 2018. Note: More than 90.0% of all full-time employees are represented and less than 10.0% are non-represented.



3. Overtime expense is limited to emergencies for non-public safety staff 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	\$	10,478,083	\$	-	\$ 10,478,083
Non-Public Safety		358,379		4,316,404	4,674,783
Grand Total	\$	10,836,462	\$	4,316,404	\$ 15,152,866

4. The Mayor and members of City Council have not voted for a raise; therefore, the approved budget includes a 0.0% increase for the Mayor and City Council.
5. The Recommended FY 2018-FY 2019 Biennial 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 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 \$150 for AFSCME members and \$750 for CODE and non-represented employees.
6. All City employees enrolled in the City's Anthem healthcare plan are on a "80/20 Plan" for healthcare. Under the "80/20 Plan," the employee pays 100% of a deductible and then pays 20.0% of all in-network healthcare expenses up to an out-of-pocket maximum. For Building Trades members, FOP members hired before September 2016, and IAFF members hired before April 2016, the out-of-pocket maximum is \$1,500 for a single plan and \$3,000 for a family plan. All other employees have an out-of-pocket maximum of \$2,000 for a single plan and \$4,000 for a family plan. As of January 1, 2018, the premium share for all employees will be 10.0%. Deductibles and out-of-pocket maximums will remain the same for most employees at \$500/\$2,000 (individual) and \$1000/\$4,000 (family), except for FOP members hired before September 2016 and IAFF members hired before April 2016, whose deductibles and out-of-pocket maximums will remain \$300/\$1,500 (individual) and \$600/\$3,000 (family). All City employees also have the option to enroll in the City's Integrated Health Reimbursement Agreement (HRA) if they have other group health coverage available to them.
7. Fuel costs are budgeted at \$2.29 per gallon for gasoline and \$2.53 for diesel fuel. The Administration continues to use fuel hedging as a tool to help with level budgeting for fuel purchases in FY 2018; however, fuel hedging is not a long-term savings method since the City will ultimately pay for variances in the fuel price.
8. Within the Law Department, an internal reorganization has resulted in a significant change in budget allocations within the department's programs. These changes had no net effect on the department's appropriation.



9. The Recommended FY 2018-FY 2019 Biennial Budget was prepared using data analytics and includes performance management outcomes as described by the City's Performance Management Office to maintain basic services and streamline service delivery at the highest quality at the lowest possible cost to the citizens.

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 2018 General Fund Budget includes the following leveraged support, which totals \$7.0 million, or 1.8% of the Recommended FY 2018 General Fund Budget. Among the \$7.0 million in total leveraged support, \$3.5 million or 0.9% of the Recommended FY 2018 General Fund Budget is dedicated to Human Services and Violence Prevention. .



Table IV – Leveraged Support

	Approved FY 2017	Recommended FY 2018 Budget	Difference
Neighborhood Support			
Neighborhood Community Councils	\$353,600	\$265,200	(\$88,400)
Neighborhood Business Districts	\$172,800	\$129,600	(\$43,200)
Cincinnati Neighborhood Games	\$0	\$10,000	\$10,000
Summer Youth Jobs Initiative	\$250,000	\$250,000	\$0
Chamber of Commerce - Immigration Center Partnership	\$50,000	\$37,500	(\$12,500)
Keep Cincinnati Beautiful	\$532,710	\$399,533	(\$133,178)
The Corporation for Findlay Market	\$6,000	\$6,000	\$0
Community Urban Agriculture	\$29,187	\$21,890	(\$7,297)
3CDC (For Fountain Square)	\$257,820	\$193,365	(\$64,455)
3CDC (Operating Support)	\$0	\$375,000	\$375,000
Engage Cincy Challenge Grant	\$50,000	\$50,000	\$0
Total Neighborhood Support	\$1,702,117	\$1,738,088	\$35,971
Economic Development			
Cinrifuse	\$360,000	\$270,000	(\$90,000)
Regional Economic Development Initiative (REDI)	\$250,000	\$187,500	(\$62,500)
African American Chamber of Commerce	\$325,000	\$243,750	(\$81,250)
CincyTech	\$250,000	\$187,500	(\$62,500)
Film Commission	\$75,000	\$56,250	(\$18,750)
MORTAR	\$65,000	\$48,750	(\$16,250)
CDC Association of Greater Cincinnati	\$225,000	\$168,750	(\$56,250)
Port Authority of Greater Cincinnati	\$700,000	\$525,000	(\$175,000)
Greater Cincinnati Energy Alliance	\$100,000	\$75,000	(\$25,000)
Total Economic Development	\$2,350,000	\$1,762,500	(\$587,500)
Human Services and Violence Prevention			
City Human Services Fund (administered by United Way)	\$3,090,000	\$2,317,500	(\$772,500)
Violence Prevention Program	\$250,000	\$187,500	(\$62,500)
Center for Closing the Health Gap	\$1,000,000	\$750,000	(\$250,000)
Cincinnati Works Hand Up Initiative	\$250,000	\$187,500	(\$62,500)
Strategies to End Homelessness	\$45,000	\$45,000	\$0
Cincinnati Union Bethel	\$35,000	\$26,250	(\$8,750)
Total Human Services	\$4,670,000	\$3,513,750	(\$1,156,250)
Grand Total	\$8,722,117	\$7,014,338	(\$1,707,779)



REVENUES

General Fund

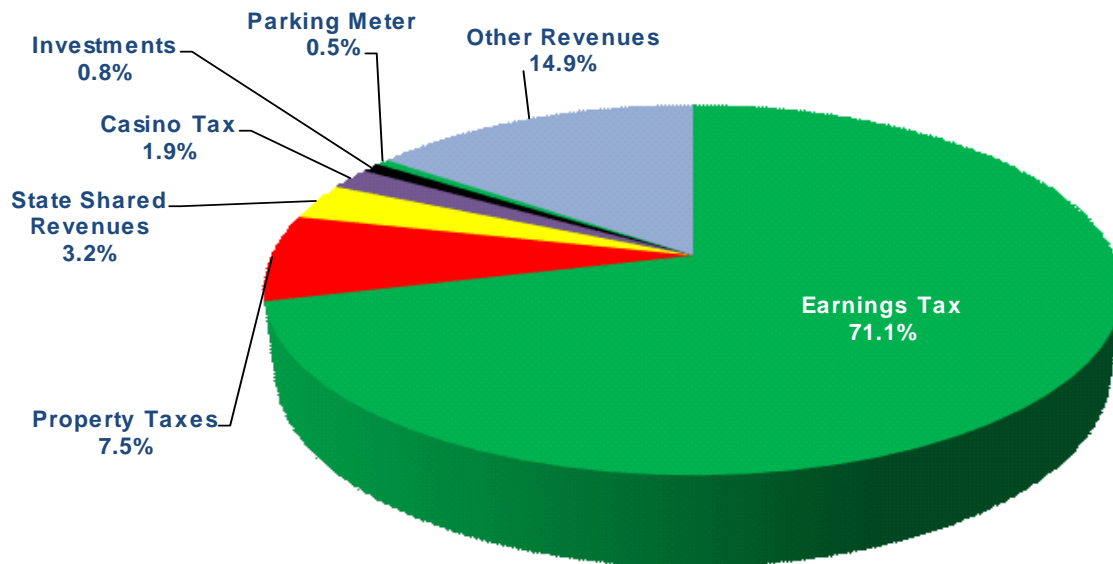
The General Fund revenue estimate for the Recommended FY 2018 Budget in Table V totals \$393.1 million, which is a 0.1% (or \$0.3 million) increase over the Approved FY 2017 Budget Update amount of \$392.9 million.

Table V – Recommended FY 2018-2019 General Fund Revenue Estimates

(Amounts in Thousands)

Category	Approved FY 2017 Update	Biennial Budget		Approved FY 2017 Update to Recommended FY 2018	Recommended FY 2018 to Recommended FY 2019
		FY 2018 Recommended	FY 2019 Recommended		
Earnings Taxes	279,670	279,381	285,862	-0.1%	2.3%
Property Taxes	28,982	29,635	29,790	2.2%	0.5%
State Shared Revenues	13,000	12,500	12,000	-4.0%	-4.2%
Casino Tax	8,000	7,500	7,500	-6.7%	0.0%
Investments	3,000	3,300	3,400	9.1%	2.9%
Parking Meter	1,500	2,140	2,140	29.9%	0.0%
Other Revenues	58,734	58,689	58,831	-0.1%	0.2%
Total	392,886	393,145	399,523	0.1%	1.6%

Graph I – Recommended FY 2018 General Fund Operating Revenue Budget





City Earnings Tax

The University of Cincinnati's Economics Center reviewed and updated the FY 2018 earnings tax estimate in February 2017 to reflect an average annual increase of 2.3%, which was a decrease of \$14.7 million to the earnings tax revenue projection. The new revenue estimate is \$279.4 million. The Department of Finance reduced the forecast by \$900,000 due to FY 2017 collections to date. The FY 2017 revised estimate was increased by 2.3% for FY 2018.

The General Fund receives 1.55% of the 2.1% locally levied tax applied to gross salaries, wages and other personal service compensation earned by residents of the City, and earnings of non-residents earned in the City. It also applies to net income of business organizations for business conducted in the City. The earnings tax is the largest single source of General Fund revenue and accounts for approximately 71.1% of those revenues in FY 2018.

Property Tax

Property taxes are levied on real property, which consists of residential, commercial, and industrial property. The City Charter authorizes a property tax levy of up to 6.1 mills for General Fund operating purposes. In recent years, City Council approved the rollback of property taxes for the operating budget. Based on property value estimates from the Hamilton County Auditor, the calendar year (CY) 2018 property tax millage for operating purposes is 5.54 mills, which is the same as the CY 2017 millage of 5.54 mills. The 5.54 millage rate and an estimate for delinquent collections will yield \$29.6 million, including rollback, in property tax revenue, which is a \$653,000 increase as compared to the original FY 2017 budget. Overall, FY 2017 actual collections have trended higher due to delinquent collection and a slight increase in property values. Property tax is the second largest revenue source at approximately 7.5% of the FY 2018 General Fund estimated revenue.

State Shared Revenues

State Shared Revenues are the third largest single source of General Fund revenue accounting for approximately 3.2% of General Fund revenues for FY 2018. 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 2018, the total allocated to the City is approximately \$12.5 million.

Casino Tax

In FY 2018, it is estimated that the Casino Tax will generate \$7.5 million. Casino Tax accounts for 1.9% of the General Fund revenue in FY 2018 representing the fourth largest single source.

Investments

Investment earnings on short-term interim funds, which account for 0.8% of the General Fund revenue for FY 2018, are expected to increase by \$300,000 when compared to the Approved FY 2017 Budget Update.

Parking Meter

Parking Meter revenue in the General Fund totals \$2.1 million, or 0.4% of the General Fund revenue. For FY 2018, a planned parking meter rate average increase of 25 cents across the board is expected to generate an additional \$0.6 million.



Other Revenues

These various revenues included in the Other Revenue category comprise 14.9% of the General Fund revenues in FY 2018. When compared to the Approved FY 2017 Budget Update, the recommended revenues have decreased \$0.05 million, or 0.1%. Other General Fund revenues and their variances are highlighted below:

Table VI – FY 2018 General Fund Other Revenues

	FY 2017 Approved Budget Update	FY 2018 Recommended Budget	Difference
Buildings & Inspections Fees and Permits	\$ 9,735,000	\$ 12,272,560	\$ 2,537,560
Public Safety	11,226,500	11,377,000	150,500
Fines, Forfeits and Penalties	7,650,000	8,600,000	950,000
Charges for Services	8,046,000	8,085,000	39,000
License & Permits	7,500,600	7,719,000	218,400
Admission Taxes	5,250,000	5,600,000	350,000
Miscellaneous	6,827,900	2,687,393	(4,140,507)
Public Services	1,650,000	1,510,000	(140,000)
Public Health	653,400	658,400	5,000
Rent & Investments	165,000	170,000	5,000
Revenue from Private Sources	25,000	10,000	(15,000)
Concessions and Commissions	5,000	0	(5,000)
Total Other Revenues	\$58,734,400	\$58,689,353	-\$45,047

Buildings & Inspections Fees and Permits

The Department of Buildings and Inspections engaged a consultant in FY 2016 to conduct a study of building permitting and inspection service levels and related fees with peer jurisdictions. Peer comparisons show that Cincinnati's building permit fees were competitive; however, in some cases the City charged far less than peer agencies. The Recommended FY 2018 Budget revenue for Buildings & Inspections includes increased permit fees based on actual receipts and new services approved in FY 2017. Additionally, beginning in FY 2018, fees will be annually adjusted based on the Consumer Price Index (CPI). For FY 2018, this change is estimated to increase revenues by \$0.3 million based on a 2.4% CPI increase. The 26.1% increase in revenue is primarily attributed to increased fees.

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 attributed to fire inspection fees and burglar alarm fees. The Recommended FY 2018 Budget reflects a 1.3% increase in public safety revenues when compared to the Approved FY 2017 Budget Update.



Fines, Forfeits and Penalties

When compared to the Approved FY 2017 Budget Update, this revenue category is projected to increase by 12.4% in FY 2018. This category includes parking, civil, and lot abatement fines as well as moving violation charges. Parking fines are projected to increase significantly in FY 2018 due to a \$15 per ticket increase to \$60 per ticket. This increase is expected to generate an additional \$0.9 million in annual revenue. Additionally, after three unpaid parking tickets, the City will begin to apply parking boots to vehicles. This will generate an additional \$0.6 million in annual revenue. In FY 2016, the City increased its focus on the Private Lot Abatement Program. This revenue is projected to grow by one-third in the recommended budget from \$0.6 million in FY 2017 to \$0.8 million in FY 2018.

Charges for Services

This category includes overhead charges from restricted and enterprise funds. The Recommended FY 2018 Budget is slightly higher than the Approved FY 2017 Budget Update.

Miscellaneous

This revenue category includes projected refund 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 decrease by 60.6% in the recommended budget, primarily due to a decline in interest from other sources in FY 2018.

Public Services

Fees from the Department of Public Services as well as recycling incentive fees and recycling revenues are included in this category. The projected 8.5% decline over FY 2017 is attributed to a \$100,000 public works revenue decrease from administration and inspection fees received by the Department of Transportation and Engineering as well as decreases in recycling incentive fees and recycling revenues.

Restricted Funds

The Principal Restricted Funds' revenue available to support the Recommended FY 2018 Operating Budget totals \$709.5 million, which is \$23.3 million, or 3.3%, lower than the revenues in the Approved FY 2017 Budget Update.



Table VII - Principal Restricted Funds' Revenues

Principal Restricted Funds	Approved		Difference
	FY 2017 Budget Update	Recommended FY 2018 Budget	
9-1-1 Cell Phone Fees	\$ 1,300,000	\$ 1,300,000	\$ -
Bond Hill Roselawn Stabilization & Revitalization Operations	0	0	0
Bond Retirement	152,261,800	110,142,104	(42,119,696)
Cincinnati Area Geographic Information System (CAGIS)	4,168,950	4,348,300	179,350
Cincinnati Riverfront Park	450,000	723,000	273,000
Convention Center	8,302,570	9,054,862	752,292
County Law Enforcement Applied Regionally (CLEAR)	3,890,000	5,565,000	1,675,000
General Aviation	2,050,000	2,050,000	0
Hazard Abatement	750,000	659,310	(90,690)
Health Services	9,656,000	10,052,540	396,540
Income Tax-Infrastructure	18,043,000	18,387,097	344,097
Income Tax-Transit	54,205,000	54,198,800	(6,200)
Metropolitan Sewer District	287,471,500	288,291,873	820,373
Municipal Golf	5,900,000	5,900,000	0
Municipal Motor Vehicle License Tax	2,595,000	2,600,000	5,000
Parking System Facilities	9,605,350	10,824,500	1,219,150
Recreation Special Activities	3,900,000	4,625,000	725,000
Safe and Clean	50,000	50,000	0
Sawyer Point	1,057,500	1,057,500	0
Stormwater Management	11,461,000	11,461,000	0
Street Construction Maintenance & Repair	9,793,330	10,066,339	273,009
Water Works	147,000,000	158,160,000	11,160,000
Total Principal Restricted Funds	\$ 733,911,000	\$ 709,517,225	\$ (24,393,775)

The following Principal Restricted Fund revenue changes in the Recommended FY 2018 Budget are highlighted below because the change is +/- \$1.0 million when compared to the Approved FY 2017 Budget Update.

Bond Retirement

The revenue projection for the Bond Retirement Fund is \$42.1 lower than the Approved FY 2017 Budget Update. Revenue significantly increased in FY 2017 due to notes outstanding and the anticipated capital budget financing. Less bond and notes proceeds will be received in FY 2018.

County Law Enforcement Applied Regionally (CLEAR)

The revenue projection for CLEAR in FY 2018 is \$1.7 million more than in FY 2017. This increase is due to anticipated increased revenues from Hamilton County, Ohio.

Parking System Facilities

This fund accumulates parking revenues from the City's public garages, parking lots, and parking facilities. Parking revenues from garages, lots, and facilities are all projected to increase in the Recommended FY 2018 Budget as compared to the Approved FY 2017 Budget Update. The increase amounts to \$1.2 million, which is a 12.7% increase.



Water Works

The revenue forecast for the Water Works Fund is \$11.2 million higher in the Recommended FY 2018 Budget than in the Approved FY 2017 Budget Update. This increase is attributed a 7.6% increase in receipts for metered water sales. Ordinance #0316-2016 implemented a 3.75% rate increase in each year from 2017 to 2021 that went into effect on January 1, 2017. Additional revenue increases are attributed to increases in interest from Treasury investments.

Balancing the Recommended FY 2018 Budget

General Fund

The Approved FY 2017 General Fund Budget Update totaled \$388.2 million. In January 2017, the City submitted a Tentative Tax Budget (TTB), which forecasted a FY 2018 General Fund Continuation Budget (a budget to provide the same level of services in FY 2018 as in FY 2017, which includes anticipated assumptions for wage and wage-based benefit increases) of \$412.4 million in expenses and \$403.7 million in revenues, which resulted in a structural deficit of \$8.7 million.

Additional changes occurred in the budget to increase the deficit to \$26.0 million.

-\$14.7 million: Revision of City Income Tax Revenue

In February 2017, the University of Cincinnati's Economics Center revised projections for City Income Tax for fiscal years 2017 to 2022. The updated forecast included an average annual increase of 2.3% resulting in a decrease of \$14.7 million to the income tax revenue projection.

-\$0.9 million: Further Revision of City Income Tax Revenue

Based on current income tax trends, the FY 2018 income tax revenue estimate has been reduced an additional \$0.9 million to properly align current year receipts with the forecast.

+\$1.7 million: Additional Target Adjustments

An increase of \$1.7 million was included due to inflationary increases for healthcare, municipal garage charges, and a target adjustment necessary for the Fire Department based on Staffing for Adequate Fire and Emergency Response (SAFER) grant reimbursements that were calculated after the submission of the TTB. These additional target adjustments are part of the calculation of a continuation budget.

Balancing the Deficit of \$26.0 Million

To balance the deficit, revenue increases and expenditure reductions are included in the Recommended FY 2018 Budget:

\$2.4 million: Permit Fees Increase and Updated Revenue Estimate

A final review of revenue estimates increased the TTB forecast by \$2.4 million related to Building and Inspections permit fees. Actual receipts and future trends result in a \$2.1 million increase based on the current fee structure. For FY 2018, implementing an annual permit fee increase tied to the Consumer Price Index (CPI) would also increase revenues. The proposed fee increase is 2.4% for FY 2018 and generates an additional \$288,000.



\$1.5 million: Parking Fines Increase

The FY 2018 Recommended Budget includes a \$15 per parking ticket increase that will generate an additional \$900,000 annually. Also, the booting program is included where a vendor will boot a car if there are three or more unpaid parking tickets, which will generate \$600,000 annually for a total annual increase of \$1.5 million.

\$0.6 million: Parking Meter Rate Increases

The budget includes an increase of \$640,000 for increased parking meter rates.

\$0.5 million: Miscellaneous Net Fee Increases

Other revenue line items were adjusted based on current year receipts, which results in a net increase of \$0.5 million. Changes included Office of Environment and Sustainability (OES) aggregation fees, admission taxes, private lot abatement fines, State Shared revenues and Casino taxes. Further detail can be found in the revenue section of the document.

Expenditure decreases total \$21.0 million and include:

-\$5.1 million: Transfer Out Reduction

The Department of Finance reviewed excess balances in debt services funds and per the report dated February 23, 2017, included information about reducing the projected deficit by funding debt service payments from excess fund balances and reducing the transfers out from the General Fund in the amount of \$5.1 million.

-\$3.6 million: Base Budget Reductions

Across-the-board base budget reductions for certain items totaling \$2.9 million were made. These reductions included reducing the cost-of-living adjustment (COLA) for non-represented employees from 4.0% to 1.0%, eliminating merit pay for non-represented employees, reducing the health insurance premium increase from 5.0% to 3.0%, including projected savings from Health Reimbursement Arrangement (HRA) plans, reducing the Workers' Compensation payment to FY 2017 levels, and reducing the reserve for contingencies.

-\$3.3 million: Transfer of Expenditures to Other Eligible Funds

This reduction bills back other city funds for direct expenditures related to that fund. Examples include Enterprise Technology Solutions (ETS) staff billing time worked on capital projects, City Planning staff using in-house staff for neighborhood plans related to capital projects instead of consultants, and Finance staff billing debt management funds for hours worked on debt management. Both the Parks Department and the Department of Recreation will use special revenue funds to pay direct expenditures related to the funds' purposes. Winter operations funding shifted to the Street Construction Maintenance & Repair Fund due to other savings within that fund.

-\$2.3 million: Police Recruit Classes Delayed

The FY 2018 budget includes two Police recruit classes. The 108th Police Recruit Class, which contains 35 members including 15 Community Oriented Policing Services (COPS) Hiring Grant funded positions, was scheduled to begin in August 2017. This class has been delayed and will now start in November 2017. Consequently, the 109th Police Recruit Class, which will contain 30 members and was scheduled to begin in February 2018, will now start in July 2018. These delays result in a savings of \$2.3 million.



-\$2.1 million: Reduction of Leveraged Funding

To address the budget deficit, City departments' budgets were reduced. Similarly, budgets to provide leveraged support were also reduced. The budget includes a 25.0% across-the-board reduction to leveraged funding for FY 2018. While this is an unpopular reduction, it is necessary to maintain current service levels and avoid layoffs. The net impact is a \$2.1 million savings (see Table IV – Leveraged Support).

-\$1.5 million: Vacant Position Savings

Holding miscellaneous positions vacant across multiple departments for all or part of FY 2018 will result in savings of \$1.5 million in FY 2018. Many of these positions will also be reviewed as part of the FY 2019 Budget development process to determine if the positions can be permanently reduced.

-\$1.4 million: Street Sweeping and Yard Waste Expenditures Shifted to the Stormwater Management Fund

Stormwater fees are used to mitigate stormwater, which includes diverted litter, trash and debris from the City's storm drains. Starting in FY 2018, stormwater funds will be used to fully fund the street sweeping program and the yard waste program offered by the City.

-\$1.2 million: Departmental Target Reductions

The Office of Budget and Evaluation reviewed expenditure trends since the passage of the Tentative Tax Budget, which resulted in a net expenditure savings of \$1.2 million. These changes result in a further reduction of the projected FY 2018 deficit.

-\$0.9 million: Miscellaneous Non-Personnel Reductions

The reduction of miscellaneous non-personnel items and adjustments to costs within numerous departments will result in savings of \$900,000 in FY 2018. Examples of some of the non-personnel items reduced include, but are not limited to, office supplies, temporary personnel costs, contractual services, and travel.

-\$0.5 million: Fire Department Miscellaneous Reductions

The Fire Department reviewed staff policies and procedures and non-personnel spending trends and identified \$540,000 in permanent savings. This includes a slight reduction in projected overtime due to a reduction of light duty staff and assorted non-personnel line items that can be reduced.

-\$0.3 million: Position Reductions/Eliminations

This reduction is due to savings from eliminating existing vacant positions or downgrading positions based on matching the duties of positions with the appropriate classification.

-\$0.3 million: Mayor, Clerk, and Council Reductions

This reduction includes a 10.0% reduction to the budgets of the Mayor's Office and City Councilmember Offices primarily in personnel. The Clerk of Council's office reduced non-personnel line items related to office machines and information technology support.



Expenditure increases total \$1.5 million and include:

+\$1.2 million: Service Enhancements and Miscellaneous Increases

The budget includes additional funding for new programs as well as program expansion in various departments. The Parks Department received an additional appropriation of \$300,000 related to Ziegler Park operations. The Department of Public Services received \$375,000 for additional operating support for 3CDC related to Fountain Square, Ziegler Park, and Washington Park. Buildings and Inspections is expanding the Homeowner Services Program. There are other minor enhancements; further details can be found in the Departmental Budgets under the significant program changes for each program (if applicable).

+\$0.3 million: Position Additions

Three positions have been added based on the updated staffing plan. The Chief Advocate Officer for the Elderly and Disabled and Cincinnati Citizens Respect Our Witnesses (CCROW) positions are filled positions based on action taken during FY 2017. The addition of an Administrative Specialist position in the Office of Performance and Data Analytics is projected to start January 1, 2018.

One-Time Transfers In for One-Time Expenditures

FY 2018 includes two expenditures that have been funded through fund balance transfers due to the expenditures being a one-time charge. There is also a transfer in related to two previously approved expenditures in capital projects. The total transfer in is \$2.2 million for FY 2018.

\$0.8 million: Fire Lump Sum Payments

The Fire Department will experience significant attrition in July 2017, which is projected to increase the annual lump sum payment amount by \$780,000. Once this spike occurs, the annual lump sum budget need going forward will return to the base budget amount of \$525,000.

\$0.5 million: Election Expense for the Mayoral Primary

Due to the need for a mayoral primary election, an additional \$525,000 is necessary to cover the expense of the election. This amount is billed in the first quarter of FY 2018 and is therefore a one-time expense that will be processed during FY 2018.

\$0.7 million: Body Worn Camera Project Expenditures

There is a current capital project that funds the Police Department's Body Worn Camera program for the first three years of the program. Since the expenditure is operating in nature, now that the equipment has been purchased and installed, the remaining charges should be paid from the operating budget. Since this has already been budgeted in a capital project with a source of a General Fund transfer in FY 2016, this transaction transfers General Fund dollars from the capital project to the operating budget in FY 2018.

\$0.2 million: ShotSpotter Technology

There is a current capital project that funds the Police Department's purchase of ShotSpotter technology for the first two years of the program. Since the expenditure is operating in nature, and the equipment is currently being purchased and installed, the remaining charges should be paid from the operating budget. Since this has already been budgeted in a capital project with a source of a General Fund transfer in FY 2016, this transaction transfers General Fund dollars from the capital project to the operating budget.



*Table VIII - General Fund FY 2017 Approved Budget Update /
 FY 2018 Recommended Budget Comparison*

<i>(\$ in Millions)</i>	FY 2017 Approved Budget Update	Recommended FY 2018 Budget	Increase / (Decrease)	%Change FY 2017 Approved Update to FY 2018 Recommended
Expenditures				
Public Safety Total	\$253.0	\$261.1	\$8.1	3.2%
Non-Public Safety Total	\$116.7	\$117.3	\$0.6	0.5%
Total Departmental Budgets	\$369.6	\$378.4	\$8.8	2.4%
Non-Departmental Total	\$18.6	\$16.9	(\$1.7)	-9.1%
Transfers Out	\$4.7	\$0.1	(\$4.7)	-98.9%
Total General Fund Expenditures	\$392.9	\$395.4	\$2.5	0.6%

Public safety departments comprised a total of \$253.0 million and non-public safety departments comprised a total of \$116.7 million of the Approved FY 2017 General Fund Operating Budget Update total of \$392.9 million. In contrast, the Recommended FY 2018 General Fund Operating Budget totals \$395.4 million and includes \$261.1 million for public safety departments and \$117.3 million for non-public safety departments. The public safety departments reflect budget increases as compared to the Approved FY 2017 Budget Update of \$8.1 million or 3.2%. The non-public safety departments reflect budget increases of \$0.6 million or 0.5% as compared to the Approved FY 2017 Budget Update.

Table IX provides a comparison of each department's General Fund FY 2017 Approved Budget Update to the Recommended FY 2018 Budget.



*Table IX- General Fund FY 2017 Approved Budget Update /
FY 2018 Recommended Budget Comparison*

	Approved FY 2017 Budget Update	Recommended FY 2018 Budget	% Change FY 2017 Update to FY 2018 Recommended
Police	\$ 143,946,260	\$ 149,728,200	4.0%
Fire	109,022,440	111,355,840	2.1%
Public Safety Sub-Total	\$ 252,968,700	\$ 261,084,040	3.2%
Public Services	\$ 18,730,620	\$ 17,394,510	-7.1%
Health	17,044,590	16,804,010	-1.4%
Recreation	15,554,090	16,593,570	6.7%
Buildings & Inspections	9,576,840	10,046,260	4.9%
City Manager's Office	8,705,740	9,353,730	7.4%
Parks	8,738,500	9,175,170	5.0%
Finance	6,733,410	7,531,790	11.9%
Law	6,742,180	6,940,090	2.9%
Community & Economic Development	8,683,440	6,599,740	-24.0%
Enterprise Technology Solutions	4,977,680	5,535,180	11.2%
Transportation & Engineering	3,315,790	3,387,850	2.2%
City Council	2,030,960	1,990,140	-2.0%
Human Resources	2,048,320	1,975,910	-3.5%
Economic Inclusion	1,090,910	1,145,400	5.0%
Office of the Mayor	828,330	771,570	-6.9%
City Planning	711,100	740,530	4.1%
Clerk of Council	716,970	687,400	-4.1%
Citizen Complaint Authority	645,610	672,250	4.1%
Non-Public Safety Sub-Total	\$ 116,875,080	\$ 117,345,100	0.4%
Total Departmental Budgets	\$ 369,843,780	\$ 378,429,140	2.3%
Non-Departmental	\$ 18,385,580	\$ 16,887,910	-8.1%
Transfers Out	\$ 4,657,135	\$ 58,239	-98.7%
Total General Fund Budget	\$ 392,886,495	\$ 395,375,289	0.6%

Summary:

To address the budget deficit and arrive at a structurally balanced General Fund Budget, a combination of increasing revenues and decreasing expenditures, without negatively impacting the City's service delivery, was required.



Restricted Funds Expenditures

The Recommended FY 2018 Restricted Funds Operating Expenditure Budget decreased \$54.7 million, or 7.5% from the Approved FY 2017 Budget Update. This is primarily due to expenditure decreases in the Bond Retirement Fund, the Metropolitan Sewer District Fund, the Water Works Fund, the Municipal Golf Fund, and the Parking System Facilities Fund. These decreases were partially offset by increases in the Income Tax-Transit Fund, the County Law Enforcement Applied Regionally (CLEAR) Fund, the Street Construction Maintenance & Repair Fund, the Income Tax-Infrastructure Fund, and the Stormwater Management Fund. The majority of funds are projecting increased expenditures for FY 2018. For FY 2018, the following funds are now Principal Restricted Funds: 9-1-1 Cell Phone Fees Fund, Cincinnati Area Geographic Information System (CAGIS) Fund, Cincinnati Riverfront Park Fund, and County Law Enforcement Applied Regionally (CLEAR) Fund; in FY 2017, these funds were included in the Other Restricted Funds category. Additionally, the following funds are also now Principal Restricted Funds: Bond Hill Roselawn Stabilization & Revitalization Operations Fund, Hazard Abatement Fund, and Safe and Clean Fund; these funds were non-appropriated funds in FY 2017 and were not included in the Other Restricted Funds category.

Table X - Restricted Funds' Operating Expenditure Budgets

	Approved FY 2017 Budget Update	Recommended FY 2018 Budget	Difference	Approved FY 2016 to Approved FY 2017 Update
Principal Restricted Funds				
9-1-1 Cell Phone Fees	\$1,307,900	\$1,424,410	\$116,510	8.9%
Bond Hill Roselawn Stabilization & Revitalization Operations	200,000	200,000	-	0.0%
Bond Retirement	155,414,150	117,120,870	(38,293,280)	-24.6%
Cincinnati Area Geographic Information System (CAGIS)	4,479,950	5,092,940	612,990	13.7%
Cincinnati Riverfront Park	363,040	503,280	140,240	38.6%
Convention Center	8,676,530	9,239,270	562,740	6.5%
County Law Enforcement Applied Regionally (CLEAR)	4,538,480	5,825,370	1,286,890	28.4%
General Aviation	1,927,670	2,039,970	112,300	5.8%
Hazard Abatement	765,000	1,030,620	265,620	34.7%
Health Services	9,734,770	10,221,210	486,440	5.0%
Income Tax-Infrastructure	17,815,740	19,068,120	1,252,380	7.0%
Income Tax-Transit	53,682,410	58,693,880	5,011,470	9.3%
Metropolitan Sewer District	247,555,430	226,195,290	(21,360,140)	-8.6%
Municipal Golf	5,876,530	5,784,440	(92,090)	-1.6%
Municipal Motor Vehicle License Tax	2,756,110	2,898,650	142,540	5.2%
Parking System Facilities	11,666,960	11,645,730	(21,230)	-0.2%
Recreation Special Activities	4,468,810	5,214,670	745,860	16.7%
Safe and Clean	50,000	50,000	-	0.0%
Sawyer Point	1,461,240	1,685,030	223,790	15.3%
Stormwater Management	10,899,610	11,892,030	992,420	9.1%
Street Construction Maintenance & Repair	10,198,630	11,294,770	1,096,140	10.7%
Water Works	144,201,940	132,476,450	(11,725,490)	-8.1%
Subtotal Principal Restricted Funds	\$698,040,900	\$639,597,000	(\$58,443,900)	-8.4%
Other Restricted Funds	29,761,800	33,548,780	3,786,980	12.7%
Restricted Fund Grand Total	\$727,802,700	\$673,145,780	(\$54,656,920)	-7.5%



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 2018 Budget includes a \$38.3 million decrease related to fewer notes outstanding and reduced capital budget financing. The debt service appropriation decrease is due to reduced debt service payments in FY 2018. As in FY 2017, 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.

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) and not the City's fiscal year (July 1 through June 30). The \$21.4 million decrease in the MSD's expenditure budget is primarily due to a reduction in debt service expense, which is partially offset by an increase in personnel costs due to City Council approved wage increases and employee benefits increases for CY 2018.

Water Works

The \$11.7 million decrease in the Water Works Fund is primarily due to a decrease in non-personnel expenses for expert services and power, as well as a reduction in debt service payments. These reductions are partially offset by an increase in personnel costs due to City Council approved wage increases and employee benefits increases.

Income Tax-Transit

This fund accumulates the proceeds of the 0.3% of the Income Tax established for City transit needs and transportation-related functions. The City contracts with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system. The Recommended FY 2018 Budget includes a \$5.0 million increase over the Approved FY 2017 Budget Update to support SORTA's requested budget for the remainder of calendar year (CY) 2017 and the first six months of CY 2018.

Income Tax-Infrastructure

The Income Tax-Infrastructure Fund's expenditures are increasing by \$1.3 million primarily due to an increase in personnel costs due to City Council approved wage increases and employee benefits increases.

County Law Enforcement Applied Regionally (CLEAR)

The CLEAR Fund is a newly appropriated fund for FY 2018. As such, the budget for the fund is increasing by \$1.3 million. There is an increase in personnel costs in this fund due to City Council approved wage increases and employee benefits increases. Additionally, the budget for this fund has been adjusted for FY 2018 to better reflect the recurring activity within the fund.

Street Construction Maintenance & Repair

The Street Construction Maintenance & Repair Fund's expenditures are increasing by \$1.1 million primarily due to an increase in personnel costs due to City Council approved wage increases and employee benefits increases. Additionally, the Department of Public Services shifted \$0.6 million in eligible expenses from the General Fund to this fund, primarily for winter operations.

Stormwater Management Fund

The Stormwater Management Fund's expenditures are increasing by \$1.0 million primarily due to City Council approved wage increases and employee benefits increases as well as increased expenses for properties and debt service. In an effort to divert litter, trash and debris from the City's storm drains,



starting in FY 2018, stormwater funds will be used to fully fund the street sweeping program and the yard waste program offered by the City. These additional expenditures will be offset by the Stormwater Management Utility reimbursing storm sewer work from capital projects.

Recreation Special Activities

The \$0.7 million increase in the Recreation Special Activities Fund is primarily due to an increase in personnel costs due to City Council approved wage increases and employee benefits increases as well as a small increase in contractual services.

Cincinnati Area Geographic Information System (CAGIS)

The CAGIS Fund is a newly appropriated fund for FY 2018. As such, the budget for the fund is increasing by \$0.6 million. There is an increase in personnel costs in this fund due to City Council approved wage increases and employee benefits increases. Additionally, the budget for this fund has been adjusted for FY 2018 to better reflect the recurring activity within the fund.

Convention Center

The \$0.6 million increase in the Convention Center Fund is primarily due to increases in reimbursements to other funds, contractual services, bond payments, and debt service.

Health Services

The Health Services Fund expenditures are increasing \$0.5 million primarily due to City Council approved wage increases and employee benefits increases. The budget for medical and surgical supplies has also increased for FY 2018. This is primarily due to increased costs for pharmaceuticals, basic medical supplies, and dental supplies.



RECOMMENDED FY 2019

FY 2019 is the second year of the biennial budget and will be updated in the spring of 2018. In developing the Recommended FY 2019 Budget, proposed expenditures are projected to outpace revenues. To structurally balance the Recommended FY 2019 General Fund Operating Budget, a 4.7% across-the-board reduction was applied to all departments as shown in the table below. When the Recommended FY 2019 Budget is updated, the budget gap will be addressed.

*Table XI - 4.7% Across the Board Reductions to the
 Recommended FY 2109 General Fund Operating Budget*

Dept	Department Name	FY 2019 4.7% Reduction
010	City Council	\$ 93,309
030	Office of the Mayor	36,561
040	Clerk of Council	32,964
090	Enterprise Technology Solutions	271,411
101	City Manager's Office	190,835
102	Office of Budget & Evaluation	51,895
104	Office of Environment and Sustainability	157,429
108	Office of Performance and Data Analytics	36,232
109	Internal Audit	17,354
110	Law	333,339
120	Human Resources	107,789
130	Finance	376,464
160	Community and Economic Development	318,734
170	City Planning	35,861
180	Citizen Complaint Authority	32,157
190	Recreation	810,876
200	Parks	460,959
210	Buildings and Inspections	494,129
220	Police	7,402,172
230	Transportation & Engineering	169,636
250	Public Services	854,796
260	Health	818,533
270	Fire	5,410,461
280	Economic Inclusion	55,297
900	Non Departmental Accounts	1,081,094
TOTAL		\$ 19,650,287

The Recommended FY 2018 General Fund Operating Budget incorporates fee increases and expenditure reductions that carry over to the next fiscal year. The \$19.7 million reduction would require additional fee increases or expenditure reductions to maintain a structurally balanced budget in FY 2019. Without additional revenue streams identified or a large increase in income tax revenue, service cuts will occur. The Administration is already working on various options as the next fiscal year approaches.



STAFFING PLAN

The FY 2018-FY 2019 Recommended Biennial Budget does not include the elimination of any filled positions. The staffing plan includes positions purposefully held vacant to generate Position Vacancy Allowance (PVA) for budgetary reasons.

The FY 2018-FY 2019 Recommended Biennial Budget includes additions to some departmental staffing plans. When compared to the Approved FY 2017 Budget Update, the FY 2018 Recommended Budget represents a total increase of 64.04 Full-Time Equivalents (FTEs). The increase in FTEs includes staffing adjustments made during FY 2017 as well as additional positions included in the FY 2018 Recommended Budget. The FY 2019 Recommended Budget shows an increase of 2.78 FTE from the Recommended FY 2018 Budget.

FTE supported by the General Fund decrease by 0.03 FTE in the FY 2018 Recommended Budget with an increase of 9.66 FTE in the FY 2019 Recommended Budget. In the restricted funds, FTE increase by 64.07 in the FY 2018 Recommended Budget, but decline by 6.88 in the FY 2019 Recommended Budget.

Table XII – FY 2018-2019 Recommended Biennial Budget City Staffing Plan

<i>(in Full-Time Equivalents, FTE)</i>	FY2017 Approved Budget	FY2018 Recommended Budget	Change From FY2017	FY2019 Recommended Budget	Change From FY2018
General Fund	3,525.11	3,525.08	-0.03	3,534.74	9.66
Restricted Funds	2,494.46	2,558.53	64.07	2,551.65	-6.88
Total City Staffing	6,019.57	6,083.61	64.04	6,086.39	2.78

The overall growth in the City’s workforce in the Recommended FY 2018-FY 2019 Biennial Budget can be primarily attributed to five departments: Police, Health, Water Works, Enterprise Services, and the City Manager's Office due to the creation of the Office of Human Relations. Several other departments have relatively small increases: Transportation and Engineering, Parks, Recreation, Finance, and Enterprise Technology Solutions.

Table XIII shows the change in the relationship between total public safety FTE and total non-public safety (all funds) FTE. Public safety FTE includes the total personnel in both the Fire and Police Departments and non-public safety FTE consists of all City FTE not included in Fire and Police. Public Safety FTE increases by 0.73 in the FY 2018 Recommended Budget and by 7.00 in the FY 2019 Recommended Budget. Non-public safety FTE increases by 63.31 in the FY 2018 Recommended Budget, but declines by 4.22 FTE in the FY 2019 Recommended Budget.



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

	FY2017	FY2018	Change	FY2019	Change
	Approved	Recommended	From	Recommended	From
<i>(in Full-Time Equivalents, FTE)</i>	Budget	Budget	FY2017	Budget	FY2018
Public Safety FTE	2,265.73	2,266.46	0.73	2,273.46	7.00
Non-Public Safety FTE	<u>3,753.84</u>	<u>3,817.15</u>	<u>63.31</u>	<u>3,812.93</u>	<u>(4.22)</u>
Total All Funds FTE	6,019.57	6,083.61	64.04	6,086.39	2.78

Focusing on the General Fund, Table XIV (below) shows that staffing trends in the General Fund mirror the all funds workforce budget. Since all public safety FTE are concentrated in the General Fund, public safety positions in the General Fund increase by 0.73 FTE in the FY 2018 Recommended Budget and by 7.00 FTE in the FY 2019 Recommended Budget (as in the all funds data above). Non-public safety positions decrease by 0.76 FTE in the Recommended FY 2018 Budget and increase by 26.66 FTE in the Recommended FY 2019 Budget. Eight non-public safety departments show small increases in FTE, which are partially offset by FTE reductions in two other non-public safety departments. Overall, General Fund FTE decrease by 0.03 in the Recommended FY 2018 Budget and by 33.66 FTE in the Recommended FY 2019 Budget.

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

	FY2017	FY2018	Change	FY2019	Change
	Approved	Recommended	From	Recommended	From
<i>(in Full-Time Equivalents, FTE)</i>	Budget	Budget	FY2017	Budget	FY2018
General Fund Public Safety	2,265.73	2,266.46	0.73	2,273.46	7.00
General Fund Non-Public Safety	<u>1,259.38</u>	<u>1,258.62</u>	<u>-0.76</u>	<u>1,285.28</u>	<u>26.66</u>
Total General Fund Staffing	3,525.11	3,525.08	-0.03	3,558.74	33.66

As shown in Table XV, the level of sworn FTE in the Police Department increases by 17.00 FTE primarily due to the City having been awarded a COPS Hiring Grant. The 15 grant funded FTE will be part of the 35 member 108th Police Recruit Class budgeted to begin in November 2017. The 109th Police Recruit Class is budgeted for 30 members and scheduled to begin in July 2019.

Beginning with the Approved FY 2017 Budget Update, the Police Department's budget each year includes funding for a 30 person recruit class in order to maintain their sworn FTE level. Each year, the 30 person recruit class is designed to offset the annual attrition of sworn officers to maintain the sworn FTE level. If attrition in a given year is projected to be less than 30.0 FTE, the recruit class size can be decreased or delayed. If attrition in a given year is projected to be more than 30.0 FTE, the recruit class size can be increased or started earlier to maintain the 1,074 sworn FTE level established for FY 2018 and FY 2019.



As shown in Table XV, the level of sworn FTE in the Fire Department decreases by 20.0 due to attrition in FY 2018. This reduction in sworn staffing is a resulting net decrease after factoring in a planned Fire Recruit Class in FY 2018. In the Recommended FY 2019 Budget, Fire sworn staff increases by 31.0 FTE which results in a net 11.0 FTE increase for Fire sworn staff over the FY 2018-FY 2019 biennium.

Overall, sworn staffing decreases by a net 3.0 FTE in FY 2018.

Table XV– FY 2018-2019 All Funds Sworn Strength Staffing Summary

<i>(in Full-Time Equivalents, FTE)</i>	FY2017 Approved Budget	FY2018 Recommended Budget	Change From FY2017	FY2019 Recommended Budget	Change From FY2018
Police Sworn	1,057.00	1,074.00	17.00	1,074.00	0.00
Fire Sworn	<u>858.00</u>	<u>838.00</u>	<u>-20.00</u>	<u>869.00</u>	<u>31.00</u>
Total Sworn	1,915.00	1,912.00	-3.00	1,943.00	31.00

A longer perspective is shown in Table XVI. The total public safety FTE supported by the General Fund has increased by 71.56 FTE since the year 2000 which represents a 3.3% increase while non-public safety positions have declined by 714.58 FTE or 36.21% during the same period. Overall, General Fund FTE has declined by 15.4% since 2000.

Table XVI – General Fund FTE Change 2000-2018

<i>(in Full-Time Equivalents, FTE)</i>	CY 2000 Approved Budget	FY 2018 Recommended Budget	FTE Change From 2000 Budget	Percentage Change
Public Safety FTE	2,194.90	2,266.46	71.56	3.3%
Non-Public Safety FTE	<u>1,973.20</u>	<u>1,258.62</u>	<u>-714.58</u>	<u>-36.2%</u>
	4,168.10	3,525.08	-643.02	-15.4%

In Table XVI, sworn public safety positions have increased by 125.00 FTE since the year 2000. This represents a 7.0% increase in sworn staff since 2000.



Table XV – General Fund Sworn FTE Change 2000-2018

<i>(in Full-Time Equivalents, FTE)</i>	CY 2000	FY 2018	FTE Change	Percentage
	Approved Budget	Recommended Budget	From 2000 Budget	Change
Public Safety Sworn FTE	1,787.00	1,912.00	125.00	7.0%

Staff Changes at the Departmental Level (highlights):

City Manager’s Office: The City Manager’s Office shows a 6.2 FTE increase due to the addition of a Chief Advocacy Officer for the Elderly and Disabled to fulfill the objectives of the Golden Cincinnati plan, as well as the creation of the Office of Human Relations.

Police: The Police Department increases sworn staff by 17.0 FTE which includes 15.0 FTE from a Community Oriented Policing Services (COPS) Hiring Grant. The remaining partial FTE is for a Co-Op/Student Intern position.

Fire: FTE changes are due to recruit classes occurring in both FY 2017 and FY 2018. A total of 80 recruits will be trained between the FY 2017 recruit class and the planned FY 2018 recruit class, which will largely offset expected attrition. Another 7.0 FTE are a consequence of temporary double fills.

Health: FTE increases are attributable to adjustments to currently budgeted FTEs, additional grant funded positions, and numerous add/deletes of positions to better align the department's staffing with the service needs of the population.

Water Works: Water Works shows significant FTE changes in FY 2018. These changes are primarily due to positions added for the lead service line replacement program; the new monthly billing system; and reorganization efforts after the decoupling process with Sewers.

Sewers: Sewers will have 740.0 FTE for both 2018 and 2019. However, the department expects to only have 635 filled full-time positions during that time period.

Retirement: Within the City Manager's Office, the Office of Retirement added two positions essential for business operations. These new positions were established to address the variety of issues and the permanently increased volume of work arising from the implementation of the Collaborative Settlement Agreement, approved in late 2015.

Public Services: Within the Department of Public Services, 18.0 FTE in the Yard Waste program are being moved from the General Fund to the Stormwater Management Fund.



Table XVI below shows a list of FTE adjustments in the FY 2018-FY 2019 Recommended Biennial Budget. The Departmental Budgets section of this document provides a more detailed description of each FY 2018-2019 FTE change by program.

Table XVI - FTE Adjustments by Department

	<u>FY 2018</u> Change from FY 2017	<u>FY 2019</u> Change from FY 2018
City Manager	6.20	0.00
Enterprise Services	7.66	0.00
Enterprise Technology Solutions	1.00	0.00
Finance	1.00	0.00
Fire	-17.00	31.00
Health	11.85	-1.00
Parks	3.70	2.00
Police	17.73	0.00
Recreation	2.21	1.00
Stormwater Management Utility	3.00	0.00
Transportation & Engineering	2.75	0.00
Water Works	23.94	-6.22
Total	64.04	26.78





Recommended Staffing Plan

	General Fund				Restricted Funds				All Funds			
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2016	FY 2017	FY 2018	FY 2019	FY 2016	FY 2017	FY 2018	FY 2019
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	9.00	9.00	9.00	9.00	0.00	0.00	0.00	0.00	9.00	9.00	9.00	9.00
Clerk of Council	5.84	5.84	5.84	5.84	0.00	0.00	0.00	0.00	5.84	5.84	5.84	5.84
City Manager	168.50	43.50	47.70	47.70	12.00	12.00	14.00	14.00	180.50	55.50	61.70	61.70
Buildings & Inspections	99.50	112.50	112.50	112.50	0.00	0.00	0.00	0.00	99.50	112.50	112.50	112.50
Citizen Complaint Authority	9.00	6.00	6.00	6.00	0.00	0.00	0.00	0.00	9.00	6.00	6.00	6.00
City Planning	6.00	7.00	11.00	11.00	4.00	4.00	0.00	0.00	10.00	11.00	11.00	11.00
Community & Economic Development	24.60	28.00	30.00	30.00	31.40	27.00	25.00	25.00	56.00	55.00	55.00	55.00
Enterprise Services	0.00	0.00	0.00	0.00	40.30	42.26	49.92	49.92	40.30	42.26	49.92	49.92
Economic Inclusion	10.00	10.00	10.00	10.00	2.00	2.00	2.00	2.00	12.00	12.00	12.00	12.00
Enterprise Technology Solutions	47.55	49.75	50.75	50.75	35.80	37.80	37.80	37.80	83.35	87.55	88.55	88.55
Finance	65.28	74.26	74.91	75.75	30.47	30.49	30.84	30.00	95.75	104.75	105.75	105.75
Fire	891.00	904.00	887.00	894.00	0.00	0.00	0.00	0.00	891.00	904.00	887.00	894.00
Health	189.05	181.46	178.53	177.53	279.65	297.17	311.95	311.95	468.70	478.63	490.48	489.48
Human Resources	19.11	19.10	19.10	19.10	2.99	3.00	3.00	3.00	22.10	22.10	22.10	22.10
Law	69.00	72.20	72.20	72.20	8.00	9.00	9.00	9.00	77.00	81.20	81.20	81.20
Parks	173.05	171.05	174.85	176.85	71.40	73.40	73.30	73.30	244.45	244.45	248.15	250.15
Police	1,219.73	1,361.73	1,379.46	1,379.46	0.00	0.00	0.00	0.00	1,219.73	1,361.73	1,379.46	1,379.46
Public Services	145.00	144.00	125.00	125.00	298.00	305.00	324.00	324.00	443.00	449.00	449.00	449.00
Recreation	280.92	278.72	282.24	283.06	134.25	113.71	112.40	112.58	415.17	392.43	394.64	395.64
Sewers	0.00	0.00	0.00	0.00	717.00	740.00	740.00	740.00	717.00	740.00	740.00	740.00
Stormwater Management Utility	0.00	0.00	0.00	0.00	23.73	25.00	28.00	28.00	23.73	25.00	28.00	28.00
Transportation & Engineering	20.00	20.00	22.00	22.00	153.40	153.70	154.45	154.45	173.40	173.70	176.45	176.45
Water Works	0.00	0.00	0.00	0.00	620.25	618.93	642.87	636.65	620.25	618.93	642.87	636.65
Total	3,479.13	3,525.11	3,525.08	3,534.74	2,464.64	2,494.46	2,558.53	2,551.65	5,943.77	6,019.57	6,083.61	6,086.39
Police Sworn	1,034.00	1,057.00	1,074.00	1,074.00	0.00	0.00	0.00	0.00	1,034.00	1,057.00	1,074.00	1,074.00
Fire Sworn	850.00	858.00	838.00	869.00	0.00	0.00	0.00	0.00	850.00	858.00	838.00	869.00
Non-Sworn	1,595.13	1,610.11	1,613.08	1,591.74	2,464.64	2,494.46	2,558.53	2,551.65	4,059.77	4,104.57	4,171.61	4,143.39





ACCOMPLISHMENTS IN FISCAL YEAR 2017

Approving an annual budget provides an important opportunity to see not only where we are going but to also identify significant accomplishments over the past year. The following list highlights of those successes in FY 2017.

City Manager's Offices (CMO)

- The Office of Communications enhanced the City's digital engagement by doubling the City's social media reach and growing the number of media platforms used by various departments.
- The Office of Communications entered into a Community Media agreement with Sabercomm LLC to preserve and enhance City government access channels.
- The Cincinnati Initiative to Reduce Violence (CIRV) team delivered the CIRV message 1,428 times at hotspots, funerals, and vigils between 2014 and 2017.
- CIRV mentored an average of 82 clients per year, responded to 318 shootings, and submitted 1,409 referrals for individuals seeking help between 2014 and 2017.
- The Cincinnati Human Relations Commission was reformed as the Office of Human Relations (OHR).
- The OHR lead several forums on topics like bullying, police-community relations, consumer awareness, election impacts, implicit bias, and neighborhood safety perceptions.
- The OHR produced several episodes of InFocus on CitiCable, which focused on topics like Citirama, household goods donations, human traffic, intercommunity justice and peace, and mental health disparities in young minorities.
- The Office of Environment and Sustainability (OES) completed a Greenhouse Gas Emissions inventory for the first time since 2008 and found that carbon emissions within City limits fell by 18.2% and that City government emissions fell by 36% over the last nine years, exceeding the 2% annual emissions reduction goal.
- The OES program, Solarize Cincinnati, installed solar panels on 50 Cincinnati homes and reduced the cost of residential solar by almost 20%.
- OES's Curbside Recycling program diverted more than 25% of the City's waste from landfills, which is the highest diversion rate in the City's history.
- The Office of Budget and Evaluation received the Government Financial Officers Association's Distinguished Budget Presentation Award for the biennium starting July 1, 2016.
- The Office of Performance and Data Analytics (OPDA) launched CityInsights, an automated and interactive dashboard portal with real-time data for public consumption. These dashboards include the Heroin OD tracker, the Snow Plow Tracker, and the Pothole Tracker.



FY 2017 Accomplishments

- OPDA more than doubled the number of datasets published to the City's open data portal, Open Data.
- Internal Audit produced 4 quality audit reports that provided 43 recommendations to improve the internal control structure within City government.
- Internal Audit provided transparency around governance, risk management, and internal control practices through the Internal Audit Committee.
- Internal Audit supported management's efforts to establish a culture that embraces ethics, honesty, and integrity through the Fraud, Waste and Abuse Hotline

Buildings and Inspections

- Modified Title XI, "Cincinnati Building Code," of the Cincinnati Municipal Code.
- Ordained new Sections 1101-42, "Courtesy Inspections," and 1101-44, "Periodic Property Inspection Program," of Chapter 1101, "Administration."
- Amended Sections 1101-45, "Right of Entry and Credentials," and 1101-63, "Dangerous and Unsafe Premises," of Chapter 1101, "Administration."
- Ordained new Chapter 1107, "Elevator and Conveyor Equipment."
- Ordained new Chapter 1127, "General Inspection Programs," including Sections 1127-01, "Title and Administration," 1127-03, "Facades of Tall Buildings," and 1127-05, "Fire Escapes."
- Modified Title XV, "Code Compliance and Hearings," of the Cincinnati Municipal Code; by amending Section 1501-9, "Class D Civil Offenses."
- Began assessing and charging fees for services related to permitting and property maintenance to ensure the safety and maintenance of buildings, to provide enhanced services, to improve technology infrastructure, and to allow Building and Inspections and the Law Department to generate revenues to cover costs in FY 2017 and future years
- Reduced review times by enhancing the pre-screening process, which resulted in a correction rate of 25-29% prior to plan submittal.
- Implemented the Courtesy Inspection and Business Facilitator programs, which reduced revisions and advised customers about their projects.
- Expanded the Landlord Training program from twice a year to 10 times per year.
- Regained the Certified Local Government Status with State Historic Preservation Office, which resulted in regaining compliance status in Section 104 reviews for the CLG status
- Consistencies in inspection goals – Established goals are 9 per day per inspector, B&I is averaging 13 inspections per day per inspector.
- Demolished 32 blighted buildings.



Citizen Complaint and Internal Audit (CCIA)

- Reviewed 253 complaints. Of the 253 complaints, 85 fell within CCA's jurisdiction and 52 were closed.
- Staff remains current by taking CPD training at CPD's Academy, including training on Body Worn Cameras (BWC), De-escalation Techniques and Legal Updates.
- Attended National Organization of Black Law Enforcement Executives Annual Conference.
- Participated in periodic City Manager's Advisory Group (MAG) Meetings.
- Attended weekly Police Chief's STARS Meetings.
- Attended Police Chief's quarterly ETS Reviews.
- Attended District 4's periodic Resources Meetings.
- Conducted 13 outreaches (July 2016 thru March 2017).
- Conducted 4 trainings/presentations to CPD personnel and other stakeholders.
- Reviewed draft CPD procedure for BWC and issued commends and recommended changes.
- Issued 11 recommendations and 4 comments regarding CPD policy, procedure and training. The Board issued 2 additional recommendations.

City Planning

- Planning staff had 6 plans approved: West End, Pleasant Ridge, University Impact Area, Hyde Park East, Walnut Hills, and Auburn Avenue. City Planning Staff also continued work on Plans for the Mt. Auburn Neighborhoods, Carthage, East End Garden District, and Downtown, and began work on Plans for North Avondale, Oakley, South Cumminsville, Hyde Park, Mohawk, Saylor Park, and Warsaw Avenue NBD.
- Planning Staff continued a detailed study of the City's Subdivision Regulations as part of the Land Development Code.
- Planning Staff continued its involvement with several special projects, such as the Civic Engagement Action Team, the Engage Cincy Grants, and the Neighborhood Summit Planning Team.
- Planning Staff worked with the Office of Budget and Evaluation and the Office of Communications to develop and implement a Community Engagement Process for the 2018-2019 budget cycle.



Community and Economic Development

- Assisted with the following projects: Medpace expansion; Path Forward expansion; development of the Abington, Race & Pleasant apartments; redevelopment of the Strietman Building; relocation of Architects Plus; and bringing technology company, TILR, to the City.
- The Human Services Program had \$3.09 million in investment leveraged with \$20.8 million in funds with other agencies. The ratio of leveraged funds to City funds was 7 to 1 in FY 2017.

Convention Center

- Received the 2016 Winner of Facilities & Destinations Prime Site Award for the 5th year in a row.
- Sustainability efforts continue to reduce event lighting usage by 65.0%, saving 763,239 KWH, equivalent to reducing 526 metric tons of CO₂.
- Data for Indirect Expenses have an inclusion rate for the first half of FY17 of 52.3%.
- Continue to save \$265,000 due to modifications to HVAC systems in 2008.
- Diverted 91.23 tons of waste from the landfill through upgraded composting and improved recycling efforts.
- Hosted the 7th annual Queen City Blood Drive on Wednesday, February 15th. A total of 389 people participated in the blood drive and donated 332 units, which included 8 Platelets and 5 Plasma donations.
- The 11th annual Fall Feast was again the largest Thanksgiving Dinner in the Tri-State, serving nearly 9,000 meals.
- Continued to build partnerships in the community and serve Cincinnati through various outreach efforts including: DECC Charity Committee Initiatives, Cincinnati Public Schools Toyful Joyful, and multiple projects with ArtWorks.

Enterprise Technology Solutions (ETS)

- Completed a Citywide project to upgrade and centralize Active Directory technology that is used to control log-ins, patches, security, administrative access, etc. to all equipment attached to the City's network.
- Established a more secure and technically enforced user password policy for all City departments.
- Implemented KACE IT asset management system throughout the City organization and updated, standardized, and expanded antivirus deployment.



- Upgraded network bandwidth capacity City locations, including: CPD Linn Street, GCWW Miller Plan, MSD Treatment Plants, and the Beekman Warehouse.
- Completed initial implementation of a data network tool for monitoring network performance and utilization.
- Implemented new voice-over IP phone systems at CPD Linn Street and Parks administration building.
- Completed a \$15 million multiyear upgrade to the 800MHz radio system.
- Moved GCWW to the citywide 800MHz system (approximately 190 vehicles).
- The IT Service Desk fielded 7,051 customer calls and processed 8,247 service requests in calendar year 2016.
- Expected to complete implementation of Service Now, a cloud-based service desk system, which enables standardizing and measuring IT service delivery throughout City departments.
- Implemented software patches to keep the City's Financial System legally compliant and functioning properly.
- Established maintenance contracts to lower costs from 6.5% to 5.0% annually over a 5-year period for both the City Financial and the City's Budget Systems.
- Implemented software to make reports and monitoring run more efficiently.
- Assisted the Finance Procurement Division with moving most of their bids to use CFS's Vendor Self Service online bidding functions.
- Implemented a new Professional Services Contract document and Construction Contract document to allow Finance to better-control to City spending.
- Acquired, tested, and implemented 7 software and 4 tax updates to keep the City's Payroll and HR information system legally compliant.
- Implemented 12 mass pay increases, 5 retroactive pay updates, 3 lump sum payments, and 2 new certification pays for bargaining units and designated management employees per new collective bargaining agreements and Council ordinances.
- Worked with the Ohio State Auditor's Office and the City's Internal Audit Division to conduct two information security and procedural audits of the CHRIS system.
- Enabled accessibility of the City's live streaming content to devices and browsers not created by Microsoft.
- Automated the special permits logging process from an Excel spreadsheet to an internal web application.

Operating Budget Summary

FY 2017 Accomplishments



- Developed an external web application to allow residents to pay for their special permits online.
- Department of Transportation and Engineering (DOTe) Street Rehab program for their communities and streets interactively.
- Created a web map application that tracks City of Cincinnati economic activities (phase 1 downtown).
- Enhanced the DPS citations program to display citation data in CDPSCODE (City DPS weed/litter records).
- Implemented an integration of DOTe scanned construction drawings into CAGIS Docs and GIS.
- Integrated an enterprise workflow solution for a comprehensive list of locations, agreements and administrative departments for the Revocable Street Privileges with GIS mapping.
- Integrated a health plan review into the combo building permit process.
- Integrated a health food service plan review into combo permit process.
- Implemented the Crane Operator Registration into the registered contractor program.
- Implemented a new Fee schedule and technology surcharge into Buildings and Inspections zoning, permits, inspections, and code enforcement programs.
- Created a model of properties likely to have buildings with fire escapes and then batch initialized over 2200 permits to jump-start the Fire Escape Inspection program.
- Integrated GIS and automated processing for implementation of new CAD system including enhancing street data elements in response to CAD project requirements.
- Developed a complaint tracking system for the County Storm and Water Division.
- Implemented a full-cycle workflow process within the CAGIS Customer Service Request (CSR) system and permitting system for fire hydrant repairs, including a website for intake and hydrant verification.
- Implemented workflows for Norwood to track Code Enforcement Cases in Permits Plus.
- Implemented CSR service types and created CSR website for the City of Woodlawn.
- Worked with law enforcement officers to identify and implement enhancements to the MDC MobileCop applications.
- Configured interfaces for the City's new TriTech CAD, which allows CPD personnel to continue to access CLEAR services via the MDCs, and CAD workstations.



- Implemented new Ohio Law Enforcement Automated Data System (LEADS) circuit and migrated to new IP addresses.
- Made system modifications to accommodate several CPD office relocations from Broadway and City Hall.
- Assisted Hamilton County police agencies on in-cruiser equipment pilots: Sharonville in-car camera, Greenhills camera monitoring project, and Amberley Village new LPR equipment pilot.
- Configured interfaces for Norwood's new Pamet CAD, which allows Norwood officers to continue to access CLEAR services via the MDCs and CAD workstations.
- Assisted Hamilton County police agencies on new CLEAR desktop terminal setups and other custom software installs.
- Conducted 60 training classes for 474 students.
- Conducted 35 NCIC/LEADS compliance audits.

Finance

- The City's credit rating improved during FY 17. Standard and Poor's increased the City's rating from AA- to AA. The rating was influenced by several initiatives related to strong fiscal policies developed over the last two years including the Debt Management and Investment policies.
- Issued over \$207 million in general obligation, revenue bonds and short term notes which included \$103 million in refunding bonds. The refunding bonds resulted in \$2.7 million net present savings.
- Entered into a Master Lease to fund fleet vehicles at \$6.5 million and short-term bond anticipation note of \$14.4 million to fund the Capital Acceleration Plan.
- Managed the investment of approximately \$872 million of idle cash resources, generating income of more than \$7 million in a very low interest rate environment.
- Accounts & Audits engaged the services of UC to produce a new six-year Income Tax revenue forecast, which was presented to City Council.
- The Public Bid of Pharmacy Benefit Manager (PBM) Contract for the City resulted in an estimated \$6M savings over the next three years. The City is staying with the same PBM, OptumRx, but due to the public process, OptumRx reduced its rates and increase rebates to the City.
- EHS began onsite drug testing for post-offer candidates for employment in October of 2016. This will result in an approximate savings of \$20 per test. Risk Management traditionally paid for the cost of testing for departments other than Fire and Police. EHS anticipates a savings of at least \$30k annually due to the onsite testing.

Operating Budget Summary



FY 2017 Accomplishments

- Implemented multiple vendor catalog software programs that enable the City to realize additional savings opportunities associated with spending on competitively awarded catalog contracts.
- Purchasing posted over 400 unique procurement solicitations to the City's Open Data Portal in FY17. The Purchasing Open Data Portal was the City's most viewed dataset, receiving more than 62,000 views.
- Implemented online bidding for all supply and service requirement contracts.
- The Income Tax Division is on schedule to implement three of the four functionalities of the new tax processing system by the end of FY 2017 that will reduce the cost of revenue collection.
- The Income Tax Division completed the first phase of the voluntary compliance project, State Tapes, by contacting potential taxpayers identified through tax return information from the Ohio Department of Taxation, resulting in \$150,000 in "new" tax revenue. This taxpayer education program was reintroduced after a three year break and outperformed estimates by \$50,000.

Fire

- Maintained EMS revenues in excess of specified target.
- Awarded SAFER grant award to provide 100% salary and benefit funding for 40 recruits over a two-year period.
- Had successful State and Federal SAFER desk audits.
- Completed the final Line of Duty Death (LODD) report for the LODD that occurred on 3/26/15 at 6020 Dahlgren Street.
- Conducted a Fire Recruit Class and graduated 39 firefighters on November 18, 2016.
- Conducted the Fire Apparatus Operator examination with Human Resources.
- Developed and published quarterly training outlines for all fire companies.
- Produced monthly training videos for tactical level training.
- Enhanced tracking systems to identify gaps in unscheduled leave to better-monitor leaves, with the goal of reducing overtime.
- The Fire Department, in conjunction with Cincinnati Police, collaborated to create quick response teams to combat Cincinnati's addiction problem. The objectives are to help facilitate treatment on the scene and provide care that will encourage further treatment.
- Required attendance to all Community Council meetings with consistent monthly talking points, so that a similar message is shared with all of the City's neighborhoods.



- The Fire Department, in conjunction with Cincinnati Police and other city agencies, is creating response teams to combat quality of life problems in Westwood.
- Ladder 21 was permanently moved to Engine 35, creating a more effective response in Westwood and on the City's West side.
- Streamlined Operations' response to respond more effectively when emergencies are called into 911, especially for structure fires.

Health

- The School and Adolescent Health program established two new School Based Health Centers in August of 2016. Both of these centers are included in the Health Department's Federally Qualified Health Center program's scope of services.
- The five Health Department health centers that received Patient Center Medical Center Level 3 recognition were chosen to participate in Ohio Medicaid's pilot Comprehensive Primary Care program. The focus of this program will be to improve the health of Ohio's Medicaid population using population health interventions and care coordination.
- The Health Department's Federally Qualified Health Center program received \$164,066 in Quality Improvement awards in 2016. Included in this total was the National Quality Leader award. The Health Department was one of only two Ohio FQHCs receiving the National Quality Leader Award.
- The Health Department's health center operations were awarded a refugee screening contract for Hamilton County. The \$275,000 annual contract is for the year ending September 30, 2017. The contract also allows for 2 additional renewal periods.
- The Health Department's Health Promotions program worked with the Cincinnati Metropolitan Housing Authority (CMHA) to establish a smoke free policy for all of CMHA's multi-unit sites. This policy became effective July 1, 2016.
- The Health Department's Health Promotion program acquired an \$80,000 grant from the Ohio Department of Health to create a youth movement, STAND, to prevent people under the age of 18 from smoking.
- The Health Department's Maternal and Infant Health program renewed their \$648,000 annual Reproductive Health and Wellness grant through the competitive grant cycle with the Ohio Department of Health (ODH). Also, ODH chose the Health Department to be the site to undergo its Federal audit because of success as a grantee.
- The Health Department's maternal and Infant Health program expanded the "Cribs for Kids" program by adding an AmeriCorps worker. During 2016, the program doubled the distribution of cribs, which helped contribute to a decline in sleep-related infant deaths in Hamilton County.

Operating Budget Summary

FY 2017 Accomplishments



- The Health Department's Maternal and Infant Health program will partner with Cradle Cincinnati on a project funded by Ohio Medicaid to reduce infant mortality. The \$175,000 annual contract will fund three community health workers to work in the community with expectant mothers.

Human Resources

- The HR Service Delivery Improvement and Standardization Initiative kicked-off with a goal of developing recommendations to improve and standardize the human resources service delivery model. As a result, 23 Innovation Lab events were held. The Innovation Lab process included facilitated meetings with each department to identify and review core functional areas, roles and responsibilities, organizational structures, resource allocation and utilization, human resources information systems, and service delivery. Based upon this work, the Human Resources Department achieved a vacancy fill rate of 78 days, aligning with best practice industry standards for governmental agencies.
- Human Resources successfully implemented the City's Parental Leave Program as approved by City Council with full success. To date, 116 employees have participated in the program.
- Human Resources Department introduced an inspired, vibrant professional development program. The new Talent Development Campus aims to bridge gaps, align goals, improve performance, and breathe new life into old approaches. The program drives performance by utilizing in-house talent and subject matter expertise in the deliverance of the City's learning and growth initiative.
- In partnership with AFSCME, Council 8, and Cincinnati Public Schools under the direction of the City Manager, the Human Resources Department led a K-3 book drive that aimed to place one book in the hands of each student within a Cincinnati school struggling to meet State requirements associated with the 3rd grade reading initiative. Through this partnership, over 3,000 books were collected and distributed to students.
- The Human Resources Department also on-boarded on-line payroll advices for over 1,200 employees across the City's structure in record time, which led to cost savings in resource time and paper check processing.
- The Civil Service meeting process is now paperless, and provides users with easy access to information.

Law

- Recovered over \$300,000 in fines, fees, and other costs related to blighted properties in Cincinnati neighborhoods.
- Facilitated the transfer of \$1.5 million in HUD Neighborhood Stabilization Funds to the City and secured an additional \$1.1 million for demolitions and improvements in Avondale, Walnut Hills, and OTR.



- Filed over 50 affirmative nuisance abatement cases, covering hundreds of residential apartment and single-family properties.
- Placed multiple distressed properties into receivership, including the Alms Apartment building in Walnut Hills.
- Secured over \$192,825 in restitution for victims of misdemeanor crimes.
- Prosecuted approximately 25,000 municipal, criminal cases.
- Developed and implemented the process and procedure used by City agencies to present body worn camera evidence in court.
- Won precedent-setting cases in the Ohio Supreme Court and the First District Court of Appeals, including *State ex rel Dynamic Industries v. City*, *Fulton Railroad v. City*, and *City of Cincinnati v. Deutsche Bank et al.*
- Recovered over \$1.8 million in Collection actions for multiple City agencies.
- Closed transactions reflecting investment of nearly a quarter billion dollars, including multiple complex transactions like the Music Hall renovation, the Wasson Way acquisition, the Madison & Whetsel mixed-use development, the Paramount Square project, and multiple acquisitions that will expand the redevelopment of Walnut Hills and the debt restructuring that will improve multiple deteriorating affordable housings units in Over-the-Rhine.
- Reviewed and amended CMC Chapter 203, “Employees’ Retirement System,” to implement all legally mandated provisions of the Collaborative Settlement Agreement, as agreed upon by the various City parties to resolve underfunding concerns about the City’s pension system.
- Responded to over 200 public records requests sent directly to the Law Department and assisted other City agencies with legal review and appropriate responses to hundreds of other public records requests in addition to providing ongoing public records training to City staff.

Parks

- The Park Board plans to return \$0.50 on every tax dollar invested by the citizens of Cincinnati through volunteerism, programs, events, and leveraged relationships.
- Recognized once again by the City Nova and Trust for Public Land as one of the best park systems in the nation.
- The Park Board is on target to leverage over 20,000 hours of volunteer time, which equates to having over 10 additional full-time employees for the year.
- The Park Board’s Explore Nature program is on target to provide over 1,000 programs and serve over 25,000 children and over 4,000 adults.

Operating Budget Summary



FY 2017 Accomplishments

- The Park Board expects to complete over 2,700 preventative maintenance tasks and over 1,500 reactive maintenance tasks.
- WalletHub recognized Cincinnati Parks as the fourth best in the country.
- The Park Board expects to receive the "Tree City USA Award" for the 34th year in a row.
- The Park Board is on target to receive over 25,000 likes on their Facebook page, over 500,000 visits to their webpage, and over 10,000 Twitter followers.
- The Park Board, through its Parks Academy, is on target to administer over 80 classes, which totaled over 130.5 hours of training. All these courses will be provided by in-house staff. This program has been in existence for over ten years and has provided 23,000 hours of training at no additional cost to the taxpayers.

Police

- Following the transition of the Emergency Communications Center (ECC) back into the Department's organizational structure in early 2016, there has been a successful rebuild of this division both operationally and administratively. The new Tritech Computer Aided Dispatch system was effectively integrated at the beginning of 2017. Despite substantive, initial functionality challenges posed to the ECC regarding the new Motorola radio equipment, those issues have been successfully rectified. Further, the ECC has made great strides in achieving a full staff complement on its operational side.
- The City of Cincinnati is committed to continue the progress, reforms, and spirit of the Collaborative Agreement (CA) implemented in 2002 and federally monitored until 2008. In October 2016, the City and Parties to the CA met to discuss the goals of the CA and agreed a critical review of the most pivotal provisions would be beneficial to the ongoing efforts of improving police-community relations. The City Manager requested the Police Department spearhead the project, which is expected to continue until early 2018.
- CPD established the Collaborative Agreement Compliance Unit to organize input and ideas from all Parties into a work plan. The goal of this project is to evaluate progress and develop a practical, sustainable action plan that all CA stakeholders will understand and support. The final product will be based upon the spirit of the CA, current best practices, and the principals of the 21st Century Policing Initiative.
- The Department successfully completed its Children in Trauma Intervention Camp (C.I.T.I. Camp) administered through its Youth Services Unit in late 2016, which is partially funded through the Minority Youth Violence Prevention grant, with plans for another Camp to convene in early summer of 2017. The 2016 ten-week program successfully graduated 45 students.
- The Department administered the following youth programs in to further its priority mission to increase positive relations and outcomes with Cincinnati's youth: Explorers, Summer Police Cadets, Right to Read, Cincinnati Gems/Anti-Bullying, Gang Resistance Education and Training, Young People of Principals and Standards, Active Shooter Training and School



Lockdowns, Mentoring Program in collaboration with Cincinnati Youth Collaborative and University of Cincinnati, Job Shadowing, Youth Summit, Outdoor Adventure Club, Swish Basketball, and the Most Valuable Kids Program.

- Following the full integration of National Integrated Ballistics Network (NIBN) into Departmental operations, NIBN will now be used in concert with ShotSpotter technology. This effort will combine the early police response to shots fired with NIBN's capabilities to identify and match collected shell casings to those previously identified at other crime scenes, thereby increasing the likelihood of identifying perpetrators of crime as well as the possibility of achieving successful prosecutions.
- The Department continues to expand its City-wide camera system and upgrade its License Plate Reader program – both of which have been integral in promoting public safety and ensuring the Department's maximum potential for prosecuting a variety of crimes by providing new forms of compelling evidence. The Department continues to seek ways to advance its efforts through new, emerging law enforcement technologies.
- The Department created the Civil Disturbance Response Team (CDRT) to proactively maximize public safety. The CDRT is composed of the Department's subject matter experts and is trained with a high-level, best practices curriculum specifically designed to focus on maintaining the public's safety. As a result of the CDRT's formation and preparation, the City experienced managed, peaceable demonstrations.
- The Heroin Task Force was established to combat the region's overwhelming battle against the heroin epidemic. Made up of participating local law enforcement agencies and stakeholders, the Task Force successfully prosecuted heroin distributors at a high-level for felonies like manslaughter for the distribution of overdose-causing carfentanyl.
- The Cincinnati Police Department, District Three, partnered with the Cincinnati Fire Department and Talbert House personnel to deploy the Quick Response Teams (QRT). The QRT program was modeled after similar programs utilized by Norwood and Colerain Police Departments. Every week, the team deploys in to East Price Hill and West Price Hill with a list of individuals who live in the neighborhoods that have overdosed on opioids, usually heroin, within the last week. The team attempts to meet with the individuals and offers immediate drug treatment assessment if the person agrees. If they do, the person is immediately transported by the Talbert House personnel to the assessment. The Department's strategy to combat heroin in the regions is a continual and evolving process.
- The Department successfully implemented the first phase of the Police Body Worn Camera Program at the end of 2017. The Police Department deployed approximately 650 body worn cameras to its patrol officers and supervisors. This was a \$2.7 million capital investment to make the City's communities and officers safer and to promote fair, equitable policing.
- The 23 trainees of the 107th Recruit Class began December 4, 2016. These recruits are being trained in tactical skills, Ohio Revised Code, crisis intervention, defensive driving, first aid/CPR, victim's rights, and dozens of other topics. With training lasting 26 weeks, the class will graduate on June 16th, which will bring the total number of sworn officers to 1,030.



- The staff at the Academy conducted Field Training Officer classes, civilian in-service, new supervisor training, 80-hour OPOTA instructor classes, use of force training for supervisors and TASER transition training for every officer in the Department. These courses alone totaled over 6,100 department personnel trained. There were over 3,100 CPD members who were provided training at the Academy in other courses in topics such as technology, tactical skills, investigative techniques, and personnel development. The Academy personnel also coordinated dozens of outside training classes and assisted local and federal law enforcement agencies in training. The Academy staff processed nearly 300 requests for outside training.
- The Department met its Ohio Collaborative Law Enforcement Training requirements and achieved its annual recertification in the areas of Use of Force and Recruitment and Hiring practices for 2017.
- The PIVOT program is continuing its endeavors as the next evolution of the Cincinnati Police Department's violence reduction strategy. Designed to integrate with the offender-oriented deterrence model (CIRV) that CPD employs, the PIVOT strategy is focused on networks of places that support violence. The PIVOT strategy is employed at the District level, as well as by the Citywide PIVOT Unit, in its second year of operation. The PIVOT Unit is a team of investigators who conduct long-term investigations of systematically violent locations. PIVOT brings together City and community resources to ensure sustainability and long term success in violence reduction and violent crime prevention.

Public Services

- Facilities replaced trees, upgraded security, and obtained a new City Snack vendor at City Hall.
- Facilities Upgraded Centennial II Security.
- Facilities installed the Union Terminal Mural.
- Facilities relocated Police Homicides and Criminalistics to 801 Linn Street.
- Won the national American Society of Heating Refrigeration and Air-Conditioning Engineers Award for work performed for Police District 3.
- Won Cincinnati Design Award, AIA (American Institute of Architects) for work performed for Police District 3.
- Police District 3 was certified LEED Platinum.
- Won the State of Ohio Masonry Association Award of Excellence for work performed for Fire Station 35.
- Renovated Music Hall.
- Replaced the Cincinnati Art Museum roof.



- Made structural repairs at Findlay Market.
- Completed first year of CAP program.
- NAPA exceeded goal of 2% with a 15% inclusion spend and completed over 4,900 Preventative Maintenance Services.
- Completed several CIPs, including Boudinot, Kellog, Brotherton, Westwood Square, Eggleston Path, Baltimore & McHenry.
- Completed 2,160 pothole service requests and repaired 8,676 potholes.
- Implemented CincyInsight snow tracker.
- Restructured the Street Sweeping Program.
- Abated 652 of the goal of 1,250 lots.
- All 52 neighborhoods received special services through neighborhood Blitz and partnership with KCGB.
- Return to collects decreased by 40%.
- Customer satisfaction at 94%.

Recreation

- The renovated Oakley Aquatic Facility was opened in May 2016. This \$2.5 million project included a new pool, slide, and sprayground. The new facility was well received, and pool attendance doubled from the prior year. A new and expanded playground and parking lot also were installed and included ADA access.
- Two Cincinnati Recreation Commission (CRC) properties were enhanced during separate Neighborhood Enhancement Project (NEP) initiatives. Evans Recreation Area in the Lower Price Hill neighborhood was renovated with the help of many private and City partners. A new playground, skatepark (first in the city), shelter, additional parking lot, and baseball field improvements were installed. In East Price Hill, CRC partnered with the community and Molina Health Care to renovate the entire site at the Olden Recreation Area. An outdoor gym, walking path, new playground equipment, ADA access, and a NEOS play system were installed.
- CRC partnered with the Marvin Lewis Community Fund to make improvements to the Ryan Memorial Sports Complex as the 2016 Hometown Huddle project. The project created an NFL Play 60 challenge course (first in Ohio) and installed a new playground with swings, fitness equipment, walkways, trees, and landscaping. The total value of the project exceeded \$300,000.

Operating Budget Summary



FY 2017 Accomplishments

- CRC partnered with KaBOOM! and the Dr. Pepper Snapple Group to rebuild Chase and Fergus Playground in the neighborhood of Northside. This partnership provided a much needed makeover of the park with an investment totaling \$90,000.
- CRC was the recipient of a \$48,000 donation from Crossroads, which allowed the department to provide 2,013 free swim lessons.
- CRC provided a fun and structured 11-week summer day camp experience to nearly 842 youth participants between the ages of 5 and 12. The CAMP CRC Summer Day Camp was hosted by 11 recreation facilities across the city.
- In 2016, CRC's newly formed Youth and Teen Services Division developed two teen outreach programs: city-wide teen socials and a Youth and Teen Council. The socials offered over 1,000 teens from neighborhoods across the city a chance to mingle and bond at engaging social events. These events included snow tubing, horseback riding, and laser tag. From this outreach effort and others, CRC recruited and created a Youth and Teen Council. This organization currently involves over 20 active teens who meet twice monthly to interact, and it provides a forum for them to voice their opinions about leadership opportunities in the city and issues that affect teens.

Sewers [Metropolitan Sewer District (MSD)]

- The Muddy Creek and Indian Creek plants earned a "Platinum 5" Peak Performance award for 100% compliance over a 5-year period (2011-2015) with their National Pollutant Discharge Elimination System (NPDES) permits from the National Association of Clean Water Agencies (NACWA).
- The Little Miami plant earned a 2016 George W. Burke Award for its safety program from the Water Environment Federation (WEF).

Stormwater Management Utility (SMU)

- Made Barrier Dam functional and reliability improvements, including an underwater measurement of silt accumulation and facility, safety, security, and emergency efficiency improvements.
- Completed a cost of service study.
- Lead the implementation of the City's MS4/NPDES program through its first year.
- Purchased two street sweeping machines that will result in improved water quality of local bodies of water.
- Provided the same level of service to DOTE's expanded street paving program with no additional revenue.
- Worked in conjunction with DOTE to resolve chronic drainage and erosion issues at various locations.



- Completed a major Capital Improvement Project along Hillside Avenue to address chronic flooding problems.
- Made significant updates and improvements to SMU's CAGIS information.

Transportation and Engineering

- Repaved an estimated 127 lane miles (LM) of street paving in FY2017, leveraging approximately \$2.29M in outside grant sources from Ohio Public Works Commission (OPWC) and the Ohio Department of Transportation (ODOT) Urban Paving Program.
- With the assistance of Law and City Planning, developed and established standards for new telecommunication infrastructure installations.
- Managed and completed the construction of the streetcar project.
- Completed the Phase I design for the Wasson Way Trail project.
- Secured an additional \$11.5 million in federal grants for the Western Hills Viaduct.
- Issued and inspected approximately 10,181 Right-of-Way permits and issued over 550 contractor licenses.
- Completed streetscapes for Walnut Hills and Corryville (Short Vine), and along Spring Grove Avenue.
- Completed gateway elements and/or wayfinding for East Walnut Hills, Spring Grove Avenue, Clifton, Mt. Lookout, and the Ohio River Trail.

Water Works

- Successfully sold \$119,575,000 Revenue and Refunding bonds in November 2016 at a true interest cost of 3.3%. The transaction was rated Aaa by Moody's Investors Service and AAA by Standard and Poor's and generated more than \$1,675,000 in present value savings, or 1.3% of the amount of the refunded bonds. This financing implements the GCWW plan approved by City Council to fund the full capital program, including lead remediation, while holding annual customer rate increases to 3.75%.
- Created the Enhanced Lead Program to educate customers about lead in drinking water systems and remove lead service lines.
- The Greater Cincinnati Water Works (GCWW) received approval from City Council to establish a new program to remove the remaining lead service lines in the system (public and private portions), establish property assessments for reimbursement to GCWW for removal of the private side, and to create a customer assistance program to help customers pay the property assessment.

Operating Budget Summary

FY 2017 Accomplishments



- Partnered with the Cincinnati Health Department and Hamilton County Public Health in the Get Ahead, No More Lead Program for schools and daycares.
- Through the Enhanced Lead Program, 4,144 sample kits were shipped to customers, 63% were returned and tested for lead, with 96.0% of the sample results below the federal action level.
- Implemented a new billing system, CC&B, and enrolled over 30,000 additional customers to receive paperless bills via the new Customer Care Portal.
- Saved \$40,355 in operating funds by continuing with the brass salvage program.
- Installed nearly 30 miles of new water mains in 2016, which is up 30.0% from 2015.
- Started providing billing services for Lincoln Heights (trash collection) and Newtown (stormwater).
- Promoted community engagement through a neighborhood speaker's bureau and through a defined social media plan.
- GCWW personnel provided technical support to Flint, MI to assist the City in moving past their recent drinking water crisis.



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 2018 All Funds Operating 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 37.0% of the total Recommended FY 2018 Operating Budget. Table XVII General Fund Multi-Year Forecast FY 2017-2022, includes the FY 2016 Actual Revenues and Expenditures, the Approved FY 2017 Budget Update, the FY 2017 Budget Estimate, the Recommended FY 2018 Budget, the Recommended FY 2019 Budget, and projected revenues and expenditures for Fiscal Years 2020, 2021, and 2022. The Recommended FY 2018-2019 Biennial Budgets are structurally balanced. The forecast for FY 2020-2022 shows expenditures growing at a faster pace than revenues.

Table XVII. General Fund Forecast FY 2017-2022

Cash Basis	FY 2016 Actuals ⁽¹⁾	FY 2017 ⁽²⁾ Estimated	FY 2018 Recommended	FY 2019 ⁽³⁾ Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Total Revenues ⁽⁴⁾	\$389,388,329	\$389,386,495	\$393,145,293	\$399,468,198	\$407,457,233	\$415,351,657	\$423,412,730
Total Expenditures ⁽⁵⁾	\$378,531,112	\$396,515,376	\$395,317,049	\$394,738,380	\$404,259,214	\$414,030,853	\$424,060,300
Revenues over Expenditures	\$10,857,217	(\$7,128,881)	(\$2,171,756)	\$4,729,818	\$3,198,019	\$1,320,804	(\$647,570)
Transfers							
Transfers In ⁽⁶⁾	\$400,000		\$2,230,000	\$190,623			
Reserves Transfer (Net)	(\$3,677,000)	(\$658,119)					
Operating Transfers Out ⁽⁷⁾	(\$11,936,847)	(\$6,504,202)	(\$58,239)	(\$4,920,441)	(\$4,994,248)	(\$5,069,161)	(\$5,145,199)
Total Transfers	(\$15,213,847)	(\$7,162,321)	\$2,171,761	(\$4,729,818)	(\$4,994,248)	(\$5,069,161)	(\$5,145,199)
Expenditure Savings ⁽⁸⁾		\$991,000					
Cancellation of Prior Year's Encumbrances	\$1,940,610	\$2,394,684					
Subtotal Fund Balance Net Increase/Decrease	(\$2,416,020)	(\$10,905,518)	\$5	\$0	(\$1,796,229)	(\$3,748,357)	(\$5,792,769)
Fund Balance at Beginning of Year	\$19,020,947	\$16,604,927	\$5,699,410	\$5,699,415	\$5,699,415	\$3,903,186	\$154,829
Fund Balance at End of Year	\$16,604,927	\$5,699,410	\$5,699,415	\$5,699,415	\$3,903,186	\$154,829	(\$5,637,940)

- Actual revenues and expenditures per the Year End Report, June 30, 2016.
- FY 2017 Revenues from Department of Finance, Accounts and Audits Division includes an updated estimate reduction of \$3.5 million based on current year trends.
- FY 2019 Projected expenditures include a \$19.7 million across the board reduction as shown on page 32.
- FY 2018 through FY 2022 Income Tax Revenues based on forecast from the University of Cincinnati revenues dated February 2017 and a 1% growth factor for other revenues.
- 2020 through 2022 Expenditures based on a 3% annual increase is Safety personnel and a 1.5% increase for all other expenditures.
- Transfers In to the General Fund include a transfer of \$1.3 million related to one time Fire Department lump sum payments and one time election expenditures and transfers in of \$930,000 from existing capital projects for body cameras and Shot Spotter operating expenditures.
- Transfers Out of the General Fund to Bond Retirement Fund for debt service related to ERIP, Police & Fire Pension and One Time Items.
- Expenditures Savings is estimated at .25% of current year expenditures for FY 2017.



The General Fund forecast includes an across-the-board reduction of \$19.7 million, or 4.7% of the total expenditures in FY 2019 to remain in balance for the biennium. The FY 2019 Budget Update will require a combination of \$19.7 million in expenditure reductions or new revenue sources to remain structurally balanced. As with the prior budgets, the FY 2019 Recommended Budget Update will be structurally balanced.

Significant changes in fund revenues, resources, expenditures, or balances in each fund are described in this section of the Recommended FY 2018-FY 2019 Biennial Budget document. This section includes the following tables and narratives:

All Funds Operating Budget and All Funds Operating Budget Summary

1. **All Funds Operating Budget by Fund** lists the Approved FY 2016 Budget, the Approved FY 2017 Budget Update, the Recommended FY 2018 Budget, the change between the FY 2017 and FY 2018 Budget, and the Recommended FY 2019 Budget by *fund*.
2. **All Funds Operating Budget Summary** is similar to the All Funds Operating Budget By Fund, but it provides the budget comparison by *department* rather than by fund.
3. **FY 2018 All Funds Operating Budget Summary by Type** and **2019 All Funds Operating Budget Summary by Type** provides the respective Recommended fiscal year budget by department and funding source type. The funding source types include the General Fund, Principal Restricted Funds, and Other Restricted Funds. The Total Operating Budget for each department is also provided.

Note: The above tables do not include "Transfers In" or "Transfers Out" which, if included, would result in a General Fund total of \$393.1 million in the Recommended FY 2018 Budget column.

4. **General Fund Operating Budget Summary by Department** lists the General Fund Approved FY 2016 Budget, the Approved FY 2017 Budget Update, and the Recommended FY 2018 and FY 2019 Budgets by department. It also includes the change from the Approved FY 2017 Budget Update to the Recommended FY 2018 Budget.

Note: This table does not include "Transfers In" or "Transfers Out" which, if included, would result in a General Fund total of \$393.1 million in the Recommended FY 2018 Budget column.

5. **Restricted Funds Operating Budget** lists the operating budget funded by Principal Restricted Funds for the Approved FY 2016 Budget, the Approved FY 2017 Budget Update, and the Recommended FY 2018 and FY 2019 Budgets by fund. It also includes the change from the Approved FY 2017 Budget Update to the Recommended FY 2018 Budget.
6. **Other Restricted Funds Operating Budget by Fund** lists various other restricted funds for the Approved FY 2016 Budget, Approved FY 2017 Budget Update, and the Recommended FY 2018 and FY 2019 Budgets by fund. It also includes the change from the Approved FY 2017 Budget Update to the Recommended FY 2018 Budget.



7. **Non-Departmental Budget Summary** lists all Non-Departmental accounts. These accounts contain expenditures that are important to the operation of the City government that do not fall within the functional assignment of any department or agency, or which provide for expenditures related to more than one department or agency. There are three categories:

- **Non-Departmental Benefits:** include employee-benefit related expenses such as the Public Employee Assistance Program (PEAP), Workers' Compensation, Unemployment, and Lump Sum Payments paid to employees at termination or retirement for accumulated leave balances.
- **Non-Departmental Accounts:** include various City-wide expenditures such as fees paid to Hamilton County and the County Clerk, Audit and Examiner's fees, Enterprise Software and Licenses, payments to the Cincinnati Public Schools, and more.
- **Reserve for Contingencies:** an amount set aside in the operating budget for unforeseen events or damages.

Note: The Mayor's Office Obligations and the Manager's Office Obligations amounts are now included in the departmental budgets for the Office of the Mayor and the City Manager's Office respectively.

Financial Summaries

Financial Summaries (otherwise known as 'Fund Tables') for 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 2016 and the Approved FY 2017 Budget Update are included as well as an estimate for FY 2017. The Recommended FY 2018 Budget and the Recommended FY 2019 Budget are also provided along with a change from the Approved FY 2017 Budget Update to the Recommended FY 2018 Budget.

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



Additional Appropriated Funds for FY 2018

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

Notes About the Fund Tables

The Fund Tables for each Principal Restricted Fund contain a column titled "FY 2017 Estimate," which reflects any mid-year changes during FY 2017 that would affect that fund. For instance, expenditures for the FY 2017 Estimate reflect any Adjusted Authorizations for that fund through March 31, 2017 as well as any material changes in expenses that have occurred during FY 2017. The FY 2017 Estimate information was used to inform the Recommended FY 2018 Budget for these funds much like the FY 2016 Estimate information was used to inform the Approved FY 2017 Budget Update for these funds.

**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 basis, which runs from January 1st through December 31st.*



All Funds Operating Budget by Fund

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
General Fund	376,366,160	388,229,360	395,317,050	7,087,690	394,738,380
Principal Restricted Funds					
9-1-1 Cell Phone Fees	3,015,100	1,307,900	1,424,410	116,510	1,424,410
Bond Hill Roselawn Stabilization & Revitalization Operations	0	200,000	200,000	0	200,000
Bond Retirement	93,390,390	155,414,150	117,120,870	(38,293,280)	118,277,740
Cincinnati Area Geographic Information System (CAGIS)	4,050,250	4,479,950	5,092,940	612,990	5,202,110
Cincinnati Riverfront Park	0	363,040	503,280	140,240	507,040
Convention Center	8,746,090	8,676,530	9,239,270	562,740	9,239,010
County Law Enforcement Applied Regionally (CLEAR)	4,335,240	4,538,480	5,825,370	1,286,890	5,399,950
General Aviation	1,867,520	1,927,670	2,039,970	112,300	2,097,340
Hazard Abatement	0	765,000	1,030,620	265,620	1,029,860
Health Services	8,333,770	9,734,770	10,221,210	486,440	10,477,630
Income Tax-Infrastructure	17,230,690	17,815,740	19,068,120	1,252,380	19,875,940
Income Tax-Transit	51,508,010	53,682,410	58,693,880	5,011,470	55,535,560
Metropolitan Sewer District	242,517,970	247,555,430	226,195,290	(21,360,140)	228,800,980
Municipal Golf	6,311,800	5,876,530	5,784,440	(92,090)	5,911,680
Municipal Motor Vehicle License Tax	2,736,370	2,756,110	2,898,650	142,540	2,991,860
Parking System Facilities	12,301,020	11,666,960	11,645,730	(21,230)	11,848,050
Recreation Special Activities	4,454,560	4,468,810	5,214,670	745,860	5,201,120
Safe and Clean	0	50,000	50,000	0	50,000
Sawyer Point	1,145,850	1,461,240	1,685,030	223,790	1,694,360
Stormwater Management	10,204,320	10,899,610	11,892,030	992,420	12,095,310
Street Construction Maintenance & Repair	10,048,980	10,198,630	11,294,770	1,096,140	11,678,780
Water Works	145,760,360	144,201,940	132,476,450	(11,725,490)	137,418,850
Principal Restricted Total	627,958,290	698,040,900	639,597,000	(58,443,900)	646,957,580
Other Restricted Funds	27,830,670	29,761,800	33,548,780	3,786,980	34,319,200
Grand Total	1,032,155,120	1,116,032,060	1,068,462,830	(47,569,230)	1,076,015,160

All Funds Operating Budget Summary



All Funds Operating Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
City Council	2,136,700	2,030,960	1,990,140	(40,820)	1,897,780
Office of the Mayor	838,750	828,330	771,570	(56,760)	743,010
Clerk of Council	742,080	716,970	687,400	(29,570)	670,160
City Manager	18,989,360	8,879,690	9,525,140	645,450	9,395,250
Buildings & Inspections	7,594,320	10,416,290	11,145,930	729,640	11,144,420
Citizen Complaint Authority	857,860	645,610	672,250	26,640	653,320
City Planning	585,240	711,100	740,530	29,430	729,260
Community & Economic Development	9,535,540	9,317,510	7,351,120	(1,966,390)	7,245,480
Enterprise Services	20,262,840	19,519,140	19,934,610	415,470	20,143,610
Economic Inclusion	1,468,480	1,410,320	1,459,680	49,360	1,446,720
Enterprise Technology Solutions	13,132,020	14,526,490	16,924,480	2,397,990	16,672,440
Finance	101,174,330	163,240,700	125,798,290	(37,442,410)	127,057,140
Fire	98,826,650	109,022,440	111,355,840	2,333,400	109,988,020
Health	46,354,910	49,097,910	51,282,380	2,184,470	52,355,260
Human Resources	2,054,110	2,338,210	2,292,040	(46,170)	2,515,350
Law	6,594,560	7,078,670	7,304,740	226,070	7,155,100
Parks	16,510,940	17,031,110	18,327,420	1,296,310	18,653,410
Police	133,260,280	146,011,260	152,944,080	6,932,820	153,708,180
Public Services	38,807,760	39,828,690	41,273,990	1,445,300	42,252,240
Recreation	27,458,580	27,368,420	28,980,170	1,611,750	29,051,570
Sewers	238,768,700	241,080,140	222,719,560	(18,360,580)	225,290,500
Stormwater Management Utility	7,549,640	7,690,520	7,349,800	(340,720)	7,476,540
Transportation & Engineering	12,623,640	11,084,480	12,387,580	1,303,100	13,122,450
Water Works	142,240,880	140,258,450	128,373,650	(11,884,800)	133,778,310
SORTA	50,811,000	56,147,340	57,820,340	1,673,000	54,643,370
Department Total	999,179,170	1,086,280,750	1,039,412,730	(46,868,020)	1,047,788,890
Non-Departmental Benefits	11,127,000	6,240,810	6,243,190	2,380	4,689,790
General Fund Overhead	7,579,890	8,908,420	9,876,310	967,890	10,029,410
Non-Departmental Accounts	13,769,060	11,318,290	12,630,600	1,312,310	13,195,000
Reserve for Contingencies	500,000	2,994,840	300,000	(2,694,840)	312,070
Non-Departmental Budgets Total	32,975,950	29,462,360	29,050,100	(412,260)	28,226,270
Total	1,032,155,120	1,115,743,110	1,068,462,830	(47,280,280)	1,076,015,160



FY 2018 All Funds Operating Budget Summary by Type

Agency/Account	General Fund	Principal Restricted Funds	Other Restricted Funds	CDBG Funds	Total Operating
City Council	1,990,140	0	0	0	1,990,140
Office of the Mayor	771,570	0	0	0	771,570
Clerk of Council	687,400	0	0	0	687,400
City Manager	9,353,730	171,410	0	0	9,525,140
Buildings & Inspections	10,046,260	1,092,720	6,950	0	11,145,930
Citizen Complaint Authority	672,250	0	0	0	672,250
City Planning	740,530	0	0	0	740,530
Community & Economic Development	6,599,740	409,070	342,310	0	7,351,120
Enterprise Services	0	19,934,610	0	0	19,934,610
Economic Inclusion	1,145,400	314,280	0	0	1,459,680
Enterprise Technology Solutions	5,535,180	11,368,300	21,000	0	16,924,480
Finance	7,531,790	117,567,720	698,780	0	125,798,290
Fire	111,355,840	0	0	0	111,355,840
Health	16,804,010	9,885,850	24,592,520	0	51,282,380
Human Resources	1,975,910	316,130	0	0	2,292,040
Law	6,940,090	364,650	0	0	7,304,740
Parks	9,175,170	5,249,640	3,902,610	0	18,327,420
Police	149,728,200	1,340,880	1,875,000	0	152,944,080
Public Services	17,394,510	23,604,480	275,000	0	41,273,990
Recreation	16,593,570	11,684,650	701,950	0	28,980,170
Sewers	0	222,719,560	0	0	222,719,560
Stormwater Management Utility	0	7,349,800	0	0	7,349,800
Transportation & Engineering	3,387,850	8,435,710	564,020	0	12,387,580
Water Works	0	128,373,650	0	0	128,373,650
SORTA	0	57,820,340	0	0	57,820,340
Department Total	378,429,140	628,003,450	32,980,140	0	1,039,412,730
Non-Departmental Benefits	4,459,760	1,564,090	219,340	0	6,243,190
General Fund Overhead	0	9,527,010	349,300	0	9,876,310
Non-Departmental Accounts	12,428,150	202,450	0	0	12,630,600
Reserve for Contingencies	0	300,000	0	0	300,000
Non-Departmental Budgets Total	16,887,910	11,593,550	568,640	0	29,050,100
Grand Total	395,317,050	639,597,000	33,548,780	0	1,068,462,830



All Funds Operating Budget Summary

FY 2019 All Funds Operating Budget Summary by Type

Agency/Account	General Fund	Principal Restricted Funds	Other Restricted Funds	CDBG Funds	Total Operating
City Council	1,897,780	0	0	0	1,897,780
Office of the Mayor	743,010	0	0	0	743,010
Clerk of Council	670,160	0	0	0	670,160
City Manager	9,223,390	171,860	0	0	9,395,250
Buildings & Inspections	10,044,610	1,092,720	7,090	0	11,144,420
Citizen Complaint Authority	653,320	0	0	0	653,320
City Planning	729,260	0	0	0	729,260
Community & Economic Development	6,479,650	416,680	349,150	0	7,245,480
Enterprise Services	0	20,143,610	0	0	20,143,610
Economic Inclusion	1,124,270	322,450	0	0	1,446,720
Enterprise Technology Solutions	5,517,190	11,134,250	21,000	0	16,672,440
Finance	7,653,830	118,744,660	658,650	0	127,057,140
Fire	109,988,020	0	0	0	109,988,020
Health	16,639,680	10,185,090	25,530,490	0	52,355,260
Human Resources	2,191,080	324,270	0	0	2,515,350
Law	6,776,580	378,520	0	0	7,155,100
Parks	9,369,760	5,362,710	3,920,940	0	18,653,410
Police	150,476,520	1,340,880	1,890,780	0	153,708,180
Public Services	17,376,660	24,600,580	275,000	0	42,252,240
Recreation	16,484,370	11,857,760	709,440	0	29,051,570
Sewers	0	225,290,500	0	0	225,290,500
Stormwater Management Utility	0	7,476,540	0	0	7,476,540
Transportation & Engineering	3,448,240	9,099,240	574,970	0	13,122,450
Water Works	0	133,778,310	0	0	133,778,310
SORTA	0	54,643,370	0	0	54,643,370
Department Total	377,487,380	636,364,000	33,937,510	0	1,047,788,890
Non-Departmental Benefits	4,256,430	406,750	26,610	0	4,689,790
General Fund Overhead	0	9,674,330	355,080	0	10,029,410
Non-Departmental Accounts	12,988,500	206,500	0	0	13,195,000
Reserve for Contingencies	6,070	306,000	0	0	312,070
Non-Departmental Budgets Total	17,251,000	10,593,580	381,690	0	28,226,270
Grand Total	394,738,380	646,957,580	34,319,200	0	1,076,015,160



General Fund Operating Budget Summary by Department

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
City Council	2,136,700	2,030,960	1,990,140	(40,820)	1,897,780
Office of the Mayor	838,750	828,330	771,570	(56,760)	743,010
Clerk of Council	742,080	716,970	687,400	(29,570)	670,160
City Manager	15,749,490	8,705,740	9,353,730	647,990	9,223,390
Buildings & Inspections	7,520,000	9,576,840	10,046,260	469,420	10,044,610
Citizen Complaint Authority	857,860	645,610	672,250	26,640	653,320
City Planning	585,240	711,100	740,530	29,430	729,260
Community & Economic Development	9,114,200	8,683,440	6,599,740	(2,083,700)	6,479,650
Economic Inclusion	1,159,910	1,090,910	1,145,400	54,490	1,124,270
Enterprise Technology Solutions	4,232,760	4,977,680	5,535,180	557,500	5,517,190
Finance	6,679,340	6,733,410	7,531,790	798,380	7,653,830
Fire	98,826,650	109,022,440	111,355,840	2,333,400	109,988,020
Health	16,837,160	17,044,590	16,804,010	(240,580)	16,639,680
Human Resources	1,772,580	2,048,320	1,975,910	(72,410)	2,191,080
Law	6,388,490	6,742,180	6,940,090	197,910	6,776,580
Parks	9,114,590	8,738,500	9,175,170	436,670	9,369,760
Police	132,796,650	143,946,260	149,728,200	5,781,940	150,476,520
Public Services	18,744,680	18,730,620	17,394,510	(1,336,110)	17,376,660
Recreation	15,327,080	15,554,090	16,593,570	1,039,480	16,484,370
Transportation & Engineering	5,072,060	3,315,790	3,387,850	72,060	3,448,240
Department Total	354,496,270	369,843,780	378,429,140	8,585,360	377,487,380
Non-Departmental Benefits	8,225,020	4,574,900	4,459,760	(115,140)	4,256,430
Non-Departmental Accounts	13,444,870	11,115,840	12,428,150	1,312,310	12,988,500
Reserve for Contingencies	200,000	2,694,840	0	(2,694,840)	6,070
Non-Departmental Budgets Total	21,869,890	18,385,580	16,887,910	(1,497,670)	17,251,000
Grand Total	376,366,160	388,229,360	395,317,050	7,087,690	394,738,380

Restricted Funds Operating Budget



Restricted Funds Operating Budget

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Principal Restricted Funds					
9-1-1 Cell Phone Fees	3,015,100	1,307,900	1,424,410	116,510	1,424,410
Bond Hill Roselawn Stabilization & Revitalization Operations	0	200,000	200,000	0	200,000
Bond Retirement	93,390,390	155,414,150	117,120,870	(38,293,280)	118,277,740
Cincinnati Area Geographic Information System (CAGIS)	4,050,250	4,479,950	5,092,940	612,990	5,202,110
Cincinnati Riverfront Park	0	363,040	503,280	140,240	507,040
Convention Center	8,746,090	8,676,530	9,239,270	562,740	9,239,010
County Law Enforcement Applied Regionally (CLEAR)	4,335,240	4,538,480	5,825,370	1,286,890	5,399,950
General Aviation	1,867,520	1,927,670	2,039,970	112,300	2,097,340
Hazard Abatement	0	765,000	1,030,620	265,620	1,029,860
Health Services	8,333,770	9,734,770	10,221,210	486,440	10,477,630
Income Tax-Infrastructure	17,230,690	17,815,740	19,068,120	1,252,380	19,875,940
Income Tax-Transit	51,508,010	53,682,410	58,693,880	5,011,470	55,535,560
Metropolitan Sewer District	242,517,970	247,555,430	226,195,290	(21,360,140)	228,800,980
Municipal Golf	6,311,800	5,876,530	5,784,440	(92,090)	5,911,680
Municipal Motor Vehicle License Tax	2,736,370	2,756,110	2,898,650	142,540	2,991,860
Parking System Facilities	12,301,020	11,666,960	11,645,730	(21,230)	11,848,050
Recreation Special Activities	4,454,560	4,468,810	5,214,670	745,860	5,201,120
Safe and Clean	0	50,000	50,000	0	50,000
Sawyer Point	1,145,850	1,461,240	1,685,030	223,790	1,694,360
Stormwater Management	10,204,320	10,899,610	11,892,030	992,420	12,095,310
Street Construction Maintenance & Repair	10,048,980	10,198,630	11,294,770	1,096,140	11,678,780
Water Works	145,760,360	144,201,940	132,476,450	(11,725,490)	137,418,850
Principal Restricted Total	627,958,290	698,040,900	639,597,000	(58,443,900)	646,957,580
Other Restricted Funds	27,830,670	29,761,800	33,548,780	3,786,980	34,319,200
Grand Total	655,788,960	727,802,700	673,145,780	(54,656,920)	681,276,780



Other Restricted Funds Operating Budget by Fund

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
314 - Special Events	76,430	0	0	0	0
317 - Urban Dev Property Operations	335,930	342,310	342,310	0	349,150
319 - Contributions For Recreation	239,740	245,460	245,810	350	248,200
324 - Recreation Fed Grant Project	466,530	474,780	397,040	(77,740)	397,090
326 - Park Donations/Spec Activities	440,760	442,190	462,600	20,410	466,920
327 - W.M. Ampt Free Concerts	15,290	16,000	16,000	0	16,000
328 - Groesbeck Endowments	15,290	16,000	161,390	145,390	161,390
330 - Park Lodge/ Pavilion Deposits	323,690	450,060	650,840	200,780	651,990
332 - Krohn Conservatory	689,920	756,260	766,920	10,660	771,830
333 - Krohn Conservatory Trustee	40,760	41,530	41,530	0	42,360
336 - Telecommunications Services	0	0	21,000	21,000	21,000
349 - Urban Renewal Debt Retirement	645,480	666,730	682,800	16,070	639,890
350 - Public Health Research	1,680,990	2,035,770	1,860,650	(175,120)	1,896,670
353 - Home Health Services	7,045,160	7,221,100	8,702,100	1,481,000	9,049,850
354 - Household Sewage Treatment System Fees	47,110	48,750	49,500	750	47,600
360 - Blue Ash Property Operation	7,640	7,790	0	(7,790)	0
363 - Solid Waste Disposal Control	90,070	77,360	83,470	6,110	85,810
367 - Criminal Actv Forfeiture Fed	71,250	250,000	360,000	110,000	365,000
369 - Criminal Actv Forfeiture State	150,000	450,000	1,275,000	825,000	1,284,000
370 - Drug Offender Fines Forfeiture	212,380	49,000	160,000	111,000	160,980
372 - DUI Enforcement	30,000	40,000	80,000	40,000	80,800
379 - Std/HIV Prevention Training	100	100	110	10	0
381 - Cincinnati Abatement Project	1,131,060	1,133,620	1,145,760	12,140	1,153,310
391 - Women & Infants Food Grnt Prog	3,379,610	3,548,970	3,653,180	104,210	3,786,350
394 - State Health Program Income	149,360	433,810	448,420	14,610	451,100
412 - Food Service License Fees	1,095,580	1,144,150	1,138,490	(5,660)	1,178,980
413 - Swimming Pool License Fees	82,340	77,690	80,970	3,280	83,070
415 - Immunization Action Plan	278,050	299,140	282,480	(16,660)	287,760
418 - Federal Health Program Income	4,068,030	3,507,540	3,744,790	237,250	3,836,850
420 - Public Employee Assistance Pro	456,880	548,260	600,880	52,620	606,220
425 - Heart Health In Ham County	143,390	150,130	280,430	130,300	295,650
444 - Armlerder Projects	0	48,000	69,840	21,840	69,840
446 - Health Network	1,912,030	2,525,610	2,667,790	142,180	2,760,790
448 - Health Care For The Homeless	82,800	244,000	238,390	(5,610)	238,440
631 - Buildings Code Sales	6,820	6,950	6,950	0	7,090
749 - Retirement	11,270	18,600	18,600	0	18,600
791 - Sidewalk Assessments	0	0	150,000	150,000	150,000
792 - Forestry Assessments	1,940,800	1,955,960	1,953,060	(2,900)	1,939,890
793 - Blem Assessment	468,130	488,180	709,680	221,500	718,730
Principal Restricted Total	27,830,670	29,761,800	33,548,780	3,786,980	34,319,200

Non-Departmental Summary



Non-Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Non-Departmental Benefits					
Prior Year Pension Obligations	4,092,770	419,820	433,340	13,520	433,360
Public Employee Assistance Program	422,280	369,490	381,330	11,840	274,100
Workers Compensation	5,466,700	4,290,900	4,367,540	76,640	3,082,570
Police and Firefighters Insurance	245,250	300,000	300,000	0	291,650
Unemployment Compensation	300,000	260,600	173,000	(87,600)	142,970
Lump Sum Payments	600,000	600,000	587,980	(12,020)	465,140
Non-Departmental Benefits Total	11,127,000	6,240,810	6,243,190	2,380	4,689,790
General Fund Overhead	7,579,890	8,908,420	9,876,310	967,890	10,029,410
Non-Departmental Accounts					
Audit and Examiner's Fees	350,000	350,000	370,000	20,000	359,710
Hamco Treasurer & Auditor Fees	550,000	550,000	470,000	(80,000)	1,845,800
County Clerk Fees	350,000	350,000	350,000	0	340,260
Election Expense	112,090	150,000	650,000	500,000	145,830
Judgments Against the City	900,000	900,000	900,000	0	874,960
Enterprise Software and Licenses	2,954,080	2,808,480	3,900,790	1,092,310	3,792,250
Memberships & Lobbyists	217,460	217,360	217,360	0	211,320
HUD Section 108 Debt Service	0	0	0	0	0
Mayor's Office Obligations	0	0	0	0	0
Manager's Office Obligations	0	0	0	0	0
Downtown Spec Improve District	90,000	90,000	45,000	(45,000)	43,750
ETS Information Infrastructure Security	224,190	102,450	102,450	0	104,500
Cincinnati Public Schools	5,000,000	5,000,000	5,000,000	0	4,860,890
Cincinnati Music Hall	100,000	100,000	100,000	0	102,000
Port Authority of Greater Cincinnati	700,000	700,000	525,000	(175,000)	513,730
Property Investment Reim. Agreements	2,221,240	0	0	0	0
Non-Departmental Accounts Total	13,769,060	11,318,290	12,630,600	1,312,310	13,195,000
Reserve for Contingencies	500,000	2,994,840	300,000	(2,694,840)	312,070
Total	32,975,950	29,462,360	29,050,100	(412,260)	28,226,270





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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 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	1,350,780	1,300,000	1,300,000	1,300,000	0	1,300,000
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	1,350,780	1,300,000	1,300,000	1,300,000	0	1,300,000
Prior Year Cancellations	96,430	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	96,430	0	0	0	0	0
Total Revenues/Resources	1,447,210	1,300,000	1,300,000	1,300,000	0	1,300,000
Expenditures/Uses						
Personnel Services	1,856,560	900,000	700,000	965,000	65,000	965,000
Employee Benefits	185,890	31,900	31,900	0	(31,900)	0
Other Expenses	266,290	376,000	376,000	459,410	83,410	459,410
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	2,308,740	1,307,900	1,107,900	1,424,410	116,510	1,424,410
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	2,308,740	1,307,900	1,107,900	1,424,410	116,510	1,424,410
Net Increase (Decrease) in Fund Balance	(861,530)	(7,900)	192,100	(124,410)	(116,510)	(124,410)
FY Beginning Balance	1,066,210	204,680	204,680	396,780	192,100	272,370
FY Ending Balance	204,680	196,780	396,780	272,370	75,590	147,960



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 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	0	0	0	0	0	0
Transfers In	0	1,000,000	1,000,000	0	(1,000,000)	0
Subtotal	0	1,000,000	1,000,000	0	(1,000,000)	0
Total Revenues/Resources	0	1,000,000	1,000,000	0	(1,000,000)	0
Expenditures/Uses						
Personnel Services	0	0	0	0	0	0
Employee Benefits	0	0	0	0	0	0
Other Expenses	0	200,000	400,000	200,000	0	200,000
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	0	200,000	400,000	200,000	0	200,000
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	0	200,000	400,000	200,000	0	200,000
Net Increase (Decrease) in Fund Balance	0	800,000	600,000	(200,000)	(1,000,000)	(200,000)
FY Beginning Balance	0	0	0	600,000	600,000	400,000
FY Ending Balance	0	800,000	600,000	400,000	(400,000)	200,000



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	32,148,930	31,655,170	31,655,170	31,582,360	(72,810)	31,648,080
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	28,509,970	22,182,950	22,182,950	22,344,350	161,410	22,559,410
Revenue from Other Agencies	7,855,090	7,735,820	7,735,820	6,215,390	(1,520,430)	4,865,780
Charges for Services	0	0	0	0	0	0
Miscellaneous	93,104,270	90,687,860	90,687,860	50,000,000	(40,687,860)	50,000,000
Revenue Subtotal	161,618,260	152,261,800	152,261,800	110,142,100	(42,119,690)	109,073,270
Prior Year Cancellations	0	0	0	0	0	0
Transfers In	2,979,100	39,821,820	39,821,820	33,642,650	(6,179,170)	31,041,370
Subtotal	2,979,100	39,821,820	39,821,820	33,642,650	(6,179,170)	31,041,370
Total Revenues/Resources	164,597,360	192,083,620	192,083,620	143,784,750	(48,298,860)	140,114,640
Expenditures/Uses						
Personnel Services	178,300	308,960	313,380	332,850	23,890	304,130
Employee Benefits	72,890	84,210	85,060	104,070	19,860	88,810
Other Expenses	2,488,430	3,333,300	3,333,300	3,333,300	0	3,334,150
Properties	0	0	0	0	0	0
Debt Service	128,605,180	151,687,680	151,687,680	113,350,650	(38,337,030)	114,550,650
Expenditures Subtotal	131,344,800	155,414,150	155,419,420	117,120,870	(38,293,280)	118,277,740
Transfers Out	1,250,970	28,341,210	28,341,210	28,146,870	(194,340)	28,110,900
Subtotal	1,250,970	28,341,210	28,341,210	28,146,870	(194,340)	28,110,900
Total Expenditures/Uses	132,595,770	183,755,360	183,760,630	145,267,740	(38,487,620)	146,388,640
Net Increase (Decrease) in Fund Balance	32,001,590	8,328,260	8,322,990	(1,482,990)	(9,811,240)	(6,274,000)
FY Beginning Balance	61,543,950	66,176,900	93,545,540	101,868,530	35,691,630	100,385,540
FY Ending Balance	93,545,540	74,505,160	101,868,530	100,385,540	25,880,380	94,111,540



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	31,230	27,000	27,000	39,790	12,790	39,790
Revenue from Other Agencies	0	10,000	10,000	0	(10,000)	0
Charges for Services	4,107,680	4,131,950	4,131,950	4,308,510	176,560	4,308,510
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	4,138,910	4,168,950	4,168,950	4,348,300	179,350	4,348,300
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	4,138,910	4,168,950	4,168,950	4,348,300	179,350	4,348,300
Expenditures/Uses						
Personnel Services	1,414,920	1,739,940	1,739,940	2,098,730	358,790	2,168,740
Employee Benefits	454,460	616,440	616,440	652,710	36,270	648,710
Other Expenses	2,155,230	2,082,570	2,082,570	2,041,500	(41,070)	2,075,660
Properties	0	41,000	41,000	300,000	259,000	309,000
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	4,024,610	4,479,950	4,479,950	5,092,940	612,990	5,202,110
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	4,024,610	4,479,950	4,479,950	5,092,940	612,990	5,202,110
Net Increase (Decrease) in Fund Balance	114,300	(311,000)	(311,000)	(744,640)	(433,640)	(853,810)
FY Beginning Balance	2,486,720	2,601,020	2,601,020	2,290,020	(311,000)	1,545,380
FY Ending Balance	2,601,020	2,290,020	2,290,020	1,545,380	(744,640)	691,570



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	372,090	3,000	3,000	15,000	12,000	15,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	635,930	447,000	447,000	708,000	261,000	708,000
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	1,008,020	450,000	450,000	723,000	273,000	723,000
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	1,008,020	450,000	450,000	723,000	273,000	723,000
Expenditures/Uses						
Personnel Services	51,510	114,540	114,540	132,260	17,720	137,020
Employee Benefits	18,160	48,500	48,500	58,490	9,990	57,490
Other Expenses	2,015,030	200,000	200,000	312,530	112,530	312,530
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	2,084,700	363,040	363,040	503,280	140,240	507,040
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	2,084,700	363,040	363,040	503,280	140,240	507,040
Net Increase (Decrease) in Fund Balance	(1,076,680)	86,960	86,960	219,720	132,760	215,960
FY Beginning Balance	2,902,460	1,825,780	1,825,780	1,912,740	86,960	2,132,460
FY Ending Balance	1,825,780	1,912,740	1,912,740	2,132,460	219,720	2,348,420



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	2,021,050	1,500,000	1,648,180	1,800,000	300,000	1,800,000
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	232,240	162,500	163,500	177,400	14,900	159,100
Revenue from Other Agencies	123,890	0	0	0	0	0
Charges for Services	7,125,680	6,250,070	6,300,890	6,687,460	437,390	6,595,370
Miscellaneous	676,720	390,000	390,000	390,000	0	390,000
Revenue Subtotal	10,179,580	8,302,570	8,502,570	9,054,860	752,290	8,944,470
Prior Year Cancellations	11,010	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	11,010	0	0	0	0	0
Total Revenues/Resources	10,190,590	8,302,570	8,502,570	9,054,860	752,290	8,944,470
Expenditures/Uses						
Personnel Services	61,200	62,130	62,130	105,130	43,000	110,090
Employee Benefits	28,590	31,950	31,950	46,040	14,090	48,210
Other Expenses	8,251,310	8,513,650	8,513,650	8,693,470	179,820	8,686,080
Properties	0	0	0	0	0	0
Debt Service	105,970	68,800	68,800	394,630	325,830	394,630
Expenditures Subtotal	8,447,070	8,676,530	8,676,530	9,239,270	562,740	9,239,010
Transfers Out	230,000	1,030,000	1,030,000	1,270,000	240,000	230,000
Subtotal	230,000	1,030,000	1,030,000	1,270,000	240,000	230,000
Total Expenditures/Uses	8,677,070	9,706,530	9,706,530	10,509,270	802,740	9,469,010
Net Increase (Decrease) in Fund Balance	1,513,520	(1,403,960)	(1,203,960)	(1,454,410)	(50,450)	(524,540)
FY Beginning Balance	2,616,670	3,253,780	4,130,190	2,926,230	(327,550)	1,471,820
FY Ending Balance	4,130,190	1,849,820	2,926,230	1,471,820	(378,000)	947,280



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 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	3,686,900	3,890,000	3,890,000	5,565,000	1,675,000	5,731,950
Charges for Services	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	3,686,900	3,890,000	3,890,000	5,565,000	1,675,000	5,731,950
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	3,686,900	3,890,000	3,890,000	5,565,000	1,675,000	5,731,950
Expenditures/Uses						
Personnel Services	1,030,900	1,397,540	1,397,540	1,824,260	426,720	1,858,030
Employee Benefits	310,180	468,460	468,460	547,430	78,970	542,930
Other Expenses	2,157,070	2,672,480	2,672,480	3,433,690	761,210	2,979,000
Properties	0	0	0	0	0	0
Debt Service	5,090	0	0	19,990	19,990	19,990
Expenditures Subtotal	3,503,240	4,538,480	4,538,480	5,825,370	1,286,890	5,399,950
Transfers Out	0	20,010	20,010	19,990	(20)	19,990
Subtotal	0	20,010	20,010	19,990	(20)	19,990
Total Expenditures/Uses	3,503,240	4,558,490	4,558,490	5,845,360	1,286,870	5,419,940
Net Increase (Decrease) in Fund Balance	183,660	(668,490)	(668,490)	(280,360)	388,130	312,010
FY Beginning Balance	876,870	1,060,530	1,060,530	392,040	(668,490)	111,680
FY Ending Balance	1,060,530	392,040	392,040	111,680	(280,360)	423,690



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	48,500	25,000	25,000	25,000	0	25,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	2,094,070	2,025,000	2,025,000	2,025,000	0	2,025,000
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	2,142,570	2,050,000	2,050,000	2,050,000	0	2,050,000
Prior Year Cancellations	16,180	0	0	0	0	0
Transfers In	29,150	0	0	0	0	0
Subtotal	45,330	0	0	0	0	0
Total Revenues/Resources	2,187,900	2,050,000	2,050,000	2,050,000	0	2,050,000
Expenditures/Uses						
Personnel Services	665,770	729,980	750,640	793,420	63,440	833,740
Employee Benefits	221,790	305,360	309,460	345,700	40,340	348,690
Other Expenses	636,510	712,570	712,570	703,350	(9,220)	717,410
Properties	111,800	77,210	77,210	77,210	0	77,210
Debt Service	64,750	102,550	102,550	120,290	17,740	120,290
Expenditures Subtotal	1,700,620	1,927,670	1,952,430	2,039,970	112,300	2,097,340
Transfers Out	642,300	656,400	656,400	678,800	22,400	699,600
Subtotal	642,300	656,400	656,400	678,800	22,400	699,600
Total Expenditures/Uses	2,342,920	2,584,070	2,608,830	2,718,770	134,700	2,796,940
Net Increase (Decrease) in Fund Balance	(155,020)	(534,070)	(558,830)	(668,770)	(134,700)	(746,940)
FY Beginning Balance	2,520,240	2,105,750	2,365,220	1,806,390	(299,360)	1,137,620
FY Ending Balance	2,365,220	1,571,680	1,806,390	1,137,620	(434,060)	390,680



Hazard Abatement

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

	FY 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 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	721,790	750,000	750,000	659,310	(90,690)	659,310
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	721,790	750,000	750,000	659,310	(90,690)	659,310
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	721,790	750,000	750,000	659,310	(90,690)	659,310
Expenditures/Uses						
Personnel Services	36,240	50,000	50,000	130,390	80,390	130,390
Employee Benefits	12,110	15,000	15,000	56,280	41,280	55,520
Other Expenses	422,940	700,000	700,000	843,950	143,950	843,950
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	471,290	765,000	765,000	1,030,620	265,620	1,029,860
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	471,290	765,000	765,000	1,030,620	265,620	1,029,860
Net Increase (Decrease) in Fund Balance	250,500	(15,000)	(15,000)	(371,310)	(356,310)	(370,550)
FY Beginning Balance	1,154,500	1,405,000	1,405,000	1,390,000	(15,000)	1,018,690
FY Ending Balance	1,405,000	1,390,000	1,390,000	1,018,690	(371,310)	648,140



Health Services

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

	FY 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 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	9,012,830	9,656,000	9,656,000	10,052,540	396,540	10,546,290
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	9,012,830	9,656,000	9,656,000	10,052,540	396,540	10,546,290
Prior Year Cancellations	76,910	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	76,910	0	0	0	0	0
Total Revenues/Resources	9,089,740	9,656,000	9,656,000	10,052,540	396,540	10,546,290
Expenditures/Uses						
Personnel Services	3,128,220	4,175,090	4,319,260	4,549,890	374,800	4,759,810
Employee Benefits	1,206,130	1,621,190	1,650,460	1,672,300	51,110	1,678,510
Other Expenses	4,076,690	3,938,490	3,938,490	3,999,020	60,530	4,039,310
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	8,411,040	9,734,770	9,908,210	10,221,210	486,440	10,477,630
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	8,411,040	9,734,770	9,908,210	10,221,210	486,440	10,477,630
Net Increase (Decrease) in Fund Balance	678,700	(78,770)	(252,210)	(168,670)	(89,900)	68,660
FY Beginning Balance	1,626,380	1,702,520	2,305,080	2,052,870	350,350	1,884,200
FY Ending Balance	2,305,080	1,623,750	2,052,870	1,884,200	260,450	1,952,860



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	17,914,360	18,043,000	18,043,000	18,387,100	344,100	18,806,450
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	1,820	0	0	0	0	0
Charges for Services	235,870	0	0	0	0	0
Miscellaneous	183,110	0	0	0	0	0
Revenue Subtotal	18,335,160	18,043,000	18,043,000	18,387,100	344,100	18,806,450
Prior Year Cancellations	43,210	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	43,210	0	0	0	0	0
Total Revenues/Resources	18,378,370	18,043,000	18,043,000	18,387,100	344,100	18,806,450
Expenditures/Uses						
Personnel Services	8,277,080	8,548,250	9,479,260	10,220,560	1,672,310	10,924,170
Employee Benefits	3,087,120	3,529,330	3,878,030	3,980,440	451,110	3,971,540
Other Expenses	4,657,180	5,726,120	5,115,120	4,855,080	(871,040)	4,968,190
Properties	420	12,040	12,040	12,040	0	12,040
Debt Service	59,910	0	0	0	0	0
Expenditures Subtotal	16,081,710	17,815,740	18,484,450	19,068,120	1,252,380	19,875,940
Transfers Out	0	989,830	989,830	978,970	(10,860)	918,050
Subtotal	0	989,830	989,830	978,970	(10,860)	918,050
Total Expenditures/Uses	16,081,710	18,805,570	19,474,280	20,047,090	1,241,520	20,793,990
Net Increase (Decrease) in Fund Balance	2,296,660	(762,570)	(1,431,280)	(1,659,990)	(897,420)	(1,987,540)
FY Beginning Balance	8,618,000	8,681,290	10,914,660	9,483,380	802,090	7,823,390
FY Ending Balance	10,914,660	7,918,720	9,483,380	7,823,390	(95,330)	5,835,850



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	53,743,070	54,130,000	53,030,000	54,073,800	(56,200)	55,317,500
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	127,590	75,000	75,000	125,000	50,000	125,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	2,940	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	53,873,600	54,205,000	53,105,000	54,198,800	(6,200)	55,442,500
Prior Year Cancellations	11,820	0	0	0	0	0
Transfers In	0	0	0	2,000,000	2,000,000	0
Subtotal	11,820	0	0	2,000,000	2,000,000	0
Total Revenues/Resources	53,885,420	54,205,000	53,105,000	56,198,800	1,993,800	55,442,500
Expenditures/Uses						
Personnel Services	28,640	183,150	179,310	212,720	29,570	220,880
Employee Benefits	3,430	35,870	44,760	39,990	4,120	40,290
Other Expenses	51,249,250	53,463,390	53,463,390	58,441,170	4,977,780	55,274,390
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	51,281,320	53,682,410	53,687,460	58,693,880	5,011,470	55,535,560
Transfers Out	100,000	100,000	100,000	100,000	0	100,000
Subtotal	100,000	100,000	100,000	100,000	0	100,000
Total Expenditures/Uses	51,381,320	53,782,410	53,787,460	58,793,880	5,011,470	55,635,560
Net Increase (Decrease) in Fund Balance	2,504,100	422,590	(682,460)	(2,595,080)	(3,017,670)	(193,060)
FY Beginning Balance	6,286,810	6,505,460	8,790,910	8,108,450	1,602,990	5,513,370
FY Ending Balance	8,790,910	6,928,050	8,108,450	5,513,370	(1,414,680)	5,320,310



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	1,761,670	283,200	1,761,670	1,600,000	1,316,800	1,600,000
Revenue from Other Agencies	0	1,412,590	0	0	(1,412,590)	0
Charges for Services	274,755,880	285,602,600	282,443,400	286,691,870	1,089,270	295,114,130
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	276,517,550	287,298,390	284,205,070	288,291,870	993,480	296,714,130
Prior Year Cancellations	0	173,110	173,110	0	(173,110)	0
Transfers In	0	0	0	0	0	0
Subtotal	0	173,110	173,110	0	(173,110)	0
Total Revenues/Resources	276,517,550	287,471,500	284,378,180	288,291,870	820,370	296,714,130
Expenditures/Uses						
Personnel Services	33,493,720	36,636,860	36,636,860	41,176,640	4,539,780	43,235,430
Employee Benefits	11,995,160	14,056,060	14,056,060	14,047,560	(8,500)	14,749,960
Other Expenses	90,429,460	67,300,140	67,300,140	67,855,930	555,790	68,534,490
Properties	3,340,120	3,575,290	3,575,290	3,516,760	(58,530)	3,551,930
Debt Service	98,505,950	125,987,080	125,987,080	99,598,400	(26,388,680)	98,729,170
Expenditures Subtotal	237,764,410	247,555,430	247,555,430	226,195,290	(21,360,140)	228,800,980
Transfers Out	79,658,000	40,000,000	40,000,000	60,059,900	20,059,900	60,000,000
Subtotal	79,658,000	40,000,000	40,000,000	60,059,900	20,059,900	60,000,000
Total Expenditures/Uses	317,422,410	287,555,430	287,555,430	286,255,190	(1,300,240)	288,800,980
Net Increase (Decrease) in Fund Balance	(40,904,860)	(83,930)	(3,177,250)	2,036,680	2,120,610	7,913,150
FY Beginning Balance	97,434,470	90,631,950	56,529,610	53,352,360	(37,279,590)	55,389,040
FY Ending Balance	56,529,610	90,548,020	53,352,360	55,389,040	(35,158,980)	63,302,190



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	18,650	20,000	20,000	25,000	5,000	25,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	5,685,730	5,880,000	5,880,000	5,875,000	(5,000)	5,875,000
Miscellaneous	2,547,380	0	0	0	0	0
Revenue Subtotal	8,251,760	5,900,000	5,900,000	5,900,000	0	5,900,000
Prior Year Cancellations	143,030	0	143,030	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	143,030	0	143,030	0	0	0
Total Revenues/Resources	8,394,790	5,900,000	6,043,030	5,900,000	0	5,900,000
Expenditures/Uses						
Personnel Services	177,960	245,890	250,520	280,880	34,990	315,280
Employee Benefits	52,700	87,700	88,600	100,330	12,630	117,810
Other Expenses	5,057,380	5,218,200	5,218,200	5,093,180	(125,020)	5,181,300
Properties	0	0	0	0	0	0
Debt Service	334,480	324,740	324,740	310,050	(14,690)	297,290
Expenditures Subtotal	5,622,520	5,876,530	5,882,060	5,784,440	(92,090)	5,911,680
Transfers Out	1,540,000	0	1,200,000	0	0	0
Subtotal	1,540,000	0	1,200,000	0	0	0
Total Expenditures/Uses	7,162,520	5,876,530	7,082,060	5,784,440	(92,090)	5,911,680
Net Increase (Decrease) in Fund Balance	1,232,270	23,470	(1,039,030)	115,560	92,090	(11,680)
FY Beginning Balance	915,800	759,950	2,148,070	1,109,040	349,090	1,224,600
FY Ending Balance	2,148,070	783,420	1,109,040	1,224,600	441,180	1,212,920



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 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	2,672,600	2,595,000	2,595,000	2,600,000	5,000	2,600,000
Charges for Services	21,260	0	0	0	0	0
Miscellaneous	57,580	0	0	0	0	0
Revenue Subtotal	2,751,440	2,595,000	2,595,000	2,600,000	5,000	2,600,000
Prior Year Cancellations	55,160	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	55,160	0	0	0	0	0
Total Revenues/Resources	2,806,600	2,595,000	2,595,000	2,600,000	5,000	2,600,000
Expenditures/Uses						
Personnel Services	1,062,820	1,263,660	1,200,720	1,378,220	114,560	1,454,100
Employee Benefits	400,930	533,360	492,770	600,660	67,300	599,290
Other Expenses	826,340	959,090	819,090	919,770	(39,320)	938,470
Properties	0	0	0	0	0	0
Debt Service	12,020	0	0	0	0	0
Expenditures Subtotal	2,302,110	2,756,110	2,512,580	2,898,650	142,540	2,991,860
Transfers Out	0	39,800	39,800	39,740	(70)	35,850
Subtotal	0	39,800	39,800	39,740	(70)	35,850
Total Expenditures/Uses	2,302,110	2,795,910	2,552,380	2,938,390	142,470	3,027,710
Net Increase (Decrease) in Fund Balance	504,490	(200,910)	42,620	(338,390)	(137,470)	(427,710)
FY Beginning Balance	941,460	795,240	1,445,950	1,488,570	693,330	1,150,180
FY Ending Balance	1,445,950	594,330	1,488,570	1,150,180	555,850	722,470



Parking System Facilities

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

	FY 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	139,810	107,010	107,010	100,500	(6,510)	100,500
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	11,150,160	9,498,340	9,498,340	10,724,000	1,225,670	10,824,000
Miscellaneous	34,390	0	0	0	0	0
Revenue Subtotal	11,324,360	9,605,350	9,605,350	10,824,500	1,219,160	10,924,500
Prior Year Cancellations	787,730	0	0	0	0	0
Transfers In	0	0	270,860	0	0	0
Subtotal	787,730	0	270,860	0	0	0
Total Revenues/Resources	12,112,090	9,605,350	9,876,210	10,824,500	1,219,160	10,924,500
Expenditures/Uses						
Personnel Services	1,644,370	1,983,450	1,807,910	2,427,680	444,230	2,537,510
Employee Benefits	679,480	864,800	785,280	997,020	132,220	994,140
Other Expenses	6,527,970	6,221,710	6,030,530	6,270,810	49,100	6,391,960
Properties	0	0	0	0	0	0
Debt Service	1,454,820	2,597,000	2,482,120	1,950,220	(646,780)	1,924,440
Expenditures Subtotal	10,306,640	11,666,960	11,105,840	11,645,730	(21,230)	11,848,050
Transfers Out	850,000	730,000	730,000	693,370	(36,640)	1,470
Subtotal	850,000	730,000	730,000	693,370	(36,640)	1,470
Total Expenditures/Uses	11,156,640	12,396,960	11,835,840	12,339,100	(57,870)	11,849,520
Net Increase (Decrease) in Fund Balance	955,450	(2,791,610)	(1,959,630)	(1,514,600)	1,277,030	(925,020)
FY Beginning Balance	7,145,840	5,649,310	8,101,290	6,141,660	492,350	4,627,060
FY Ending Balance	8,101,290	2,857,700	6,141,660	4,627,060	1,769,360	3,702,040



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	89,880	106,000	106,000	98,000	(8,000)	98,000
Revenue from Other Agencies	154,870	200,000	200,000	500,000	300,000	500,000
Charges for Services	3,667,110	3,544,000	3,544,000	4,026,000	482,000	4,026,000
Miscellaneous	91,540	50,000	50,000	1,000	(49,000)	1,000
Revenue Subtotal	4,003,400	3,900,000	3,900,000	4,625,000	725,000	4,625,000
Prior Year Cancellations	34,330	0	35,000	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	34,330	0	35,000	0	0	0
Total Revenues/Resources	4,037,730	3,900,000	3,935,000	4,625,000	725,000	4,625,000
Expenditures/Uses						
Personnel Services	2,475,460	2,851,320	2,854,130	3,487,150	635,830	3,494,830
Employee Benefits	353,850	276,990	277,510	373,210	96,220	332,090
Other Expenses	1,105,790	1,327,340	1,327,340	1,341,150	13,810	1,361,040
Properties	0	13,160	13,160	13,160	0	13,160
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	3,935,100	4,468,810	4,472,140	5,214,670	745,860	5,201,120
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	3,935,100	4,468,810	4,472,140	5,214,670	745,860	5,201,120
Net Increase (Decrease) in Fund Balance	102,630	(568,810)	(537,140)	(589,670)	(20,860)	(576,120)
FY Beginning Balance	2,565,850	1,680,630	2,668,480	2,131,340	450,710	1,541,670
FY Ending Balance	2,668,480	1,111,820	2,131,340	1,541,670	429,850	965,550



Safe and Clean

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

	FY 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	49,340	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	49,340	50,000	50,000	50,000	0	50,000
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	49,340	50,000	50,000	50,000	0	50,000
Expenditures/Uses						
Personnel Services	0	0	0	0	0	0
Employee Benefits	0	0	0	0	0	0
Other Expenses	27,050	50,000	50,000	50,000	0	50,000
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	27,050	50,000	50,000	50,000	0	50,000
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	27,050	50,000	50,000	50,000	0	50,000
Net Increase (Decrease) in Fund Balance	22,290	0	0	0	0	0
FY Beginning Balance	64,790	87,080	87,080	87,080	0	87,080
FY Ending Balance	87,080	87,080	87,080	87,080	0	87,080



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	57,670	20,000	20,000	20,000	0	20,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	1,096,220	1,037,500	1,037,500	1,037,500	0	1,037,500
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	1,153,890	1,057,500	1,057,500	1,057,500	0	1,057,500
Prior Year Cancellations	11,100	0	640	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	11,100	0	640	0	0	0
Total Revenues/Resources	1,164,990	1,057,500	1,058,140	1,057,500	0	1,057,500
Expenditures/Uses						
Personnel Services	256,360	523,970	526,630	668,400	144,430	672,230
Employee Benefits	80,150	189,180	189,670	258,430	69,250	255,370
Other Expenses	344,100	748,090	748,090	758,200	10,110	766,760
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	680,610	1,461,240	1,464,390	1,685,030	223,790	1,694,360
Transfers Out	850,000	0	0	0	0	0
Subtotal	850,000	0	0	0	0	0
Total Expenditures/Uses	1,530,610	1,461,240	1,464,390	1,685,030	223,790	1,694,360
Net Increase (Decrease) in Fund Balance	(365,620)	(403,740)	(406,250)	(627,530)	(223,790)	(636,860)
FY Beginning Balance	2,419,120	1,159,360	2,053,500	1,647,250	487,890	1,019,720
FY Ending Balance	2,053,500	755,620	1,647,250	1,019,720	264,100	382,860



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	177,550	161,000	161,000	161,000	0	161,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	11,447,040	11,300,000	11,300,000	11,300,000	0	11,300,000
Miscellaneous	21,290	0	0	0	0	0
Revenue Subtotal	11,645,880	11,461,000	11,461,000	11,461,000	0	11,461,000
Prior Year Cancellations	146,070	0	0	0	0	0
Transfers In	370	0	9,460	0	0	0
Subtotal	146,440	0	9,460	0	0	0
Total Revenues/Resources	11,792,320	11,461,000	11,470,460	11,461,000	0	11,461,000
Expenditures/Uses						
Personnel Services	1,759,300	2,382,150	2,424,900	3,680,490	1,298,340	3,786,080
Employee Benefits	702,160	1,098,190	1,106,580	1,427,630	329,440	1,427,830
Other Expenses	6,570,300	7,340,740	9,040,740	6,155,430	(1,185,310)	6,259,670
Properties	16,680	70,000	70,000	130,000	60,000	130,000
Debt Service	684,760	8,530	8,530	498,480	489,950	491,730
Expenditures Subtotal	9,733,200	10,899,610	12,650,750	11,892,030	992,420	12,095,310
Transfers Out	1,725,000	0	204,400	1,076,900	1,076,900	1,576,600
Subtotal	1,725,000	0	204,400	1,076,900	1,076,900	1,576,600
Total Expenditures/Uses	11,458,200	10,899,610	12,855,150	12,968,930	2,069,320	13,671,910
Net Increase (Decrease) in Fund Balance	334,120	561,390	(1,384,690)	(1,507,930)	(2,069,320)	(2,210,910)
FY Beginning Balance	9,538,240	9,247,310	9,872,360	8,487,670	(759,640)	6,979,740
FY Ending Balance	9,872,360	9,808,700	8,487,670	6,979,740	(2,828,960)	4,768,830



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 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	9,511,660	9,622,510	9,622,510	9,925,520	303,010	9,925,520
Charges for Services	313,800	170,820	170,820	140,820	(30,000)	140,820
Miscellaneous	542,830	0	0	0	0	0
Revenue Subtotal	10,368,290	9,793,330	9,793,330	10,066,340	273,010	10,066,340
Prior Year Cancellations	150,460	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	150,460	0	0	0	0	0
Total Revenues/Resources	10,518,750	9,793,330	9,793,330	10,066,340	273,010	10,066,340
Expenditures/Uses						
Personnel Services	4,680,350	5,141,080	5,249,840	5,684,760	543,680	6,019,920
Employee Benefits	1,950,690	2,320,850	2,082,070	2,294,390	(26,460)	2,275,040
Other Expenses	2,795,880	2,718,310	2,468,310	3,297,230	578,920	3,365,430
Properties	18,150	18,390	18,390	18,390	0	18,390
Debt Service	41,410	0	0	0	0	0
Expenditures Subtotal	9,486,480	10,198,630	9,818,610	11,294,770	1,096,140	11,678,780
Transfers Out	350,000	114,650	114,650	113,950	(700)	113,290
Subtotal	350,000	114,650	114,650	113,950	(700)	113,290
Total Expenditures/Uses	9,836,480	10,313,280	9,933,260	11,408,720	1,095,440	11,792,070
Net Increase (Decrease) in Fund Balance	682,270	(519,950)	(139,930)	(1,342,380)	(822,430)	(1,725,730)
FY Beginning Balance	2,688,180	2,220,650	3,370,450	3,230,520	1,009,870	1,888,140
FY Ending Balance	3,370,450	1,700,700	3,230,520	1,888,140	187,440	162,410



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 2016 Actual	FY 2017 Approved Update	FY 2017 Estimate	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	1,458,630	950,000	1,200,000	1,651,000	701,000	1,538,000
Revenue from Other Agencies	2,500	0	0	0	0	0
Charges for Services	146,663,500	145,794,000	154,095,000	156,308,000	10,514,000	160,859,000
Miscellaneous	164,740	256,000	256,000	201,000	(55,000)	201,000
Revenue Subtotal	148,289,370	147,000,000	155,551,000	158,160,000	11,160,000	162,598,000
Prior Year Cancellations	4,280,800	0	5,772,530	0	0	0
Transfers In	10,000,000	0	0	0	0	0
Subtotal	14,280,800	0	5,772,530	0	0	0
Total Revenues/Resources	162,570,170	147,000,000	161,323,530	158,160,000	11,160,000	162,598,000
Expenditures/Uses						
Personnel Services	29,509,130	33,534,060	32,057,630	36,772,320	3,238,260	39,774,560
Employee Benefits	10,799,600	13,333,890	12,872,230	14,579,640	1,245,750	15,180,050
Other Expenses	39,370,400	43,592,280	40,263,200	38,327,620	(5,264,660)	39,667,350
Properties	1,463,880	2,123,000	2,080,480	0	(2,123,000)	0
Debt Service	48,300,810	51,618,710	60,048,710	42,796,870	(8,821,840)	42,796,890
Expenditures Subtotal	129,443,820	144,201,940	147,322,250	132,476,450	(11,725,490)	137,418,850
Transfers Out	7,078,400	21,855,200	22,000,800	83,841,400	61,986,200	15,865,000
Subtotal	7,078,400	21,855,200	22,000,800	83,841,400	61,986,200	15,865,000
Total Expenditures/Uses	136,522,220	166,057,140	169,323,050	216,317,850	50,260,710	153,283,850
Net Increase (Decrease) in Fund Balance	26,047,950	(19,057,140)	(7,999,520)	(58,157,850)	(39,100,710)	9,314,150
FY Beginning Balance	69,428,090	83,421,050	95,476,040	87,476,520	4,055,470	29,318,670
FY Ending Balance	95,476,040	64,363,910	87,476,520	29,318,670	(35,045,240)	38,632,820





Departmental Budgets

This section of the City Manager’s Recommended FY 2018-2019 Biennial Operating Budget contains the individual City department budgets.

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

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

Department Budgets

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

Mission Statement

The mission of the department is provided.

Organizational Chart

How the department is organized.

Departmental Budget Summary

This section provides a departmental total Operating Budget table that includes the Approved FY 2016 Budget, the Approved FY 2017 Budget Update, the Recommended FY 2018 Budget, change from the Approved FY 2017 Budget Update to the Recommended FY 2018 Budget, and the Recommended FY 2019 Budget. The expenditure budget is summarized in the following categories:

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

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

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

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

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

An Operating Total is provided for both 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-reimbursement basis. The table then provides a sum Total for the operating budget.



If the department or program has any Consolidated Plan Projects (CDBG), an amount will be provided for information purposes only. The Consolidated Plan budget is not included in the Recommended FY 2018-19 Biennial Operating Budget as it is approved separately.

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

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

Department Programs

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

Program Summaries

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

Program Budget Summary

Like the Departmental Budget Summary, the Program Budget Summary includes the Approved FY 2016 Budget, the Approved FY 2017 Budget Update, the Recommended FY 2018 Budget, change from the Approved FY 2017 Budget Update to the Recommended FY 2018 Budget, and the Recommended FY 2019 Budget. The expenditures are summarized by the major expenditures described previously. In addition, the Operating Total, Internal Service Funds, Consolidated Plan Projects, Program Revenue, and Total Full-time Equivalent Positions related to the program are included.

Adjustments to Costs to Maintain Current Budget

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

On-Going (or One-Time) Significant Program Changes

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

FY 2018 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.



All Funds Operating Budget Summary by Program

All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
City Council	City Councilmembers	1,990,140	0	1,990,140	27.00	0.00	27.00
Office of the Mayor	Office of the Mayor	771,570	0	771,570	9.00	0.00	9.00
Clerk of Council	Clerk of Council	687,400	0	687,400	5.84	0.00	5.84
City Manager	Retirement Division	0	0	0	0.00	12.00	12.00
	Office of the City Manager	2,441,100	0	2,441,100	11.00	0.00	11.00
	Office of Communications	626,960	0	626,960	5.00	0.00	5.00
	Office of Budget and Evaluation	1,024,390	171,410	1,195,800	11.00	0.00	11.00
	Office of Environment and Sustainability	3,257,450	212,510	3,469,960	5.70	2.00	7.70
	CIRV Administration	585,620	0	585,620	0.00	0.00	0.00
	Office of Performance and Data Analytics	710,240	0	710,240	6.00	0.00	6.00
	Emergency Communications Center	0	0	0	0.00	0.00	0.00
	Internal Audit	360,710	0	360,710	4.00	0.00	4.00
	Human Relations	347,260	0	347,260	5.00	0.00	5.00
	Total	9,353,730	383,920	9,737,650	47.70	14.00	61.70
Buildings & Inspections	Building Administration	1,011,660	6,950	1,018,610	7.00	0.00	7.00
	Customer Services	899,520	0	899,520	11.00	0.00	11.00
	Plan Examination	1,020,190	0	1,020,190	9.00	0.00	9.00
	Building Construction Inspections	1,994,220	67,500	2,061,720	22.00	0.00	22.00
	Plumbing Inspections	528,430	0	528,430	7.00	0.00	7.00
	Elevator Inspection	733,600	0	733,600	8.00	0.00	8.00
	Property Maintenance Code Enforcement	3,089,790	1,025,220	4,115,010	40.50	0.00	40.50
	Zoning Plan Review	768,850	0	768,850	8.00	0.00	8.00
	Total	10,046,260	1,099,670	11,145,930	112.50	0.00	112.50
Citizen Complaint Authority	Investigations, Research, and Evaluation	316,870	0	316,870	3.00	0.00	3.00
	Administration	355,380	0	355,380	3.00	0.00	3.00
	Internal Audit	0	0	0	0.00	0.00	0.00
	Total	672,250	0	672,250	6.00	0.00	6.00
City Planning	Land Use	344,500	0	344,500	8.00	0.00	8.00
	City Planning Administration	396,030	0	396,030	3.00	0.00	3.00
	Total	740,530	0	740,530	11.00	0.00	11.00
Community & Economic Development	Human Services	2,804,640	0	2,804,640	0.00	0.00	0.00
	Major/Special Projects Division	327,630	0	327,630	8.00	0.00	8.00
	Fiscal & Operations Division	344,780	103,280	448,060	5.00	5.00	10.00
	Oversight Monitoring Division	186,460	0	186,460	2.00	3.00	5.00
	Housing Division (includes Neighborhood Support)	584,580	59,070	643,650	1.00	13.00	14.00
	Director/Administration	1,050,880	105,790	1,156,670	6.00	1.00	7.00
	Economic Development Division	1,300,770	483,240	1,784,010	8.00	3.00	11.00
	Total	6,599,740	751,380	7,351,120	30.00	25.00	55.00
Enterprise Services	Duke Energy Convention Center	0	8,939,270	8,939,270	0.00	0.00	0.00
	On-Street Parking	0	4,120,960	4,120,960	0.00	35.92	35.92



All Funds Operating Budget Summary by Program

All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Off-Street Parking	0	6,194,900	6,194,900	0.00	11.00	11.00
	Parking Business Services	0	679,480	679,480	0.00	3.00	3.00
	Total	0	19,934,610	19,934,610	0.00	49.92	49.92
Economic Inclusion	Contract Compliance	420,640	314,280	734,920	4.00	2.00	6.00
	Economic Inclusion	724,760	0	724,760	6.00	0.00	6.00
	Total	1,145,400	314,280	1,459,680	10.00	2.00	12.00
Enterprise Technology Solutions	ETS Administration	672,980	0	672,980	8.00	0.00	8.00
	CLEAR Operations	0	5,640,900	5,640,900	0.00	14.00	14.00
	CAGIS Consortium Operations	0	5,727,400	5,727,400	0.00	18.00	18.00
	CIT-E Operations	2,602,630	1,300,000	3,902,630	19.75	0.00	19.75
	CTS Operations	2,259,570	2,965,300	5,224,870	23.00	5.80	28.80
	Total	5,535,180	15,633,600	21,168,780	50.75	37.80	88.55
Finance	Administration	380,210	96,000	476,210	2.41	0.59	3.00
	Financial Reporting and Monitoring	1,498,360	851,060	2,349,420	13.00	4.00	17.00
	Payroll Preparation	174,930	0	174,930	2.00	0.00	2.00
	Debt Management	0	117,046,160	117,046,160	0.00	3.00	3.00
	Treasury Operations	1,025,180	159,700	1,184,880	8.50	0.50	9.00
	Risk Management	156,870	2,039,740	2,196,610	0.00	15.75	15.75
	Income Tax	3,179,010	0	3,179,010	31.00	0.00	31.00
	Procurement	1,117,230	126,080	1,243,310	18.00	1.00	19.00
	Printing and Stores	0	2,212,010	2,212,010	0.00	6.00	6.00
	Total	7,531,790	122,530,750	130,062,540	74.91	30.84	105.75
Fire	Financial Management and Planning	1,572,330	0	1,572,330	10.00	0.00	10.00
	Support Services	5,172,220	0	5,172,220	37.00	0.00	37.00
	Prevention and Community Education	4,081,820	0	4,081,820	22.00	0.00	22.00
	Human Resources	2,547,510	0	2,547,510	11.00	0.00	11.00
	Response	97,981,960	0	97,981,960	807.00	0.00	807.00
	Total	111,355,840	0	111,355,840	887.00	0.00	887.00
Health	Health Administration	4,898,410	1,076,560	5,974,970	44.80	11.75	56.55
	Health Centers	5,792,480	17,251,940	23,044,420	60.73	123.60	184.33
	Community Health and Environmental Services	3,705,140	3,216,620	6,921,760	47.00	26.65	73.65
	Maternal and Infant Health	1,241,060	5,137,200	6,378,260	12.00	59.50	71.50
	School & Adolescent Health	1,166,920	7,796,050	8,962,970	14.00	90.45	104.45
	Total	16,804,010	34,478,370	51,282,380	178.53	311.95	490.48
Human Resources	Workforce Management	778,180	316,130	1,094,310	7.10	3.00	10.10
	Employee Services	417,660	0	417,660	5.00	0.00	5.00
	Shared Services	368,520	0	368,520	4.00	0.00	4.00
	Administration	411,550	0	411,550	3.00	0.00	3.00
	Total	1,975,910	316,130	2,292,040	19.10	3.00	22.10
Law	Law - Civil	4,099,170	313,270	4,412,440	42.20	3.00	45.20
	Law - Administrative Hearings	313,670	0	313,670	3.00	0.00	3.00
	Community Prosecution	0	0	0	0.00	0.00	0.00
	Law - Administrative Boards	276,000	0	276,000	3.00	0.00	3.00
	General Counsel	0	0	0	0.00	0.00	0.00



All Funds Operating Budget Summary by Program

All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Labor and Employment	0	0	0	0.00	0.00	0.00
	Law - Prosecution	2,251,250	0	2,251,250	24.00	0.00	24.00
	Law - Real Estate	0	748,050	748,050	0.00	6.00	6.00
	Total	6,940,090	1,061,320	8,001,410	72.20	9.00	81.20
Parks	Director's Office	245,930	0	245,930	2.00	0.00	2.00
	Operations & Facility Management	6,233,400	5,840,940	12,074,340	128.95	52.90	181.85
	Urban Forestry	0	1,893,970	1,893,970	0.00	8.50	8.50
	Planning & Design	214,530	0	214,530	7.50	0.00	7.50
	Financial & Business Services	1,280,260	158,340	1,438,600	8.00	2.00	10.00
	Krohn Conservatory	303,300	871,110	1,174,410	7.50	6.50	14.00
	Explore Nature	508,250	188,200	696,450	11.90	3.40	15.30
	Facility Maintenance	199,650	0	199,650	7.00	0.00	7.00
	Customer Service	189,850	199,690	389,540	2.00	0.00	2.00
	Total	9,175,170	9,152,250	18,327,420	174.85	73.30	248.15
Police	Emergency Communications Center	9,412,720	1,340,880	10,753,600	120.00	0.00	120.00
	Neighborhood Policing	93,211,270	1,875,000	95,086,270	770.46	0.00	770.46
	Special Operations	11,079,630	0	11,079,630	141.00	0.00	141.00
	Special Investigations	15,814,430	0	15,814,430	151.00	0.00	151.00
	Operations Support	5,807,390	0	5,807,390	77.00	0.00	77.00
	Personnel Training and Support	4,023,740	0	4,023,740	37.00	0.00	37.00
	Technology Support	2,813,450	0	2,813,450	22.00	0.00	22.00
	General Administration and Support	7,565,570	0	7,565,570	61.00	0.00	61.00
	Total	149,728,200	3,215,880	152,944,080	1,379.46	0.00	1,379.46
Public Services	Fleet Services	150,270	16,935,410	17,085,680	2.00	69.00	71.00
	Winter Maintenance	0	1,298,130	1,298,130	0.00	0.00	0.00
	Director's Office	902,550	198,780	1,101,330	8.00	1.00	9.00
	Special Operations	580,970	622,730	1,203,700	2.00	7.00	9.00
	Traffic Control, Pavement & Structure Maint.	96,150	12,576,160	12,672,310	3.00	152.00	155.00
	Residential Collections	11,226,910	654,240	11,881,150	94.00	18.00	112.00
	Right of Way Maintenance	1,606,360	5,262,230	6,868,590	15.00	49.00	64.00
	Property Management	2,831,300	3,298,780	6,130,080	1.00	28.00	29.00
	Total	17,394,510	40,846,460	58,240,970	125.00	324.00	449.00
Recreation	Support Services	2,258,700	585,150	2,843,850	32.93	3.21	36.14
	West Region Community Center Operations	2,908,840	847,960	3,756,800	40.61	26.02	66.63
	East Region Community Center Operations	1,967,170	1,549,210	3,516,380	31.63	34.93	66.56
	Central Region Community Center Operations	2,518,970	1,351,840	3,870,810	42.03	27.98	70.01
	Therapeutic Recreation	818,160	179,360	997,520	15.38	1.00	16.38
	Seniors	326,400	218,450	544,850	3.65	4.48	8.13
	Maintenance	3,843,770	1,026,090	4,869,860	57.56	4.00	61.56
	Golf	0	5,579,550	5,579,550	0.00	2.00	2.00
	Athletics	324,680	644,330	969,010	2.62	7.03	9.65
	Aquatics	1,626,880	435,190	2,062,070	55.83	1.75	57.58
	Total	16,593,570	12,417,130	29,010,700	282.24	112.40	394.64



All Funds Operating Budget Summary by Program

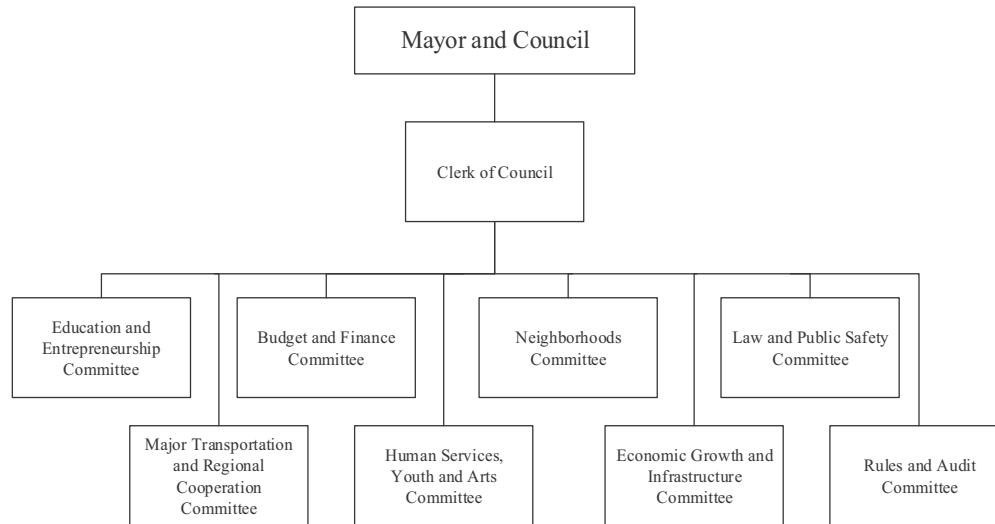
All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Sewers	Office of the Director/Administration	0	18,551,110	18,551,110	0.00	65.00	65.00
	Wastewater Engineering	0	109,021,980	109,021,980	0.00	138.00	138.00
	Information Technology	0	5,914,370	5,914,370	0.00	25.00	25.00
	Wastewater Treatment	0	47,740,110	47,740,110	0.00	256.00	256.00
	Wastewater Collection	0	20,665,740	20,665,740	0.00	165.00	165.00
	Industrial Waste	0	7,340,060	7,340,060	0.00	68.00	68.00
	Sewer Backup Response Program	0	13,486,190	13,486,190	0.00	23.00	23.00
	Total		0	222,719,560	222,719,560	0.00	740.00
Stormwater Management Utility	Stormwater - Admin. & Financial Management	0	993,070	993,070	0.00	3.00	3.00
	Stormwater - Engineering	0	2,509,700	2,509,700	0.00	10.00	10.00
	Stormwater - Operations & Maintenance	0	3,847,030	3,847,030	0.00	15.00	15.00
	Total	0	7,349,800	7,349,800	0.00	28.00	28.00
Transportation & Engineering	Director's Office	496,450	970,900	1,467,350	11.00	10.00	21.00
	Transportation Planning and Urban Design	54,940	549,770	604,710	1.00	14.95	15.95
	Engineering	395,150	2,828,570	3,223,720	9.00	88.50	97.50
	Traffic Engineering	2,441,310	2,716,200	5,157,510	1.00	28.00	29.00
	General Aviation	0	1,934,290	1,934,290	0.00	13.00	13.00
	Total	3,387,850	8,999,730	12,387,580	22.00	154.45	176.45
	Water Works	Departmental Support Services	0	60,062,940	60,062,940	0.00	134.38
Commercial Services		0	7,737,070	7,737,070	0.00	64.38	64.38
Supply		0	24,219,240	24,219,240	0.00	138.00	138.00
Distribution		0	20,668,330	20,668,330	0.00	174.00	174.00
Water Quality Science & Treatment		0	9,480,400	9,480,400	0.00	43.92	43.92
Engineering		0	6,205,670	6,205,670	0.00	88.19	88.19
Total		0	128,373,650	128,373,650	0.00	642.87	642.87



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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,507,260	1,517,000	1,476,500	(40,500)	1,407,300
Employee Benefits	577,060	464,460	469,090	4,630	447,100
Other Expenses	52,380	49,500	44,550	(4,950)	43,380
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,136,700	2,030,960	1,990,140	(40,820)	1,897,780
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	2,136,700	2,030,960	1,990,140	(40,820)	1,897,780
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00



Department Programs

1. City Councilmembers

Program Summaries

Program 1: City Councilmembers

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,507,260	1,517,000	1,476,500	(40,500)	1,407,300
Employee Benefits	577,060	464,460	469,090	4,630	447,100
Other Expenses	52,380	49,500	44,550	(4,950)	43,380
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,136,700	2,030,960	1,990,140	(40,820)	1,897,780
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	2,136,700	2,030,960	1,990,140	(40,820)	1,897,780
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program 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
67,630	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases.

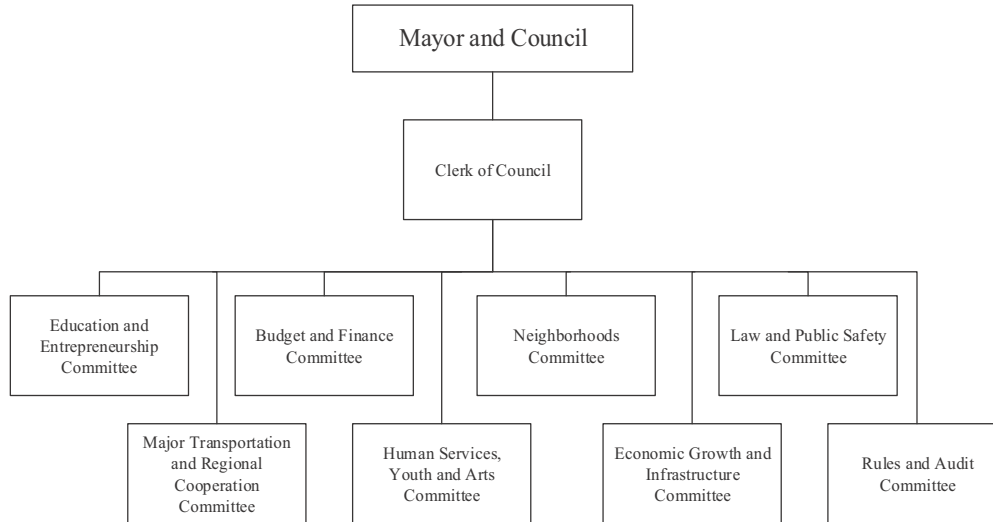
One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(108,450)	0.00	(108,450)	0.00	General Fund	This reduction is a decrease in personnel and non-personnel costs for each City Council Office.



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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	573,390	570,210	565,800	(4,410)	543,520
Employee Benefits	133,130	152,850	142,410	(10,440)	136,630
Other Expenses	132,230	105,270	63,360	(41,910)	62,860
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	838,750	828,330	771,570	(56,760)	743,010
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	838,750	828,330	771,570	(56,760)	743,010
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00	9.00

Departmental Budgets

Office of the Mayor



Department Programs

- Office of the Mayor

Program Summaries

Program 1: Office of the Mayor

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	573,390	570,210	565,800	(4,410)	543,520
Employee Benefits	133,130	152,850	142,410	(10,440)	136,630
Other Expenses	132,230	105,270	63,360	(41,910)	62,860
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	838,750	828,330	771,570	(56,760)	743,010
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	838,750	828,330	771,570	(56,760)	743,010
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00	9.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
18,150	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases.

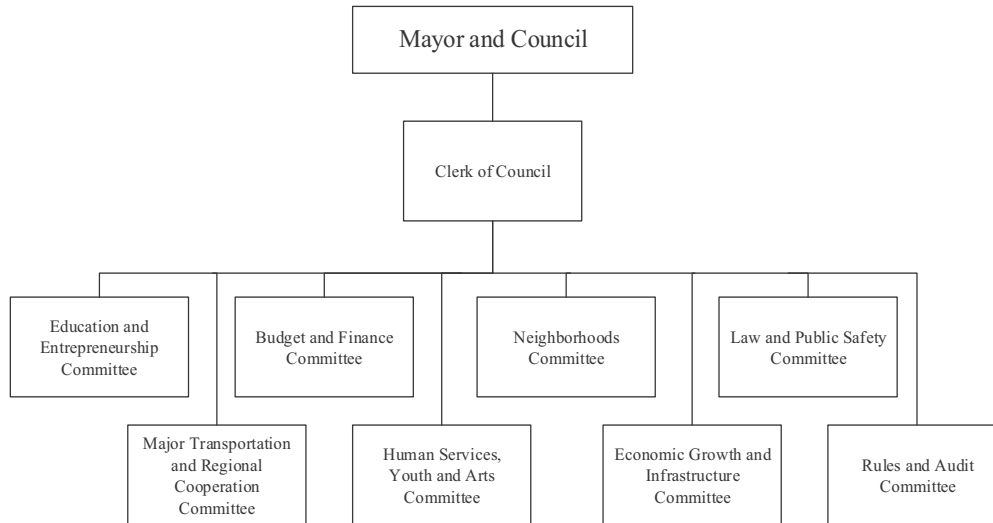
One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(11,650)	0.00	(11,650)	0.00	General Fund	This reflects a reduction in the Mayor's Office's personnel and non-personnel costs.
(63,260)	0.00	(63,260)	0.00	General Fund	This reduction reflects a decrease in the Mayor's Obligations account.



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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	374,590	346,050	373,490	27,440	364,050
Employee Benefits	109,210	116,150	125,640	9,490	121,800
Other Expenses	258,280	254,770	188,270	(66,500)	184,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	742,080	716,970	687,400	(29,570)	670,160
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	742,080	716,970	687,400	(29,570)	670,160
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	5.84	5.84	5.84	0.00	5.84

Departmental Budgets

Clerk of Council



Department Programs

1. Clerk of Council

Program Summaries

Program 1: Clerk of Council

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	374,590	346,050	373,490	27,440	364,050
Employee Benefits	109,210	116,150	125,640	9,490	121,800
Other Expenses	258,280	254,770	188,270	(66,500)	184,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	742,080	716,970	687,400	(29,570)	670,160
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	742,080	716,970	687,400	(29,570)	670,160
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	5.84	5.84	5.84	0.00	5.84

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
36,930	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases.

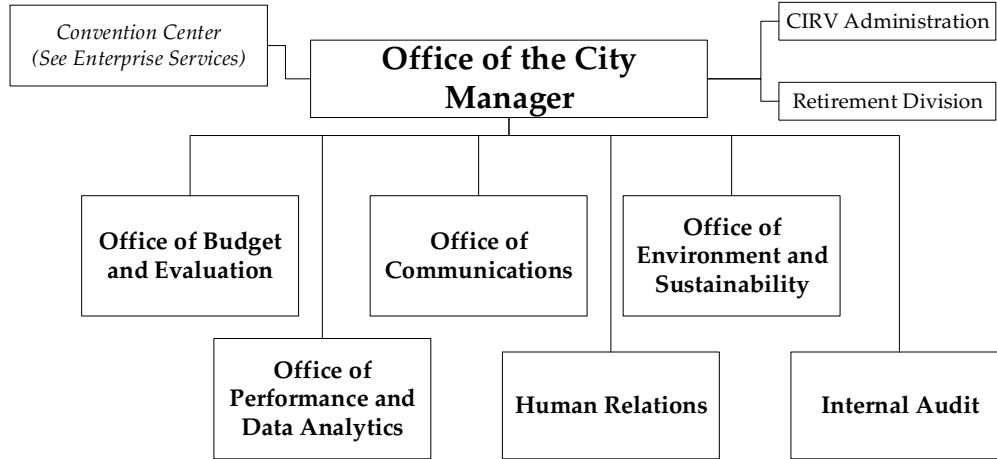
One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(66,500)	0.00	(66,500)	0.00	General Fund	This reflects a reduction in the Clerk of Council Office for various non-personnel costs.



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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	8,453,140	3,349,860	3,689,380	339,520	3,690,420
Employee Benefits	2,495,710	908,400	1,087,850	179,450	1,085,970
Other Expenses	4,800,640	4,447,480	4,576,500	129,020	4,447,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	15,749,490	8,705,740	9,353,730	647,990	9,223,390
Operating Budget Restricted					
Personnel Services	1,896,510	105,660	105,660	0	105,660
Employee Benefits	873,840	43,180	43,180	0	43,180
Other Expenses	469,520	25,110	22,570	(2,540)	23,020
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,239,870	173,950	171,410	(2,540)	171,860
Internal Service Funds	188,600	170,610	212,510	41,900	221,860
Total	19,177,960	9,050,300	9,737,650	687,350	9,617,110
Consolidated Plan Projects (CDBG)	26,190	26,170	0	(26,170)	0
Program Revenue	4,710,000	3,900,000	3,930,000	30,000	3,930,000
Total Full-time Equivalent Positions	180.50	55.50	61.70	6.20	61.70



Department Programs

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

Program Summaries

Program 1: Retirement Division

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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
Other Expenses	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
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	12.00	2.00	12.00



Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	2.00	All Funds	The Operating Budget for the Retirement Division program is developed separately from the rest of the City organization and is subject to the approval of the Retirement Board. Only the FTE of the Division are reflected here. The increase in FTE is due to the volume of work arising from the implementation of the Collaborative Settlement Agreement.

Departmental Budgets

City Manager



Program 2: Office of the City Manager

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	973,330	1,055,140	1,141,380	86,240	1,107,320
Employee Benefits	192,990	211,470	284,010	72,540	273,460
Other Expenses	416,120	276,140	1,015,710	739,570	972,700
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,582,440	1,542,750	2,441,100	898,350	2,353,480
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	1,582,440	1,542,750	2,441,100	898,350	2,353,480
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	12.00	12.00	11.00	(1.00)	11.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,072,510	(2.00)	All Funds	This program reflects a General Fund increase due to the transfer of the leveraged support contract with The Center for Closing the Health Gap from the Health Department, decreases in position reimbursements, as well as City Council approved wage increases and employee benefits increases. The decrease in FTE is due to the elimination of the Executive Project Director position for the Streetcar and a vacant Senior Administrative Specialist position.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
112,470	1.00	115,420	1.00	General Fund	This increase represents the addition of a Chief Advocate for the Elderly and Disabled position to the City Manager's Office. This City Council-supported position will help the City fulfill the goals of the Golden Cincinnati Initiative.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(250,000)	0.00	(250,000)	0.00	General Fund	This represents a 25.0% reduction to leveraged support.



Program 3: Office of Communications

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	351,230	355,200	394,070	38,870	390,920
Employee Benefits	112,150	123,750	142,540	18,790	147,340
Other Expenses	260,190	249,990	90,350	(159,640)	86,810
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	723,570	728,940	626,960	(101,980)	625,070
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	76,430	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	76,430	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	800,000	728,940	626,960	(101,980)	625,070
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	2,800,000	2,800,000	2,800,000	0	2,800,000
Total Full-time Equivalent Positions	5.50	5.50	5.00	(0.50)	5.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
58,080	(0.50)	All Funds	This program represents a General Fund increase due to City Council approved wage increases and employee benefits increases. The decrease in FTE is due to the elimination of a vacant, part-time position.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(60,060)	0.00	(60,060)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will decrease the amount of resources available for a third party communications provider.
(100,000)	0.00	(100,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will shift resources available for the provision of community media to the Cable Access Channel Management Fund.

Departmental Budgets

City Manager



Program 4: Office of Budget and Evaluation

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	707,260	734,050	711,400	(22,650)	741,300
Employee Benefits	174,790	198,000	204,260	6,260	210,950
Other Expenses	161,800	157,260	108,730	(48,530)	102,610
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,043,850	1,089,310	1,024,390	(64,920)	1,054,860
Operating Budget Restricted					
Personnel Services	105,660	105,660	105,660	0	105,660
Employee Benefits	49,750	43,180	43,180	0	43,180
Other Expenses	24,830	25,110	22,570	(2,540)	23,020
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	180,240	173,950	171,410	(2,540)	171,860
Internal Service Funds	0	0	0	0	0
Total	1,224,090	1,263,260	1,195,800	(67,460)	1,226,720
Consolidated Plan Projects (CDBG)	26,190	26,170	0	(26,170)	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	12.00	11.00	11.00	0.00	11.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
69,110	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(76,470)	0.00	(76,470)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will decrease the amount of resources available for Contractual Services.
(60,100)	0.00	0	0.00	General Fund	This reflects a reduction to the department's budget. This will be accomplished by holding a Senior Management Analyst position vacant for four months.



Program 5: Office of Environment and Sustainability

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	314,300	373,620	433,770	60,150	427,020
Employee Benefits	116,470	125,130	140,600	15,470	136,950
Other Expenses	2,771,290	2,754,250	2,683,080	(71,170)	2,636,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,202,060	3,253,000	3,257,450	4,450	3,200,280
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	188,600	170,610	212,510	41,900	221,860
Total	3,390,660	3,423,610	3,469,960	46,350	3,422,140
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	510,000	1,100,000	1,130,000	30,000	1,130,000
Total Full-time Equivalent Positions	7.00	7.00	7.70	0.70	7.70

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
26,470	0.70	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The FTE increase is due to converting a contractual position into a part-time position.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
10,280	0.00	10,790	0.00	General Fund	This represents an increase in retroactive merit pay for FY 2017.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(25,000)	0.00	0	0.00	General Fund	This reflects a 25.0% reduction to leveraged funding for the Greater Cincinnati Energy Alliance in FY 2018.
(7,300)	0.00	0	0.00	General Fund	This reflects a 25.0% reduction to leveraged funding for Community Urban Agriculture in FY 2018.

Departmental Budgets

City Manager



Program 6: CIRV Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	20,280	23,320	38,680	15,360	38,960
Employee Benefits	9,000	10,900	16,940	6,040	17,060
Other Expenses	718,780	721,400	530,000	(191,400)	505,250
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	748,060	755,620	585,620	(170,000)	561,270
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	748,060	755,620	585,620	(170,000)	561,270
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program 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
(295,000)	0.00	All Funds	This program reflects a General Fund decrease due to the CIRV contract being transferred to the Cincinnati Police Department. This program has no FTE.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
125,000	0.00	125,000	0.00	General Fund	This increase represents the continuation of the City's contract with the Urban League Community Policing Partnering Center.



Program 7: Office of Performance and Data Analytics

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	232,070	469,230	482,590	13,360	506,460
Employee Benefits	69,120	122,140	126,140	4,000	131,540
Other Expenses	88,750	56,750	101,510	44,760	98,280
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	389,940	648,120	710,240	62,120	736,280
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	389,940	648,120	710,240	62,120	736,280
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	5.00	6.00	1.00	6.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
19,580	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
42,540	1.00	87,930	1.00	General Fund	This increase represents the addition of an Administrative Specialist to the Office of Performance and Data Analytics effective January 1, 2018. This position will help the City monitor, analyze, and report on progress in community policing, which is mandated by the Collaborative Agreement.

Departmental Budgets

City Manager



Program 8: Emergency Communications Center

Description: The Emergency Communications Center program moved to the Cincinnati Police Department as of FY 2017.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	5,854,670	0	0	0	0
Employee Benefits	1,821,190	0	0	0	0
Other Expenses	383,710	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	8,059,570	0	0	0	0
Operating Budget Restricted					
Personnel Services	1,790,850	0	0	0	0
Employee Benefits	824,090	0	0	0	0
Other Expenses	368,260	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,983,200	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	11,042,770	0	0	0	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	1,400,000	0	0	0	0
Total Full-time Equivalent Positions	131.00	0.00	0.00	0.00	0.00



Program 9: Internal Audit

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	258,040	254,250	(3,790)	249,390
Employee Benefits	0	89,270	99,770	10,500	96,930
Other Expenses	0	56,690	6,690	(50,000)	6,510
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	404,000	360,710	(43,290)	352,830
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	404,000	360,710	(43,290)	352,830
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	4.00	4.00	0.00	4.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(43,290)	0.00	All Funds	This program reflects a General Fund decrease due to the discontinuation of contractual services expenses approved for FY 2017 only. There is no change in FTE.

Departmental Budgets

City Manager



Program 10: Human Relations

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	81,260	233,240	151,980	229,050
Employee Benefits	0	27,740	73,590	45,850	71,740
Other Expenses	0	175,000	40,430	(134,570)	38,530
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	284,000	347,260	63,260	339,320
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	284,000	347,260	63,260	339,320
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	1.00	5.00	4.00	5.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
62,830	4.00	All Funds	This program reflects a General Fund increase due to additional non-personnel expenses and City Council approved wage increases and employee benefits increases. The increase in FTE is due to the addition of staff needed for the creation of the Office of Human Relations in FY 2017 which converted contract employees to City employees.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
10,000	0.00	10,000	0.00	General Fund	This increase will provide non-personnel resources for the Office of Human Relations, which will allow the office to function administratively.
30,430	0.00	30,430	0.00	General Fund	This increase will allow the City to pay the underfunded pension balance owed to the United Way for retired Cincinnati Human Relations Commission (CHRC) employees.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(40,000)	0.00	(40,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will hold an Administrative Specialist position vacant for six months.



Office of Communications

Innovative Government

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

i DESCRIPTION: The purpose of this priority is to work with ETS and OPDA to promote and enhance citizen knowledge, accessibility, and interaction with the City's dashboards and Open data efforts.

In addition to promoting government accountability and transparency, Open Data and interactive dashboards generate efficiencies for communications personnel citywide. By automating publication of datasets, Open data ultimately reduces staff time spent tracking/compiling FOIA/public records requests; eliminates request redundancy; and ensures consistency and quality control in datasets/information pushed to the general public.

i KEY MILESTONES:

- Create strategic outreach opportunities and communication strategies for promoting city dashboards and open data.
- Identify key datasets to push to Open Data (based on request frequency; availability; request size, and other factors) to reduce staff time and improve overall consistency and quality of data provided to the general public.
- Create mechanism for feedback on Open Data dataset suggestions, both internally (from Departments) and externally (community/citizens/users).

Relevant Data	Data Source
Number of FOIA requests	Manual tracking
Number of datasets published to Open Data (total)	Cincinnati Open Data Portal
Number of dashboards created for strategic community outreach	Cincy Insights Dashboard Portal



2) Grow the City's web presence (including social media and Citicable) to promote City initiatives and inform citizens about City Operations

i DESCRIPTION: This priority focuses on fully utilizing and updating the City's web presence, including social media, the City website, and Citicable. Enhanced online media presence.

i KEY MILESTONES:

- Work with OPDA and ETS to start quantifiably tracking online presence (via social media, website, etc.), and utilize data to drive strategic outreach activity.
- Use data collected to track relationship between discrete online/social media platforms, and strategically drive communications efforts.
- Work with OPDA and ETS to enhance customer service tools and web accessibility for citizens via the City's website.

Relevant Data	Data Source
Number of social media followers (Twitter & Facebook)	Facebook & Twitter analytics
Number of impressions per tweet/post (average)	Facebook & Twitter Analytics
Number of tweet/post shares (average)	Facebook & Twitter Analytics
Number of website views per week (average)	e-gov
Number of Citicable viewers (average)	Citicable



3) Utilize existing communications methods to enhance community engagement efforts

i **DESCRIPTION:** The purpose of this priority is to outline the City's communications plan for enhancing and enabling optimal community engagement for citizens/residents.

i **KEY MILESTONES:**

- Ensure that community council information is up to date.
- Scope community engagement platform to enhance resident-to-resident communications, as well as resident-to-City communications.

Relevant Data	Data Source
Number of applications/ citizen facing technology tools	TBD
Number of community feedback mechanisms	TBD

Office of Budget and Evaluation

Thriving and Healthy Neighborhoods

1) Youth to Work Program -Summer Employment Funding

i **DESCRIPTION:** Summer youth employment is a priority to the City of Cincinnati and will need an effective budget strategy to support growing the program. Over the next three years, a goal has been established to incrementally increase youth participation to one-thousand youth participants by the year 2020.

i **KEY MILESTONES:** Number of youth employed, transfer of budget from CED to CRC.

Relevant Data	Data Source
Number of Youth Employed	Recreation, CED
Funding Level (per year)	Budget Office



Fiscal Sustainability and Strategic Investment

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

i **DESCRIPTION:** Develop a structurally balanced budget and develop processes to sustainably ensure sound financial condition in future years. Monitor departments' operating budgets and identify any overages or underages for all funds. Keep council members and mayor informed of current budget issues for fiscal year.

i **KEY MILESTONES:** FY18/19 Budget to be structurally balanced when presented to the Mayor and City Council; budget monitoring reports submitted to council monthly from October to February annually; Final Adjustment Ordinance presented to Council in May annually to end the year balanced.

2) Focus on Performance Management to Improve Service Delivery

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

i **KEY MILESTONES:** FY18 budget to include OPDA info as agreed upon by Budget and OPDA; support the STAT and iLab programs; utilize Budget Office staff to assist OPDA for reports and as needed for data.

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

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

i **KEY MILESTONES:** FY18 budget to include funding to continue the capital investment; participation in IT Governance, the appropriation of capital dollars for IT Efficiencies.



Office of Environment and Sustainability

Thriving and Healthy Neighborhoods

1) Enhance Energy Management

i **DESCRIPTION:** Energy is an essential tool for performing many City functions and may be the 2nd largest expense in the City budget, after personnel costs. The City seeks to reduce costs, ensure reliability and minimize negative environmental and public health impacts through management of the City's energy utilization.

i **KEY MILESTONES:**

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

Relevant Data	Data Source
City's Energy Usage	Manual Tracking
City Energy Cost	Manual Tracking
Energy savings generated from renewable energy in City buildings	Manual Tracking



2) Update and Implement the Green Cincinnati Plan

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

i **KEY MILESTONES:** Functionality to be completed by November 1, 2017.

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

Relevant Data	Data Source
OPDA Live Dashboards published	OPDA
Datasets tracked for Green Cincinnati Plan	Manual Tracking (OES)



3) Reduce Cincinnati's Landfill Dependence

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

- i** **KEY MILESTONES:**
- Increase participation and Diversion in the Curbside Recycling Program.
 - Launch and increase utilization of the Textile Recycling Service.
 - Create sites that can accept and beneficially reuse organic wastes in Cincinnati.

Relevant Data	Data Source
Recycling Participation Citywide	Cascade
Tonnage Recycled	Cascade
Trash Tonnage	DPS: Rehrig
Monthly participation by Neighborhood	Cascade
Textile Recycling Tonnage	OES



Office of Internal Audit

Innovative Government

1) Quality Reporting

i **DESCRIPTION:** Produce quality reports that provide recommendations to improve the internal control structure within City government.

i **KEY MILESTONES:** Working with the Internal Audit Committee to identify areas of risk, conducting audits per Generally Accepted Government Auditing Standards (GAGAS) and properly communicating to management findings and recommendations.

2) Fraud, Waste, and Abuse Hotline

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

i **KEY MILESTONES:** Respond in a timely manner to all allegations made through the Hotline.

Relevant Data	Data Source
Number of cases (intake via Fraud, Waste, & Abuse Hotline)	Internal Audit
Number of cases (intake via Fraud, Waste, & Abuse online form)	Internal Audit



Employee Retirement System

Innovative Government

1) Update Service Reciprocity Agreements with Ohio State Pension Systems and Update Cincinnati Municipal Code

i **DESCRIPTION:** In January 2017, the Ohio Governor signed legislation changing service reciprocity rules for the five Ohio pension systems and CRS. The legislation becomes effective in April. CRS worked with OPERS in 2016 to review the proposed legislation. CRS presented the proposed legislation impact to the CRS Board in 2016 and the Board approved the changes for CRS.

First, the legislation delays service transfers until the member is within 90 days of retirement or the service transfer makes the members retirement eligible and they retire within 90 days. The purpose of this initiative is to significantly reduce the staff time and resources spent on administering this provision, provide an incentive for members to leave their contributions on deposit with a retirement system thereby enhancing cash flows and investment opportunities, and causes members to consider such a decision at the more appropriate time near the end of their career.

The legislation also requires that a member retire from the pension system in which they have the most service, whether or not they are employed by that system when they choose to retire. This will protect CRS from potential cash out-flows, and dampen the risk of higher actuarial losses.

i **KEY MILESTONES:** CRS will require the assistance of the Solicitor's Office to review the legislation, determine how to proceed and develop and submit an ordinance to City Council. The goal is to have the Ordinance submitted to Council no later than September 2017.

PensionGold will also be reprogrammed.



2) Develop and Integrate PensionGold Functionality to administer revised service reciprocity agreements with Ohio Pension Systems

i **DESCRIPTION:** See background discussion in Priority 1. above. CRS plans to incorporate the functionality of three independent applications currently used to administer service transfers, into the PensionGold System. This will reduce turnaround time for members by 2 months, reduce staff processing time, and increase the data integrity and tracking capability of the PensionGold System.

i **KEY MILESTONES:** Functionality to be completed by November 1, 2017.

Fiscal Sustainability and Strategic Investment

1) Develop and Submit a request for proposal for actuarial services

i **DESCRIPTION:** The contract with the current actuary expires in September 2018 and will have been in place for 10 years. City administrative requirements and strong business practices require a market check periodically. Actuarial services are the foundation of a defined benefit pension system and are integral in calculating current and future financial assets and liabilities, analyzing trends and proposed changes, and educating and communicating with the Board of Trustees, City Administration, and City Council. Projected actuarial fees for 2017 are \$225,000. The RFP will address City purchasing requirements, ensure CRS has leading edge actuarial services, and confirm that CRS is obtaining the best value for these services.

i **KEY MILESTONES:** Milestone 1. - Have an RFP developed and submitted to the market by December 31, 2017. Milestone 2. – Select a firm by June 30, 2018.



2) Automate Pension Benefit Statement for Members

i **DESCRIPTION:** CRS to implement a new module into the PensionGold Administrative System that will allow CRS members to generate online pension statements in real time, see member contribution account balances, and prepare future pension benefit estimates. This will significantly enhance member services and access to information; and reduce CRS staff time and resources needed to handle phone calls/inquiries and to manually prepare and send information to members.

i **KEY MILESTONES:** Milestone 1. - Design and implement test module for Active members, and identify a test group of users by October 1, 2017. Have functionality available to all Active members by April 1, 2018.

3) Implement outstanding components of the Collaborative Settlement Agreement

i **DESCRIPTION:** Poverty COLA provision to be implemented retroactively to January 1, 2016. Implement the collection of attorney fees from the covered Active Class members who are retired.

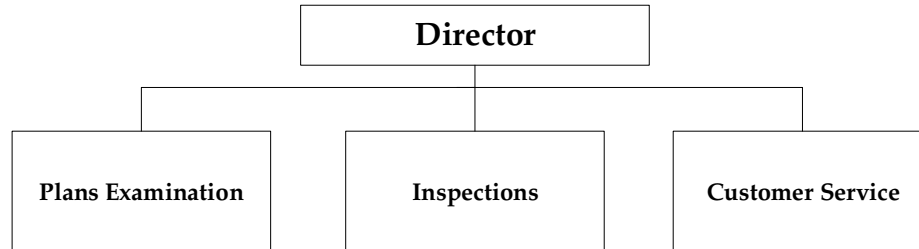
i **KEY MILESTONES:** Poverty COLA provision implemented by June 1, 2017. Attorney fees to be collected within 60 days of the final approval of the methodology by the parties to the CSA.





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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	5,066,270	5,956,890	6,445,320	488,430	6,490,620
Employee Benefits	1,758,470	2,298,970	2,704,440	405,470	2,687,790
Other Expenses	625,120	1,320,980	896,500	(424,480)	866,200
Properties	0	0	0	0	0
Debt Service	70,140	0	0	0	0
Operating Total	7,520,000	9,576,840	10,046,260	469,420	10,044,610
Operating Budget Restricted					
Personnel Services	46,000	96,000	176,390	80,390	176,390
Employee Benefits	21,500	36,500	77,020	40,520	77,020
Other Expenses	6,820	706,950	846,260	139,310	846,400
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	74,320	839,450	1,099,670	260,220	1,099,810
Internal Service Funds	0	0	0	0	0
Total	7,594,320	10,416,290	11,145,930	729,640	11,144,420
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	7,363,000	10,158,000	12,600,370	2,442,370	12,894,910
Total Full-time Equivalent Positions	99.50	112.50	112.50	0.00	112.50

Departmental Budgets

Buildings & Inspections



Department Programs

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

Program Summaries

Program 1: Building Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	497,150	518,330	597,900	79,570	587,850
Employee Benefits	135,680	177,390	195,820	18,430	190,450
Other Expenses	196,690	192,820	217,940	25,120	211,820
Properties	0	0	0	0	0
Debt Service	70,140	0	0	0	0
Operating Total	899,660	888,540	1,011,660	123,120	990,120
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	6,820	6,950	6,950	0	7,090
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,820	6,950	6,950	0	7,090
Internal Service Funds	0	0	0	0	0
Total	906,480	895,490	1,018,610	123,120	997,210
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	7.00	6.00	7.00	1.00	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
123,120	1.00 All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to the transfer of a Clerk Typist 3 position to this program from the Customer Services program.



Program 2: Customer Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	488,200	570,490	559,510	(10,980)	566,200
Employee Benefits	175,410	204,810	266,580	61,770	273,040
Other Expenses	55,160	73,080	73,430	350	71,390
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	718,770	848,380	899,520	51,140	910,630
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	718,770	848,380	899,520	51,140	910,630
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	1,705,000	2,205,000	2,696,060	491,060	2,990,600
Total Full-time Equivalent Positions	10.00	12.00	11.00	(1.00)	11.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
51,140	(1.00)	All Funds	This program reflects a General Fund increase due to increases in contractual services and employee benefits. The decrease in FTE is due to a Clerk Typist 3 position being transferred from this program to the Administration program.

Departmental Budgets

Buildings & Inspections



Program 3: Plan Examination

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	565,380	654,580	743,530	88,950	738,510
Employee Benefits	175,320	197,590	242,750	45,160	249,690
Other Expenses	21,880	37,510	33,910	(3,600)	32,950
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	762,580	889,680	1,020,190	130,510	1,021,150
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	762,580	889,680	1,020,190	130,510	1,021,150
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	9.00	9.00	0.00	9.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
130,510	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



Program 4: Building Construction Inspections

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,210,390	1,232,010	1,319,670	87,660	1,328,000
Employee Benefits	454,160	523,350	549,030	25,680	542,930
Other Expenses	106,510	126,120	125,520	(600)	119,400
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,771,060	1,881,480	1,994,220	112,740	1,990,330
Operating Budget Restricted					
Personnel Services	46,000	46,000	46,000	0	46,000
Employee Benefits	21,500	21,500	21,500	0	21,500
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	67,500	67,500	67,500	0	67,500
Internal Service Funds	0	0	0	0	0
Total	1,838,560	1,948,980	2,061,720	112,740	2,057,830
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	4,465,000	6,338,000	8,585,000	2,247,000	8,585,000
Total Full-time Equivalent Positions	22.00	22.00	22.00	0.00	22.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
112,740	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

Departmental Budgets

Buildings & Inspections



Program 5: Plumbing Inspections

Description: This program performs all new construction plumbing inspections.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	306,090	307,030	345,960	38,930	351,090
Employee Benefits	122,710	140,650	151,770	11,120	149,300
Other Expenses	29,970	30,730	30,700	(30)	29,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	458,770	478,410	528,430	50,020	530,190
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	458,770	478,410	528,430	50,020	530,190
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	543,000	65,000	60,000	(5,000)	60,000
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
50,020	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



Program 6: Elevator Inspection

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	413,990	442,120	492,970	50,850	501,950
Employee Benefits	151,490	183,620	207,450	23,830	204,510
Other Expenses	29,910	33,530	33,180	(350)	32,260
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	595,390	659,270	733,600	74,330	738,720
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	595,390	659,270	733,600	74,330	738,720
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	650,000	800,000	600,000	(200,000)	600,000
Total Full-time Equivalent Positions	7.00	8.00	8.00	0.00	8.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
74,330	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

Departmental Budgets

Buildings & Inspections



Program 7: Property Maintenance Code Enforcement

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,271,600	1,744,770	1,847,800	103,030	1,880,290
Employee Benefits	426,840	696,420	882,390	185,970	873,680
Other Expenses	157,500	798,970	359,600	(439,370)	346,980
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,855,940	3,240,160	3,089,790	(150,370)	3,100,950
Operating Budget Restricted					
Personnel Services	0	50,000	130,390	80,390	130,390
Employee Benefits	0	15,000	55,520	40,520	55,520
Other Expenses	0	700,000	839,310	139,310	839,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	765,000	1,025,220	260,220	1,025,220
Internal Service Funds	0	0	0	0	0
Total	1,855,940	4,005,160	4,115,010	109,850	4,126,170
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	750,000	659,310	(90,690)	659,310
Total Full-time Equivalent Positions	33.50	40.50	40.50	0.00	40.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
559,850	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
75,000	0.00	75,000	0.00	General Fund	This increase represents funding for a Homeowner Services Program in partnership with The Home Ownership Center of Greater Cincinnati, Inc.
0	0.00	0	0.00	General Fund	This proposed revenue enhancement seeks to address the category of buildings vacated by owner choice, not by foreclosure or a City issued vacate order. A special fund will be set up for this fee after determination of revenues. Additionally, an expense budget will be created to match revenues.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(25,000)	0.00	(25,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reflects a 50.0% reduction to the Landlord Training Program.



One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(500,000)	0.00	(500,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents a decrease in funding to the SEED Program.

Departmental Budgets

Buildings & Inspections



Program 8: Zoning Plan Review

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	313,470	487,560	537,980	50,420	536,730
Employee Benefits	116,860	175,140	208,650	33,510	204,190
Other Expenses	27,500	28,220	22,220	(6,000)	21,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	457,830	690,920	768,850	77,930	762,520
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	457,830	690,920	768,850	77,930	762,520
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	5.00	8.00	8.00	0.00	8.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
77,930	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



Growing Economy

1) Walk Through Plan Review Program.

i **DESCRIPTION:** This program has been revamped into two categories:

TIER I is now our same day review, targeted toward smaller projects that would otherwise be entangled in the longer review process. Typically takes an hour or less in review time. B&I has achieved a drastic reduction in review time for these smaller projects thus benefitting the customer.

TIER II is focused on medium sized projects that can typically be reviewed in less than an hour. The Tier II reviews can be scheduled for appointment (as an option). The benefit of these reviews is that it has reduced review time but more importantly it brings together all the agencies that would be involved in the review for a particular plan at the same meeting.

- i** **KEY MILESTONES:**
- Measure success of program through:
 - Number of plans reviewed in Tier 1
 - Percentage of total plans reviewed
 - Percentage of permits issued same day that are Tier 1
- Solicit input from industry on the value of the program

Relevant Data	Data Source
Number of plans reviewed (Tier I process)	Permits Plus
Percentage of total plans reviewed	Permits Plus
Percentage of permits issued same-day	Permits Plus



2) Continuation and continued implementation of the Enhanced Pre-Development Process.

i **DESCRIPTION:** This program is a team review, led by the DSF, which allows clients to have their new construction projects reviewed prior to submitting for any permits. This allows for discovery of any potential issues that may hinder the development of their projects. It has been implemented and is included under the Development Services Facilitator (DSF) in conjunction with our Courtesy Inspection Program.

i **KEY MILESTONES:**

- The department has increased communication within the development community and the Department of Community & Economic Development (DCED).
- Flagged all potential city-involved projects.
- The DSF has had ongoing discussions on utilization of the predevelopment process and the courtesy inspection and how it will enhance DCED services.

Over the next year, the department anticipates working with CAGIS to develop implementation of this program and all its findings into Permits Plus and Project Docs. Integration of all agencies involved in the process will be able to enter notes into Permit Plus.

Relevant Data	Data Source
Number of projects	Manual Tracking
Number of projects by type	Manual Tracking
Number of projects initialized (by month)	Manual Tracking
Number of projected completed (by month)	Manual Tracking



Thriving and Healthy Neighborhoods

1) Residential Rental Inspection Program (RRI).

i **DESCRIPTION:** The goal of the RRI program is to improve the quality of housing stock within defined inspection districts through a systematic inspection of the interior of dwelling units that are non-owner occupied. All eligible dwelling units will be inspected for compliance with building and house code requirements. Well maintained buildings will receive a 4 year certificate and all others will receive a 1 year certificate.

- i** **KEY MILESTONES:** Over the next year the department anticipates implementation of this program therefore are milestones to achieve are:
- Conduct outreach to effected neighborhoods, university, and landlord associations
 - Upon passage, send notifications to property owners with FAQ's, application, and self-inspection checklist
 - Hire authorized inspectors
 - Schedule all properties for inspection
 - Perform Inspections
 - Estimate future year staffing level based on percentages of 4 year certificates issued
 - Measure success of program through:
 - Number of plans reviewed in Tier 1
 - Percentage of total plans reviewed
 - Percentage of permits issued same day that are Tier 1

Relevant Data	Data Source
Dwelling units inspected	Permits Plus
Reduction in complaints (volume)	Permits Plus
Reduction in complaints (%)	Permits Plus
Number of violations discovered	Permits Plus
Number of illegal units discovered	Permits Plus



2) Façade Safety Program

i **DESCRIPTION:** The goal of the program is to prevent injury or death that occur from falling portions of defective facades on buildings 5 stories tall or greater.

i **KEY MILESTONES:**

- Outreach to owners of applicable buildings
- Outreach to design professionals that perform evaluations
- Measure compliance rate of owners resolving issues in evaluation reports

Relevant Data	Data Source
Number of reports received	Permits Plus
Number of reports with violations	Permits Plus
Number of violations corrected in compliance period	Permits Plus
Number of violations requiring enforcement	Permits Plus



Innovative Government

1) Quality Control Program

i DESCRIPTION: The purpose of this program continues to be the same. Moving into FY18 our goal is to continue to monitor the quality of the work product for all functional workgroups. We have made changes in procedures and we will continue to evaluate, revamp and revise processes for continuous improvement.

i KEY MILESTONES: The department anticipates increased progress over the fiscal year.

- Perform quality review for each employee on a quarterly basis
- Document review findings
- Hold review sessions with each employee
- Refine procedures and training based on quality control findings

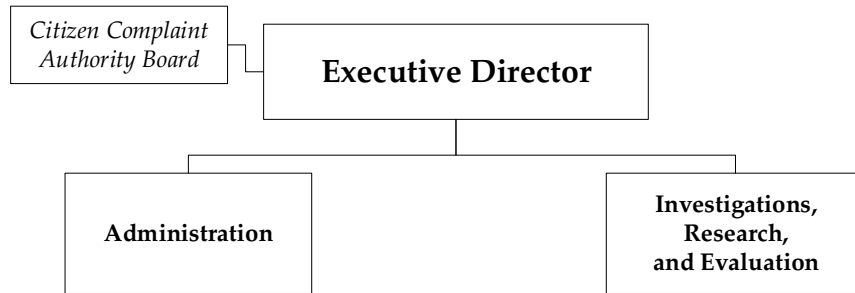
Relevant Data	Data Source
Number of quality control reviews performed	Permits Plus
Number of quality control reviews identifying area of improvement	Permits Plus
Number of policies created or changed	Permits Plus
Number of training sessions resulting from Quality Control activity	Permits Plus
Percentage change (Quality/Section)	Permits Plus





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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	596,500	468,020	485,360	17,340	472,350
Employee Benefits	203,870	156,030	156,910	880	152,010
Other Expenses	57,490	21,560	29,980	8,420	28,960
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	857,860	645,610	672,250	26,640	653,320
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	857,860	645,610	672,250	26,640	653,320
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	6.00	6.00	0.00	6.00



Department Programs

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

Program Summaries

Program 1: Investigations, Research, and Evaluation 

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	122,900	199,430	219,670	20,240	215,810
Employee Benefits	45,800	74,930	87,790	12,860	85,310
Other Expenses	39,540	10,090	9,410	(680)	9,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	208,240	284,450	316,870	32,420	310,270
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	208,240	284,450	316,870	32,420	310,270
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	3.00	3.00	0.00	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
32,420	0.00 All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



Program 2: Administration 

Description: To provide administrative support to the investigative staff.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	210,380	268,590	265,690	(2,900)	256,540
Employee Benefits	70,450	81,100	69,120	(11,980)	66,700
Other Expenses	9,970	11,470	20,570	9,100	19,810
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	290,800	361,160	355,380	(5,780)	343,050
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	290,800	361,160	355,380	(5,780)	343,050
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program 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
(5,780)	0.00	All Funds	This program reflects a General Fund decrease due to a reduction in employee benefits, which is partially offset by an increase in non-personnel expenses. There is no change in FTE.

Departmental Budgets

Citizen Complaint Authority



Program 3: Internal Audit

Description: The Internal Audit program moved to the City Manager's Office as of FY 2017.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	263,220	0	0	0	0
Employee Benefits	87,620	0	0	0	0
Other Expenses	7,980	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	358,820	0	0	0	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	358,820	0	0	0	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	0.00	0.00	0.00	0.00



Safer Streets

1) Management of Citizens Complaints.

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

i KEY MILESTONES:

- Ensure intake, assignment and investigation procedures are in compliance with the CA.
- Pending the appropriate staffing complement, address current caseload by first half of FY18.
- Upon CPD notification or stakeholders' requests, be present at crime scenes to begin preliminary investigations of CPD involved discharges of firearms and uses of force cases.
- Further develop patterns report to include criteria for tracking complaint circumstances.
- Monitor implementation/address of recommendations by CPD for tracking purposes.
- Upon stakeholders' requests, conduct research and draft policy and procedure recommendations.
- Improve and modify CCMS in order to ensure that the database remains "long term" viable.

Relevant Data	Data Source
Number of Complaints received	CCA
Number of Investigations Completed	CCA
CCA Findings (does not include pending cases)	CCA
Number of Allegations (by category)	CCA



2) Community Engagement

i **DESCRIPTION:** To inform City residents via neighborhood councils, local community organizations and citizens in addition to outreach requests about CCA's mission, investigations, statistics and other relevant topics. To further develop and increase CCA's public relations including updates to the website, social media and its literature. To execute a community engagement plan of action in support of proactive community problem oriented policing strategy.

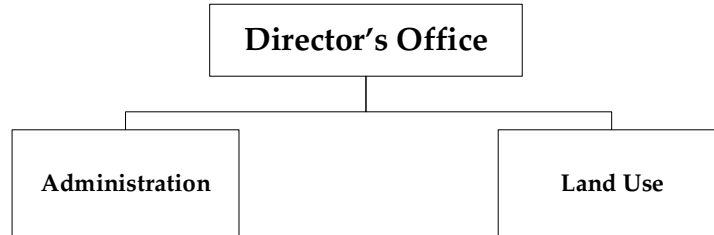
i **KEY MILESTONES:**

- Continue to develop communication (outreach/training) matrix.
- Conduct at least one outreach per month.
- Provide training and presentations per request.
- Communicate and update CCA information via social media.
- Make modifications to website to ensure viability.
- Pending funding availability, create, provide, duplicate and distribute CCA information.
- Pending funding availability, implement finalized work plan to review the goals and provisions of the CA, evaluate its progress and develop a sustainable action plan for CA stakeholders.
- Disseminate information regarding CCA and its responsibilities in order to increase awareness.



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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	405,090	513,030	525,530	12,500	519,030
Employee Benefits	123,030	151,720	163,560	11,840	160,220
Other Expenses	57,120	46,350	51,440	5,090	50,010
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	585,240	711,100	740,530	29,430	729,260
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	585,240	711,100	740,530	29,430	729,260
Consolidated Plan Projects (CDBG)	400,900	424,470	0	(424,470)	0
Program Revenue	50,000	100,000	100,000	0	100,000
Total Full-time Equivalent Positions	10.00	11.00	11.00	0.00	11.00

Departmental Budgets

City Planning



Department Programs

1. Land Use
2. City Planning Administration

Program Summaries

Program 1: Land Use

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	267,770	278,920	250,960	(27,960)	253,060
Employee Benefits	96,970	98,050	93,540	(4,510)	92,550
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	364,740	376,970	344,500	(32,470)	345,610
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	364,740	376,970	344,500	(32,470)	345,610
Consolidated Plan Projects (CDBG)	342,530	361,780	0	(361,780)	0
Program Revenue	50,000	100,000	100,000	0	100,000
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00	8.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
19,500	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(16,630)	4.00	(8,600)	4.00	General Fund	This adjustment represents the transfer of four positions from the Community Development Block Grant (CDBG) Fund to the General Fund. This also reflects an increase in reimbursements from CDBG projects and other sources.
(376,130)	(4.00)	(384,170)	(4.00)	Community Dev Block Grant	
(35,330)	0.00	(35,330)	0.00	General Fund	This represents an increase in personnel reimbursements.



Program 2: City Planning Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	137,320	234,110	274,570	40,460	265,970
Employee Benefits	26,060	53,670	70,020	16,350	67,670
Other Expenses	57,120	46,350	51,440	5,090	50,010
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	220,500	334,130	396,030	61,900	383,650
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	220,500	334,130	396,030	61,900	383,650
Consolidated Plan Projects (CDBG)	58,370	62,690	0	(62,690)	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	3.00	3.00	0.00	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
61,900	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



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Thriving & Healthy Neighborhoods

1) Complete the Land Development Code (LDC)

i **DESCRIPTION:** The new Land Development Code (LDC) has been actively in progress since 2014, when the first draft was released to the public for review and comment. City Planning Staff did extensive outreach with Community Councils in both 2014 and 2015, which resulted in hundreds of suggested changes to the text of the code and the maps. In late 2015, work on the LDC was put on hold due to the urgency of other projects with shorter-term deadlines. City Planning Staff has reinvigorated this project and developed a project management plan to complete it in FY18. Specific attention will be paid to developing a strategy to address Interim Development Control District (IDCs).

i **KEY MILESTONES:**

- Assess incomplete chapters and devise a strategy to revise and incorporate all changes suggested by the public and other City agencies.
- Re-evaluate the text in the IDC Chapter of the Cincinnati Zoning Code (CZC) and determine if text amendments could potentially lessen the work program impacts of IDCs.
- Release Draft 3 to the public and allow 2-3 month public comment period.
- Begin to take chapters through approval process of City Planning Commission and Neighborhoods Committee of City Council.

2) Downtown/Over-the-Rhine Parking Plan Task Force

i **DESCRIPTION:** In February 2016, Cincinnati City Council asked the Administration to establish a Task Force to provide policy recommendations on parking challenges in Over-the-Rhine caused by limited space; unique buildings deserving preservation; continuing development; and building and zoning code minimum parking rules. City Planning will be playing a significant role in that Task Force, made up of various City departments and other important community stakeholders.

i **KEY MILESTONES:**

- Work with other departments, community stakeholders, and consulting firm.
- Help facilitate any discussions about challenges and potential solutions.
- Help research details, viability, and cost of potential solutions.
- Provide policy recommendations to City Council.



3) Neighborhood Plan Completion

i **DESCRIPTION:** The Department of City Planning currently has 11 neighborhood plans underway, and each year several neighborhoods request assistance in developing and gaining City approval for a plan. The Department of City Planning would like to complete as many of the outstanding plans as possible to allow for staff to respond to future plan requests in a more expedient manner.

i **KEY MILESTONES:** Assess work to be done to complete each outstanding plan.

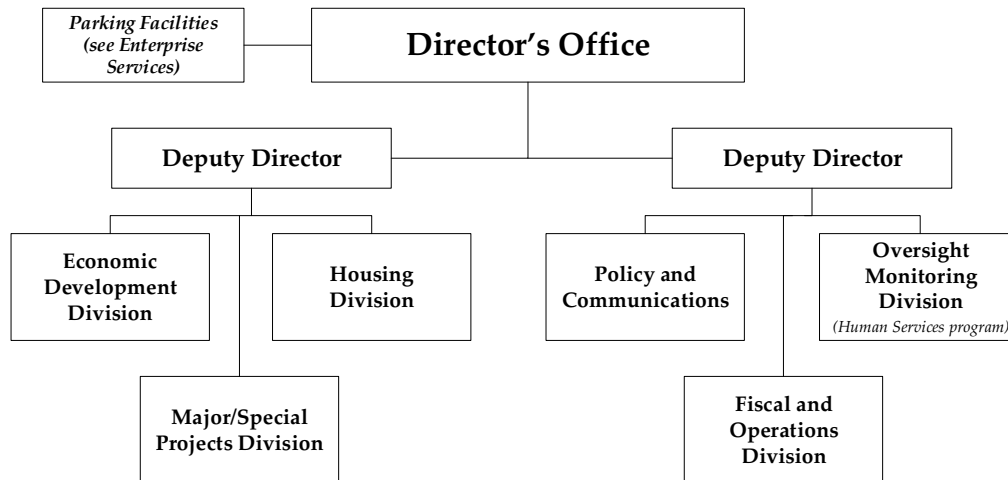
- Meet with neighborhoods with an outstanding plan to develop and agree upon a strategy to complete each plan.
- Complete final draft of each plan and circulate to appropriate City departments for review.
- Provide final plan and recommendations to City Planning Commission and City Council.

Relevant Data	Data Source
Neighborhood meetings	Planning
Neighborhood Plans Drafted	Planning
Neighborhood Plans Completed	Planning
Layers currently maintained in CAGIS	CAGIS



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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,242,220	1,721,840	1,294,840	(427,000)	1,287,050
Employee Benefits	349,840	280,480	283,800	3,320	284,920
Other Expenses	7,522,140	6,681,120	5,021,100	(1,660,020)	4,907,680
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,114,200	8,683,440	6,599,740	(2,083,700)	6,479,650
Operating Budget Restricted					
Personnel Services	73,260	77,960	172,740	94,780	179,370
Employee Benefits	12,150	13,800	36,330	22,530	37,310
Other Expenses	335,930	542,310	542,310	0	549,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	421,340	634,070	751,380	117,310	765,830
Internal Service Funds	0	0	0	0	0
Total	9,535,540	9,317,510	7,351,120	(1,966,390)	7,245,480
Consolidated Plan Projects (CDBG)	1,723,530	1,722,270	1,931,710	209,450	2,521,370
Program Revenue	430,000	486,000	490,000	4,000	490,000
Total Full-time Equivalent Positions	56.00	55.00	55.00	0.00	55.00

Departmental Budgets

Community & Economic Development



Department Programs

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

Program Summaries

Program 1: Human Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	60,000	0	0	0	0
Employee Benefits	15,410	120	0	(120)	0
Other Expenses	4,744,100	3,860,890	2,804,640	(1,056,250)	2,743,880
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	4,819,510	3,861,010	2,804,640	(1,056,370)	2,743,880
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	4,819,510	3,861,010	2,804,640	(1,056,370)	2,743,880
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program 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
(150,120)	0.00	All Funds	This program reflects a General Fund decrease which is attributable to a one-time reduction in grants and subsidies approved in FY 2017. There is no change in FTE.



One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(906,250)	0.00	(906,250)	0.00	General Fund	This represents a 25.0% reduction to leveraged funding in FY 2018 and FY 2019.

Departmental Budgets

Community & Economic Development



Program 2: Major/Special Projects Division

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	268,550	153,740	156,720	2,980	163,330
Employee Benefits	66,280	(6,060)	2,160	8,220	2,310
Other Expenses	994,820	310,000	168,750	(141,250)	165,130
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,329,650	457,680	327,630	(130,050)	330,770
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	1,329,650	457,680	327,630	(130,050)	330,770
Consolidated Plan Projects (CDBG)	(1,160)	14,630	0	(14,630)	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	8.00	1.00	8.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
44,030	1.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. This increase is partially offset by a reduction in non-personnel resources for leveraged support approved in FY 2017. The increase in FTE is related to the transfer of a Division Manager from the Economic Development Division.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(46,590)	0.00	(46,590)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will require the department to increase its savings accrued from holding certain positions vacant in FY 2018 and FY 2019.
(71,230)	0.00	(71,230)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will hold a Division Manager position vacant for FY 2018 and FY 2019.
(56,250)	0.00	(56,250)	0.00	General Fund	This reflects a 25.0% reduction to leveraged funding in FY 2018 and FY 2019.



Program 3: Fiscal & Operations Division

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	113,570	531,210	254,490	(276,720)	252,700
Employee Benefits	45,200	158,140	90,290	(67,850)	88,200
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	158,770	689,350	344,780	(344,570)	340,900
Operating Budget Restricted					
Personnel Services	73,260	77,960	87,430	9,470	90,610
Employee Benefits	12,150	13,800	15,850	2,050	16,410
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	85,410	91,760	103,280	11,520	107,020
Internal Service Funds	0	0	0	0	0
Total	244,180	781,110	448,060	(333,050)	447,920
Consolidated Plan Projects (CDBG)	368,730	207,730	342,300	134,570	366,780
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	11.00	11.00	10.00	(1.00)	10.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(263,160)	(1.00)	All Funds	This program reflects an all funds decrease due to an increase in personnel reimbursements and the elimination of a vacant Senior Administrative Specialist position which is partially offset by City Council approved wage increases and employee benefits increases.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(69,890)	0.00	(69,890)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will require the department to increase its savings accrued from holding certain positions vacant in FY 2018 and FY 2019.

Departmental Budgets

Community & Economic Development



Program 4: Oversight Monitoring Division

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	115,180	38,550	148,020	109,470	143,620
Employee Benefits	44,360	120	38,440	38,320	37,360
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	159,540	38,670	186,460	147,790	180,980
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	159,540	38,670	186,460	147,790	180,980
Consolidated Plan Projects (CDBG)	477,450	500,430	(9,140)	(509,570)	516,460
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	7.00	5.00	5.00	0.00	5.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
147,790	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



Program 5: Housing Division (includes Neighborhood Support)

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	156,970	304,300	81,340	(222,960)	79,030
Employee Benefits	0	3,580	10,940	7,360	10,670
Other Expenses	602,640	604,490	492,300	(112,190)	480,210
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	759,610	912,370	584,580	(327,790)	569,910
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	57,970	59,070	59,070	0	60,250
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	57,970	59,070	59,070	0	60,250
Internal Service Funds	0	0	0	0	0
Total	817,580	971,440	643,650	(327,790)	630,160
Consolidated Plan Projects (CDBG)	484,060	381,520	1,187,300	805,780	1,217,480
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	14.00	13.00	14.00	1.00	14.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(243,690)	1.00	All Funds	This program reflects an all funds decrease due to the transfer of the Summer Youth Employment Program to the Department of Recreation which is partially offset by City Council approved wage increases and employee benefits increases. The increase in FTE is related to the addition of a Development Officer 4 position.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(94,100)	0.00	(94,100)	0.00	General Fund	This reflects a 25.0% reduction to leveraged funding in FY 2018 and FY 2019.
10,000	0.00	10,000	0.00	General Fund	This increase will provide resources to support the Cincinnati Neighborhood Games.

Departmental Budgets

Community & Economic Development



Program 6: Director/Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	301,820	444,300	543,370	99,070	530,980
Employee Benefits	180,060	118,520	158,190	39,670	157,850
Other Expenses	332,480	349,220	349,320	100	339,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	814,360	912,040	1,050,880	138,840	1,028,430
Operating Budget Restricted					
Personnel Services	0	0	85,310	85,310	88,760
Employee Benefits	0	0	20,480	20,480	20,900
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	105,790	105,790	109,660
Internal Service Funds	0	0	0	0	0
Total	814,360	912,040	1,156,670	244,630	1,138,090
Consolidated Plan Projects (CDBG)	166,750	407,700	122,700	(285,000)	124,070
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	7.00	7.00	0.00	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
244,630	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases as well as a reclassification and fund transfer of a Deputy Director position. There is no change in FTE.



Program 7: Economic Development Division

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	226,130	249,740	110,900	(138,840)	117,390
Employee Benefits	(1,460)	6,060	(16,220)	(22,280)	(11,470)
Other Expenses	848,100	1,556,520	1,206,090	(350,430)	1,178,860
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,072,770	1,812,320	1,300,770	(511,550)	1,284,780
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	277,960	483,240	483,240	0	488,900
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	277,960	483,240	483,240	0	488,900
Internal Service Funds	0	0	0	0	0
Total	1,350,730	2,295,560	1,784,010	(511,550)	1,773,680
Consolidated Plan Projects (CDBG)	227,700	210,260	288,550	78,290	296,600
Program Revenue	430,000	486,000	490,000	4,000	490,000
Total Full-time Equivalent Positions	11.00	12.00	11.00	(1.00)	11.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(161,560)	(1.00)	All Funds	This program reflects an all funds decrease due to a reduction in funding for contractual services and the transfer of a Division Manager to the Major/Special Projects Division which is partially offset by City Council approved wage increases and employee benefits increases.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(18,740)	0.00	(18,740)	0.00	General Fund	This reflects a reduction to the department's personnel budget. This reduction will hold a Senior Management Analyst position vacant for FY 2018 and FY 2019.
(331,250)	0.00	(331,250)	0.00	General Fund	This represents a 25.0% reduction to leveraged support.



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Safer Streets

1) Neighborhood Enhancement Program (NEP)

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

i **KEY MILESTONES:** The NEP focuses on developing neighborhood assets. Integrated service delivery includes: Identifying a neighborhood, a community wish list and tracking progress over 30, 60, and 90 days.

- Concentrating building code enforcement
- Identifying and "cooling down" crime hot spots
- Cleaning up streets, sidewalks, and vacant lots
- Beautifying landscapes, streetscapes and public right of way
- Engaging property owners and residents to create and sustain a more livable neighborhood



Growing Economy

1) Promote Economic Inclusion and Build Capacity

i DESCRIPTION: Capacity building is a large component of any M/WBE program, and key to the success of the economic inclusion program. In FY18 DCED will work with DEI to identify opportunities to partner and collaborate with organizations that provide capacity building and technical support.

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

i KEY MILESTONES: DCED will work with DEI to identify economic development opportunities that promote economic inclusion, while identifying areas of need.

Relevant Data	Data Source
MBE Contract Award (%)	B2GNow
MBE Contract Award (\$)	B2GNow
WBE Contract Award (%)	B2GNow
WBE Contract Award (\$)	B2GNow
MBE Contract Spend (%)	Manual tracking
MBE Contract Spend (\$)	Manual tracking
WBE Contract Spend (%)	Manual tracking
WBE Contract Spend (\$)	Manual tracking
Contracts Awarded with Inclusion Goals	Manual tracking
Contract Award Amount	Manual tracking



2) Small Business Strategy

i DESCRIPTION: At the core of economic development is the creation and retention of employment opportunities. Small businesses may have fewer employees or even sole proprietorships, but they have the most potential to grow. Main street businesses and startups account for more than half of all the net jobs in the United States. Approval and implementation of the small business strategy is focused on both high-growth and main street business by capturing a greater percentage from local incubators, better coordination of the ecosystem and improvement of the real estate opportunities for small business.

- i KEY MILESTONES:**
- The resource navigator is expected to launch on or before the beginning of FY18.
 - The Department has started inventorying property in focused locations throughout the City, with two sites in Evanston; expect four more sites to be identified by the end of FY18.
 - The BRE program will be expanded to include recent graduates and current businesses in the regions incubators.
 - Design work for the co-working space in Walnut Hills, the Durner Building near the intersection of Gilbert and McMillan, should begin in the first Q of FY18, and approx. 5,000 sq.ft. of the 10,000 sq.ft. space will be occupied, or able to be occupied, by the end of FY18.
 - Four Advancing Diversity in Development events will occur in FY18.

Relevant Data	Data Source
Number of users: Resource Navigator	CED/Website analytics
Number of current businesses from regional incubators	CED
Number of co-working spaces created	CED
Advancing Diversity Events (Number)	CED
Business growth resulting from Small Business Strategy	CED: Salesforce
Properties Inventoried	CED



3) Building Capacity of Small Business and Entrepreneurs

i **DESCRIPTION:** The Major Projects Division in coordination with Policy and Communications, aim to build on the success of the first Downtown Pop Shop. This program pairs available or under-utilized retail space in the Central Business District with deserving entrepreneurs looking to test their brick-and-mortar retail concepts. The Pop Shop, along with other creative approaches to increasing retail opportunities, will continue to evolve to the ever changing demands of the retail sector. DCED works closely with Downtown Cincinnati, Inc. (DCI) to implement the Pop Shop.

i **KEY MILESTONES:**

- Completion of a Pop Shop Toolkit to be used by any City neighborhood in implementing its own retail initiative.
- Passing the baton for the Downtown Pop Shop to DCI, who will serve as the lead implementation agent for future Downtown Pop Shops..

Relevant Data	Data Source
Number of businesses assisted	CED
Sales (\$)	CED
Qualitative survey responses	CED
Number of co-working spaces	CED
Number of downtown pop up shop events	CED/DCI



Thriving and Healthy Neighborhoods

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

i **DESCRIPTION:** Each year, it is the goal of the Housing Division of DCED to release a Notice of Funding Availability (NOFA). The FY18 NOFAs provide the necessary capital for a wide spectrum of housing projects. Projects include affordable rental and home ownership, market rate rental and home ownership, permanent supportive housing, and infrastructure needed to support housing development. The NOFA process will continually evolve to address the needs of the City's changing housing market, including addressing issues identified through the Golden Cincinnati initiative, and providing housing attractive to "millennials."

i **KEY MILESTONES:** Progress can be measured in releasing a NOFA and thru a competitive process, selecting projects for funding and helping to bring them to fruition.

Relevant Data	Data Source
Number of businesses assisted	CED
Sales (\$)	CED
Qualitative survey responses	CED
Number of co-working spaces	CED
Number of downtown pop up shop events	CED/DCI



2) Target vacant, blighted property for development opportunities

i **DESCRIPTION:** The City owns an abundance of property, much of which is not in productive use; these properties can be magnets for crime. The Housing and Economic Development Divisions of DCED, together with other Departments, will work to identify property that can be redeveloped as new housing, industrial, or commercial opportunities. Using an RFP process, the City can identify potential developers and determine appropriate incentives, if any.

i **KEY MILESTONES:** RFP announced, awardees announced, property sale/development agreements approved.

Relevant Data	Data Source
Number of businesses assisted	CED
Sales (\$)	CED
Qualitative survey responses	CED
Number of co-working spaces	CED
Number of downtown pop up shop events	CED/DCI



Innovative Government

1) Parking Operations data collection, analysis and reporting

i **DESCRIPTION:** Collect, analyze and use parking operations data to make policy and procedure decisions aimed at maximizing revenue, increasing efficiency and providing “World Class” service delivery to businesses, employees and visitors to the City of Cincinnati.

i **KEY MILESTONES:** The Parking Division will provide datasets to OPDA for analysis and presentation, and work with Conduent (formerly Xerox) to refine current data collections and reporting.

Relevant Data	Data Source
Number of parking tickets issued	Conduent
Parking ticket fines (\$\$)	Conduent
Dashboards completed for analysis of parking data	CED



2) Operating Contract Management

i **DESCRIPTION:** The Monitoring & Compliance Division will implement management of General Fund operating contracts. This will involve tracking of scope of services, key performance indicators, and STAT reviews with Office of Performance and Data Analytics (OPDA).

i **KEY MILESTONES:** Operating contract information included in Salesforce, revised KPI's, and successful process improvements recommended through STAT reviews.

Relevant Data	Data Source
Number of contracts monitored (via PartnerStat)	CED/OPDA
Number of PartnerStat meetings	CED/OPDA
KPI revisions	CED
Funding received from CED	CED
Funding received by partner organizations: all City funding sources	CED



Fiscal Sustainability and Strategic Investment

1) Robust monitoring of DCED incentives and funding agreements

i **DESCRIPTION:** Monitoring and Compliance Division will implement additional surveillance of companies receiving tax incentives. This additional monitoring will include site visits and interviews to assess status of project and compliance with funding agreement.

i **KEY MILESTONES:** Compilation of all eligible projects due for review, annual schedule for site visits, policy for handling non-compliance.

Relevant Data	Data Source
Companies receiving tax incentives	CED
Number of site visits	CED
Number of interviews	CED
Number of eligible projects due for review	CED
Projects found to be in non-compliance	CED





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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	633,440	637,730	666,900	29,170	658,940
Employee Benefits	205,020	175,960	220,890	44,930	215,750
Other Expenses	321,450	277,220	257,610	(19,610)	249,580
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,159,910	1,090,910	1,145,400	54,490	1,124,270
Operating Budget Restricted					
Personnel Services	211,710	213,130	229,030	15,900	236,060
Employee Benefits	73,460	82,880	72,260	(10,620)	73,510
Other Expenses	23,400	23,400	12,990	(10,410)	12,880
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	308,570	319,410	314,280	(5,130)	322,450
Internal Service Funds	0	0	0	0	0
Total	1,468,480	1,410,320	1,459,680	49,360	1,446,720
Consolidated Plan Projects (CDBG)	50,260	49,890	41,190	(8,700)	41,190
Program 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 Programs

1. Contract Compliance
2. Economic Inclusion

Program Summaries

Program 1: Contract Compliance

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	74,050	32,210	146,460	114,250	147,990
Employee Benefits	22,710	13,810	66,570	52,760	65,450
Other Expenses	184,690	212,220	207,610	(4,610)	201,920
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	281,450	258,240	420,640	162,400	415,360
Operating Budget Restricted					
Personnel Services	211,710	213,130	229,030	15,900	236,060
Employee Benefits	73,460	82,880	72,260	(10,620)	73,510
Other Expenses	23,400	23,400	12,990	(10,410)	12,880
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	308,570	319,410	314,280	(5,130)	322,450
Internal Service Funds	0	0	0	0	0
Total	590,020	577,650	734,920	157,270	737,810
Consolidated Plan Projects (CDBG)	50,260	49,890	41,190	(8,700)	41,190
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	5.00	5.00	6.00	1.00	6.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
161,880	1.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to the transfer of a position from the Economic Inclusion program.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(610)	0.00	(610)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will decrease the amount of resources available for office supplies.
(2,500)	0.00	(2,500)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will decrease the amount of resources available for non-local travel expenses.



One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(1,500)	0.00	(1,500)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will decrease the amount of resources available for training.

Departmental Budgets

Economic Inclusion



Program 2: Economic Inclusion

Description: This program ensures economic opportunity and inclusion for all citizens seeking to do business with the City of Cincinnati and serves as a catalyst for the growth of minority- and women-owned businesses in the City and throughout the region.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	559,390	605,520	520,440	(85,080)	510,950
Employee Benefits	182,310	162,150	154,320	(7,830)	150,300
Other Expenses	136,760	65,000	50,000	(15,000)	47,660
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	878,460	832,670	724,760	(107,910)	708,910
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	878,460	832,670	724,760	(107,910)	708,910
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	6.00	(1.00)	6.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(66,370)	(1.00)	All Funds	This program reflects a General Fund decrease due to a reduction in contractual services. The decrease in FTE is due to the transfer of a position to the Contract Compliance program.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(15,000)	0.00	(15,000)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will decrease the amount of resources available for expert services.
(7,390)	0.00	(7,390)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will be accomplished by under-filling a Senior Administrative Specialist position with an Administrative Specialist position.
(19,150)	0.00	(19,150)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will hold a Senior Administrative Specialist position vacant for three months (6 pay periods).



Growing Economy

1) Significant, Meaningful Progress Towards Certifying 300 Companies.

i **DESCRIPTION:** The goal of the Certification Program is to populate the city's certification database to facilitate the implementation of the M/WBE requirements of Ordinance 324 and the new certification components in Ordinance 323. Increasing the number of certified firms, especially women owned firms, expands the City's directory and allows a larger pool of competition among our M/WMBE firms.

i **KEY MILESTONES:**

- Continue monitoring & tracking certifications against FY17 activity
- Produce quarterly reports for vendor certification

Relevant Data	Data Source
Number of certified MBE firms	B2GNow
Number of certified WBE firms	B2GNow
Number of certified M/WBE firms	B2GNow
Total certified vendor firms	B2GNow

2) Automate Award Tracking of MBE and WBE Utilization

i **DESCRIPTION:** Within B2GNow create a working report function that will accurately capture MBE and WBE Utilization in accordance with Ordinance 323 and Ordinance 324. DEI's goal is to monitor the MBE and WBE Utilization in order to accurately plan for firm utilization percentages in subsequent years.

A working award report will create reports that capture data from the City Manager's Procurement Review Team for award to a particular vendor in accordance with Administrative Regulation 62, and on which MBE & WBE subcontracting goals have been set or for which prime awards have been made to an MBE or WBE.

i **KEY MILESTONES:** Currently DEI is tracking award using various sources which include CFS, B2GNow and Excel. Creating reports within B2GNow will streamline the compilation of information and in turn will provide us with more consistent reports and measures.



3) Increase MBE and WBE Utilization on City Contracts to 12%

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

i **KEY MILESTONES:** Currently DEI is tracking award using various sources which include CFS, B2GNow and Excel. Creating reports within B2GNow will streamline the compilation of information and in turn will provide us with more consistent reports and measures.

Relevant Data	Data Source
MBE Contract Award (%)	B2GNow
MBE Contract Award (\$)	B2GNow
WBE Contract Award (%)	B2GNow
WBE Contract Award (\$)	B2GNow
MBE Contract Spend (%)	Manual tracking
MBE Contract Spend (\$)	Manual tracking
WBE Contract Spend (%)	Manual tracking
WBE Contract Spend (\$)	Manual tracking
Contracts Awarded with Inclusion Goals	Manual tracking
Contract Award Amount	Manual tracking



4) Partner and Collaborate with Organizations

i **DESCRIPTION:** Capacity building is a large component of any M/WBE program. In FY18 DEI will make a concerted effort to partner and collaborate with organizations that provide capacity building and technical support. DEI at this time is not able to fund these organizations for this effort, but can work with these organizations to enhance our Business Training Center as it relates to financing and bonding for our M/WBE firms.

Success will be measured and tracked based upon offerings of the Business Training Center. Surveys or online survey links will be distributed after every class to gauge if DEI is providing a meaningful resource.

i **KEY MILESTONES:** Currently DEI is tracking award using various sources which include CFS, B2GNow and Excel. Creating reports within B2GNow will streamline the compilation of information and in turn will provide us with more consistent reports and measures.

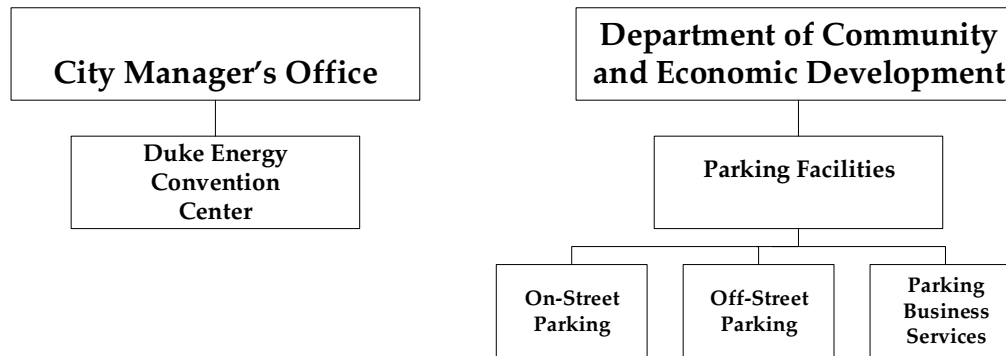
Relevant Data	Data Source
# Certified vendors per category (Construction, Professional Services, Inventory)	B2GNow
Number of surveys answered	Economic Inclusion





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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	1,843,400	1,946,770	2,338,910	392,140	2,446,220
Employee Benefits	843,680	847,830	969,550	121,720	995,400
Other Expenses	15,377,740	14,094,630	14,317,160	222,530	14,418,780
Properties	0	0	0	0	0
Debt Service	2,198,020	2,629,910	2,308,990	(320,920)	2,283,210
Operating Total	20,262,840	19,519,140	19,934,610	415,470	20,143,610
Internal Service Funds	0	0	0	0	0
Total	20,262,840	19,519,140	19,934,610	415,470	20,143,610
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	18,097,940	17,907,910	19,879,360	1,971,450	19,868,970
Total Full-time Equivalent Positions	40.30	42.26	49.92	7.66	49.92

Departmental Budgets

Enterprise Services



Department Programs

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

Program Summaries

Program 1: Duke Energy Convention Center

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	61,210	62,130	105,130	43,000	110,090
Employee Benefits	31,380	31,850	46,040	14,190	48,210
Other Expenses	8,284,630	8,213,650	8,393,470	179,820	8,380,080
Properties	0	0	0	0	0
Debt Service	68,800	68,800	394,630	325,830	394,630
Operating Total	8,446,020	8,376,430	8,939,270	562,840	8,933,010
Internal Service Funds	0	0	0	0	0
Total	8,446,020	8,376,430	8,939,270	562,840	8,933,010
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	7,980,260	8,302,570	9,054,860	752,290	8,944,470
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
442,140	0.00	All Funds	This program reflects a Convention Center Fund increase due to increases in Contractual Services, personnel and benefits reimbursements, and debt service payments. There is no change in FTE.



On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
980	0.00	1,340	0.00	Convention Center	This increase represents the addition of an Accountant position in the Cincinnati Police Department that will perform reimbursable work for the Convention Center, which is in accordance with an Internal Audit recommendation to hire a permanent employee in lieu of temporary personnel.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
119,720	0.00	0	0.00	Convention Center	This represents an increase to the Client Development Fund, based on revenues received from the Food Service Contract with Spectra Food Services.

Departmental Budgets

Enterprise Services



Program 2: On-Street Parking

Description: This program consists of enforcement, collection, maintenance, and management of over 5,000 single space meters located in the downtown area and neighborhood business districts, as well as 76 multi-space pay-and-display units.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	1,164,160	1,207,070	1,462,860	255,790	1,543,120
Employee Benefits	559,470	549,660	643,080	93,420	660,890
Other Expenses	1,747,150	2,011,170	2,015,020	3,850	2,039,360
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,470,780	3,767,900	4,120,960	353,060	4,243,370
Internal Service Funds	0	0	0	0	0
Total	3,470,780	3,767,900	4,120,960	353,060	4,243,370
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	1,826,280	2,840,460	3,266,500	426,040	3,366,500
Total Full-time Equivalent Positions	27.50	29.46	35.92	6.46	35.92

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
350,710	6.46	All Funds	This program reflects a Parking System Facilities Fund increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to the addition of several part-time parking enforcement officers.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
2,350	0.00	2,400	0.00	Parking System Facilities	This increase will provide additional funds for fuel for Parking Enforcement vehicles. This increase in fuel demand is based on FY 2017 estimates and is primarily the result of increased parking enforcement hours.



Program 3: Off-Street Parking

Description: This program consists of the operation, maintenance, and management of over 4,900 parking spaces located at seven City-owned parking garages and five surface lots throughout downtown Cincinnati.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	318,060	337,620	390,800	53,180	405,560
Employee Benefits	119,160	125,380	131,560	6,180	134,940
Other Expenses	5,185,600	3,719,320	3,758,180	38,860	3,845,840
Properties	0	0	0	0	0
Debt Service	2,129,220	2,561,110	1,914,360	(646,750)	1,888,580
Operating Total	7,752,040	6,743,430	6,194,900	(548,530)	6,274,920
Internal Service Funds	0	0	0	0	0
Total	7,752,040	6,743,430	6,194,900	(548,530)	6,274,920
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	8,291,400	6,764,880	7,558,000	793,120	7,558,000
Total Full-time Equivalent Positions	9.80	9.80	11.00	1.20	11.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(548,530)	1.20	All Funds	This program reflects a Parking System Facilities Fund decrease due to a reduction in debt service which is partially offset by City Council approved wage increases and employee benefits increases. The increase in FTE is due to the addition of several part-time parking enforcement officers.

Departmental Budgets

Enterprise Services



Program 4: Parking Business Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	299,970	339,950	380,120	40,170	387,450
Employee Benefits	133,670	140,940	148,870	7,930	151,360
Other Expenses	160,360	150,490	150,490	0	153,500
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	594,000	631,380	679,480	48,100	692,310
Internal Service Funds	0	0	0	0	0
Total	594,000	631,380	679,480	48,100	692,310
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00	3.00

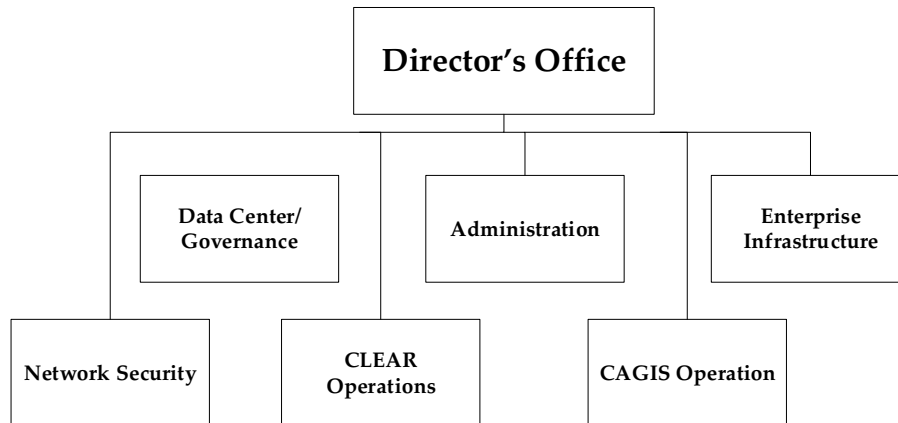
Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
48,100	0.00	All Funds	This program reflects a Parking System Facilities Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



Enterprise Technology Solutions

The mission of Enterprise Technology Solutions (ETS) is to ensure the availability of citywide technology applications and infrastructures and enable the procurement and implementation of innovative, secure, and cost effective technology and business solutions through collaborative partnerships with all City departments, inclusive governance, and effective security policy administration.



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	2,859,700	3,285,030	3,772,860	487,830	3,747,180
Employee Benefits	739,290	1,007,200	1,171,510	164,310	1,189,370
Other Expenses	633,770	685,450	590,810	(94,640)	580,640
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	4,232,760	4,977,680	5,535,180	557,500	5,517,190
Operating Budget Restricted					
Personnel Services	2,602,200	3,137,480	3,922,990	785,510	4,026,770
Employee Benefits	790,300	1,041,900	1,143,380	101,480	1,191,640
Other Expenses	5,470,760	5,328,430	6,022,930	694,500	5,627,840
Properties	36,000	41,000	300,000	259,000	309,000
Debt Service	0	0	0	0	0
Operating Total	8,899,260	9,548,810	11,389,300	1,840,490	11,155,250
Internal Service Funds	2,268,570	2,529,750	4,214,300	1,684,550	4,244,180
Total	15,400,590	17,056,240	21,138,780	4,082,540	20,916,620
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	12,000	11,000	130	(10,870)	130
Total Full-time Equivalent Positions	83.35	87.55	88.55	1.00	88.55



Department Programs

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

Program Summaries

Program 1: ETS Administration

Description: Provides overall policy direction, procurement, accounts payable, accounts receivable, human resources, and budget support for Enterprise Technology Solutions.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	73,370	263,790	268,500	4,710	272,040
Employee Benefits	4,740	74,960	96,690	21,730	99,980
Other Expenses	275,530	304,420	307,790	3,370	301,640
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	353,640	643,170	672,980	29,810	673,660
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	353,640	643,170	672,980	29,810	673,660
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	7,000	6,000	130	(5,870)	130
Total Full-time Equivalent Positions	3.00	7.00	8.00	1.00	8.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
128,700	1.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is related to the transfer of a Supervising Management Analyst position from the CIT-E Operations program during FY 2017.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(98,890)	0.00	(98,890)	0.00	General Fund	This reduction represents holding a Supervising Management Analyst position vacant.



Program 2: CLEAR Operations

Description: To provide a computerized police information system for all Hamilton County law enforcement agencies. This program is funded entirely by a levy assessed to all Hamilton County property owners.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	1,096,770	1,397,540	1,824,260	426,720	1,858,030
Employee Benefits	322,430	450,140	522,730	72,590	542,930
Other Expenses	2,786,660	2,559,430	3,293,910	734,480	2,839,220
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	4,205,860	4,407,110	5,640,900	1,233,790	5,240,180
Internal Service Funds	400	0	0	0	0
Total	4,206,260	4,407,110	5,640,900	1,233,790	5,240,180
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	13.00	13.00	14.00	1.00	14.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,233,790	1.00	All Funds	This program reflects a Countywide Law Enforcement Applied Regionally (CLEAR) Fund increase due to City Council approved wage increases and employee benefits increases as well as an update to this program's operating budget due to activity within the CLEAR Fund in FY 2017. The increase in FTE is related to the addition of a Senior Information Technology Coordinator position during FY 2017.

Departmental Budgets

Enterprise Technology Solutions



Program 3: CAGIS Consortium Operations

Description: The Cincinnati Area Geographic Information System represents a computerized, information sharing system that enables the fundamental transformation of government and utility service management and delivery through the use of geographic information.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	1,505,430	1,739,940	2,098,730	358,790	2,168,740
Employee Benefits	467,870	591,760	620,650	28,890	648,710
Other Expenses	2,684,100	2,769,000	2,708,020	(60,980)	2,767,620
Properties	36,000	41,000	300,000	259,000	309,000
Debt Service	0	0	0	0	0
Operating Total	4,693,400	5,141,700	5,727,400	585,700	5,894,070
Internal Service Funds	0	0	0	0	0
Total	4,693,400	5,141,700	5,727,400	585,700	5,894,070
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	18.00	19.00	18.00	(1.00)	18.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
585,700	(1.00) All Funds	This program reflects a Cincinnati Area Geographical Information Systems (CAGIS) Fund increase due to City Council approved wage increases and employee benefits increases as well as activity within the CAGIS Fund in FY 2017. The decrease in FTE is related to the reduction of one Information Technology Assistant Manager position in the FY 2018 Budget.



Program 4: CIT-E Operations

Description: CIT-E provides information technology solutions including consulting, implementation, and support services for City enterprise business systems such as Financial, HR, Email, Electronic Government, and Business Analytics.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,857,920	1,782,140	1,944,120	161,980	1,913,840
Employee Benefits	489,060	503,270	575,430	72,160	577,490
Other Expenses	109,280	132,920	83,080	(49,840)	85,390
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,456,260	2,418,330	2,602,630	184,300	2,576,720
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	131,860	0	1,300,000	1,300,000	1,300,000
Total	2,588,120	2,418,330	3,902,630	1,484,300	3,876,720
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.35	21.75	19.75	(2.00)	19.75

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
274,300	(2.00)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The decrease in FTE is related to the transfer of a Supervising Management Analyst position to the ETS Administration program during FY 2017, the addition of a Technical Systems Analyst during FY 2017, and the transfer of two Computer Systems Analyst positions to the CTS Operations program in the FY 2018 Budget.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(90,000)	0.00	(90,000)	0.00	General Fund	This reduction represents increased reimbursements from Citrix token revenue and capital projects.

Departmental Budgets

Enterprise Technology Solutions



Program 5: CTS Operations

Description: Provide support for City's Communication Technology Services (CTS) programs, maintaining radio communications, data communications infrastructure and the City's telephone network.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	928,410	1,239,100	1,560,240	321,140	1,561,300
Employee Benefits	245,490	428,970	499,390	70,420	511,900
Other Expenses	248,960	248,110	199,940	(48,170)	193,610
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,422,860	1,916,180	2,259,570	343,390	2,266,810
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	0	0	21,000	21,000	21,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	21,000	21,000	21,000
Internal Service Funds	2,136,310	2,529,750	2,914,300	384,550	2,944,180
Total	3,559,170	4,445,930	5,194,870	748,940	5,231,990
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	5,000	5,000	0	(5,000)	0
Total Full-time Equivalent Positions	22.00	26.80	28.80	2.00	28.80

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
775,170	2.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. This program also reflects an increase in the internal service funds related to more accurately budgeting expenses based on recurring activity in the Enterprise Technology Solutions Fund. The increase in FTE is related to the transfer of two Computer Systems Analyst positions from the CIT-E Operations program, the addition of an Information Technology Assistant Manager position, and the reduction of a Senior Computer Programmer/Analyst position.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(320,590)	0.00	(320,590)	0.00	General Fund	This reduction represents holding various positions vacant, as well as increased reimbursements from capital projects, telephone revenue, and Telecommunications Fund revenue.
(90,200)	0.00	(95,230)	0.00	General Fund	This reduction represents holding a Senior Computer Programmer/Analyst position vacant.



Safer Streets

1) Strategically improve public safety’s technology efforts

i DESCRIPTION: Assist Police, Fire, and the Emergency Communications Center with strategic technology efforts to improve the stability and operational effectiveness of the city’s 911 call processing, 800 Mhz Radio, Computer Aided Dispatch, and Police and Fire Mobile Data systems.

This priority is critical due to the importance of our 911 and emergency communications systems to citizen and fire responder safety.

ETS hopes to assist Police and Fire achieve improved continuity of operations, maximized capacity and availability, and sustainability for each of these mission critical emergency systems.

i KEY MILESTONES:

- Upgrading or replacing the current 911 Call Processing system.
- Improve talk group and system monitoring capabilities of the 800 Mhz radio system.
- Assisting with the development of intergovernmental shared service agreements with regional partners for operational backup for the CAD and 911 call taking systems.
- Upon stakeholders’ requests, conduct research and draft policy and procedure recommendations.
- Improve and modify CCMS in order to ensure that the database remains “long term” viable.

Relevant Data	Data Source
Number of CAD Outages	ECC
CAD Outage duration (Average)	ECC
911 Call Center Outages	ECC
Motorola Radio System logs (?)	ECC



Innovative Government

1) Full deployment of I. T. Service Delivery Management System Milestones for Success

i **DESCRIPTION:** Fully deploy the Service Now I.T. Service Delivery Management system to more effectively coordinate departmental support requests, service provider activities, I.T. projects, contracts and expenditures, and procurement activities.

i **KEY MILESTONES:** Each city department will progressively be onboarded to the ServiceNow system for their I.T activities throughout the fiscal year. Key milestones will be each:

All city contracts entered / Procurement workflow in place through ServiceNow / All city I.T. projects entered and managed through ServiceNow / and All city Departments and service delivery I.T. FTE's managing activities within ServiceNow. Upgrading or replacing the current 911 Call Processing system.

Relevant Data	Data Source
Departments on-boarded to Service Now	Service Now
Number of Service Request tickets created per Department	Service Now
Time to close Service Requests (per Department)	Service Now
Number of IT projects managed through Service Now	Service Now
Number of IT purchasing requests made (by Department)	Service Now
Time to close IT purchase requests (by Department)	Service Now
Calls to ETS Help Desk	ETS



2) Implement upgrade for Human Resource Workforce systems Enterprise-wide

i **DESCRIPTION:** Implement Human Resource Workforce systems for all city departments to improve personnel metrics and employee access to personnel information, reduce duplicate data entries into multiple disparate systems, and improve payroll processing.

i **KEY MILESTONES:** Completion of the CHRIS upgrade project enabling 24/7 remote access for all city employees and implementation of the KRONOS system for Police and Fire.

3) Finalize City's updated Information Security Program

i **DESCRIPTION:** Implement Human Resource Workforce systems for all city departments to improve personnel metrics and employee access to personnel information, reduce duplicate data entries into multiple disparate systems, and improve payroll processing.

i **KEY MILESTONES:** Completion of the CHRIS upgrade project enabling 24/7 remote access for all city employees and implementation of the KRONOS system for Police and Fire.

Relevant Data	Data Source
Number of Departmental Audits completed	
Number of employees with remote access (Citrix, etc.)	
Number of penetration tests conducted	
Number of network outages reported	



Fiscal Sustainability and Strategic Investment

1) Redevelop and Implement I.T. Purchasing and Procurement Process

i **DESCRIPTION:** Re-develop the I.T. purchasing and procurement process to insure timely completion of purchase transactions and greater accountability of expenditures.

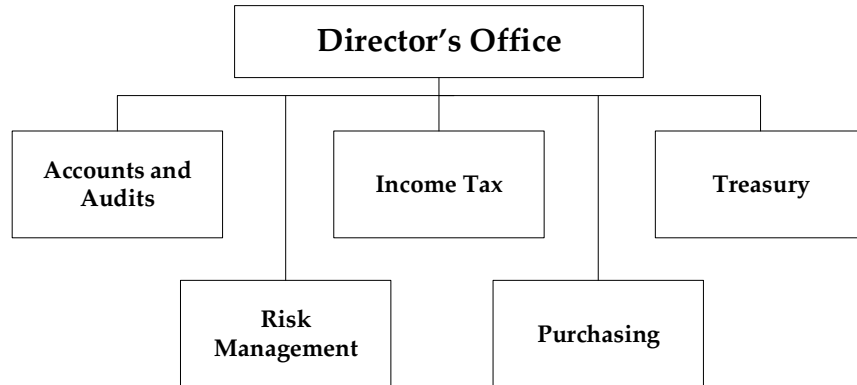
i **KEY MILESTONES:** A target date will need to be set for workflow completion and full evaluation of the ServiceNow procurement module citywide. ETS, the purchasing department, budget, and the department I.T. Liasons will need to collaborate throughout the fiscal year to insure that the process requesting, approving, and purchasing I.T. commodities is thoroughly defined and comported to work within the ServiceNow system.

Relevant Data	Data Source
Number of IT Master Agreements	Purchasing
IT Capital projects	Purchasing/Service Now
Cost: IT Capital Projects	CFS
IT Enterprise Capital Projects	CFS
Number of IT Purchase requests citywide (by Category)	Service Now
Amount spent Citywide (IT service requests)	Service Now



Finance

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



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	3,977,410	4,051,180	4,671,580	620,400	4,770,630
Employee Benefits	1,336,180	1,354,320	1,585,990	231,670	1,623,000
Other Expenses	1,365,750	1,327,910	1,274,220	(53,690)	1,260,200
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,679,340	6,733,410	7,531,790	798,380	7,653,830
Operating Budget Restricted					
Personnel Services	752,830	752,020	819,870	67,850	761,860
Employee Benefits	259,820	241,300	270,100	28,800	255,020
Other Expenses	2,707,340	3,826,290	3,825,880	(410)	3,835,780
Properties	0	0	0	0	0
Debt Service	90,775,000	151,687,680	113,350,650	(38,337,030)	114,550,650
Operating Total	94,494,990	156,507,290	118,266,500	(38,240,790)	119,403,310
Internal Service Funds	4,102,970	4,177,660	4,264,250	86,590	4,379,600
Total	105,277,300	167,418,360	130,062,540	(37,355,820)	131,436,740
Consolidated Plan Projects (CDBG)	155,180	153,510	0	(153,510)	0
Program Revenue	308,159,570	328,269,050	329,594,650	1,325,610	336,835,480
Total Full-time Equivalent Positions	95.75	104.75	105.75	1.00	105.75

Departmental Budgets

Finance



Department Programs

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

Program Summaries

Program 1: Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	265,710	256,700	297,940	41,240	359,430
Employee Benefits	70,830	73,500	57,090	(16,410)	69,270
Other Expenses	19,470	23,530	25,180	1,650	24,880
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	356,010	353,730	380,210	26,480	453,580
Operating Budget Restricted					
Personnel Services	76,080	83,790	69,800	(13,990)	6,710
Employee Benefits	19,230	22,440	13,700	(8,740)	1,310
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	95,310	106,230	83,500	(22,730)	8,020
Internal Service Funds	13,480	13,770	12,500	(1,270)	0
Total	464,800	473,730	476,210	2,480	461,600
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program 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
96,830	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases as well as increases in contractual services. There is no change in FTE.



One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(93,080)	0.00	(93,080)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents savings from the Finance Director's Office due to more time spent on debt management related to the Capital Acceleration and Master Lease programs, as well as increased involvement on tax incentives and economic development projects.

Departmental Budgets



Finance

Program 2: Financial Reporting and Monitoring

Description: Prepares revenue estimates and financial analyses. Maintains records and prepares reports on the financial position of each fund and project. Monitors expenditures. Prepares the City's annual report. Reconciles property tax revenue.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	797,300	927,940	987,800	59,860	983,520
Employee Benefits	239,260	309,790	344,160	34,370	340,720
Other Expenses	113,870	83,190	166,400	83,210	161,210
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,150,430	1,320,920	1,498,360	177,440	1,485,450
Operating Budget Restricted					
Personnel Services	302,180	268,620	307,750	39,130	322,540
Employee Benefits	110,260	100,480	118,230	17,750	121,410
Other Expenses	406,990	425,490	425,080	(410)	433,580
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	819,430	794,590	851,060	56,470	877,530
Internal Service Funds	0	0	0	0	0
Total	1,969,860	2,115,510	2,349,420	233,910	2,362,980
Consolidated Plan Projects (CDBG)	133,620	131,570	0	(131,570)	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	17.00	18.00	17.00	(1.00)	17.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
272,780	(1.00)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. Additional increases were made for this program's materials and contractual services. The decrease in FTE is due to the correction in head-count for a Division Manager position.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(38,870)	0.00	(38,870)	0.00	General Fund	This reflects a reduction to the department's budget. This reduction will fill a vacant Senior Accountant position at a lower salary.



Program 3: Payroll Preparation

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	116,410	116,970	128,230	11,260	127,290
Employee Benefits	37,740	31,020	40,810	9,790	44,100
Other Expenses	7,150	5,890	5,890	0	5,720
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	161,300	153,880	174,930	21,050	177,110
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	161,300	153,880	174,930	21,050	177,110
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
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
21,050	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

Departmental Budgets



Finance

Program 4: Debt Management

Description: Manages general obligation debt repayment.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	234,920	249,780	278,580	28,800	297,420
Employee Benefits	79,710	63,520	83,630	20,110	87,520
Other Expenses	2,232,090	3,333,300	3,333,300	0	3,334,150
Properties	0	0	0	0	0
Debt Service	90,775,000	151,687,680	113,350,650	(38,337,030)	114,550,650
Operating Total	93,321,720	155,334,280	117,046,160	(38,288,120)	118,269,740
Internal Service Funds	0	0	0	0	0
Total	93,321,720	155,334,280	117,046,160	(38,288,120)	118,269,740
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	24,610,070	24,882,950	25,044,350	161,410	25,259,410
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
(38,288,120)	0.00	All Funds	This program reflects an all funds decrease due to the decrease of bond anticipation notes. There is no change in FTE.



Program 5: Treasury Operations

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	470,850	418,000	511,020	93,020	538,450
Employee Benefits	167,250	145,350	164,560	19,210	171,020
Other Expenses	321,830	440,310	349,600	(90,710)	359,260
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	959,930	1,003,660	1,025,180	21,520	1,068,730
Operating Budget Restricted					
Personnel Services	55,410	64,430	67,470	3,040	35,980
Employee Benefits	20,860	23,240	24,730	1,490	14,450
Other Expenses	68,260	67,500	67,500	0	68,050
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	144,530	155,170	159,700	4,530	118,480
Internal Service Funds	0	0	0	0	0
Total	1,104,460	1,158,830	1,184,880	26,050	1,187,210
Consolidated Plan Projects (CDBG)	21,560	21,940	0	(21,940)	0
Program Revenue	6,039,500	15,306,100	16,759,000	1,452,900	17,359,000
Total Full-time Equivalent Positions	9.00	8.00	9.00	1.00	9.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
260,790	1.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to the addition of a Senior Accountant position.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(100,000)	0.00	(100,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents the amount paid to collection agencies gradually diminishing in FY 2018 due to Xerox taking over responsibility for the collection of delinquent parking tickets.
(70,510)	0.00	(75,320)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will hold an Accounting Technician 2 position vacant.
(64,230)	0.00	(64,230)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents savings from the Treasury Division's Debt Manager position vacancy.

Departmental Budgets



Finance

Program 6: Risk Management

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	149,850	156,870	156,870	0	152,510
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	149,850	156,870	156,870	0	152,510
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	1,897,060	1,961,510	2,039,740	78,230	2,114,970
Total	2,046,910	2,118,380	2,196,610	78,230	2,267,480
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	5,570,000	5,710,000	5,710,000	0	5,710,000
Total Full-time Equivalent Positions	13.75	13.75	15.75	2.00	15.75

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	2.00	All Funds	There is no change in the General Fund; however, this program reflects an increase in the internal service funds due to City Council approved wage increases and employee benefits increases, as well as an increase in medical supplies. The change in FTE is due to the addition of an Administrative Technician and a Customer Relations Representative position.



Program 7: Income Tax

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,758,570	1,784,510	2,006,320	221,810	2,008,190
Employee Benefits	631,780	609,150	733,990	124,840	748,140
Other Expenses	619,690	486,530	438,700	(47,830)	425,960
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,010,040	2,880,190	3,179,010	298,820	3,182,290
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	3,010,040	2,880,190	3,179,010	298,820	3,182,290
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	267,400,000	279,670,000	279,381,300	(288,700)	285,807,070
Total Full-time Equivalent Positions	31.00	31.00	31.00	0.00	31.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
298,820	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases, as well as increases in office supplies, software and licenses, and subscription fees. There is no change in FTE.

Departmental Budgets



Finance

Program 8: Procurement

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	568,570	547,060	740,270	193,210	753,750
Employee Benefits	189,320	185,510	245,380	59,870	249,750
Other Expenses	133,890	131,590	131,580	(10)	130,660
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	891,780	864,160	1,117,230	253,070	1,134,160
Operating Budget Restricted					
Personnel Services	84,240	85,400	96,270	10,870	99,210
Employee Benefits	29,760	31,620	29,810	(1,810)	30,330
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	114,000	117,020	126,080	9,060	129,540
Internal Service Funds	0	0	0	0	0
Total	1,005,780	981,180	1,243,310	262,130	1,263,700
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	2,340,000	0	0	0	0
Total Full-time Equivalent Positions	11.00	20.00	19.00	(1.00)	19.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
285,710	(1.00)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases as well as restoring one-time reductions from FY 2017. Additional increases in this program include materials and supplies, software and licenses, and subscription fees. The decrease in FTE is due to the elimination of a vacant Clerk Typist 3 position.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(23,580)	0.00	(23,580)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents savings from hiring two Buyer positions at entry level.



Program 9: Printing and Stores

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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
Other Expenses	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	2,192,430	2,202,380	2,212,010	9,630	2,264,630
Total	2,192,430	2,202,380	2,212,010	9,630	2,264,630
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	2,200,000	2,700,000	2,700,000	0	2,700,000
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00	6.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	There is no change in the General Fund; however, this program reflects an increase in the internal service funds due to City Council approved wage increases and increases in deferred compensation match. There is no change in FTE.



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Growing Economy

1) Procurement Reform & Economic Inclusion

i **DESCRIPTION:** Continue work of improving and revamping the City’s procurement process in order to increase competition and economic inclusion at all levels of contracting, including leveraging greater competition for orders amongst vendors awarded multiple indefinite delivery, indefinite quantity contracts. Furthermore, continue work with DEI on strategies that mutually preserve competition and increase the likelihood M/WBE and SBE awards and participation.

- i** **KEY MILESTONES:**
- Continue training Division of Purchasing staff and City departments on new policies and procedures.
 - Greater use of technologies and internal procedures that promote competition amongst multiple indefinite delivery, indefinite quantity contracts.
 - Implement new contracting strategies that ensure fair opportunity and economic inclusion with respect to how the City contracts.

Relevant Data	Data Source
MBE Contract Award (%)	B2GNow
MBE Contract Award (\$)	B2GNow
WBE Contract Award (%)	B2GNow
WBE Contract Award (\$)	B2GNow
MBE Contract Spend (%)	Manual tracking
MBE Contract Spend (\$)	Manual tracking
WBE Contract Spend (%)	Manual tracking
WBE Contract Spend (\$)	Manual tracking
Contracts Awarded with Inclusion Goals	Manual tracking
Contract Award Amount	Manual tracking



Fiscal Sustainability & Strategic Investment

1) Bond Rating Sustainability and Enhancement

i **DESCRIPTION:** The City's credit rating was improved during FY 17. Standard and Poor's increased the City's rating to AA from AA-. The rating was influenced by several initiatives related to strong fiscal policies developed over the last two years including the Debt Management and Investment policies.

The City will secure FY 18 credit ratings for Standard & Poor's and Moody's in advance of bond issues. Strategies will be implemented to continue receiving excellent credit ratings in the future.

i **KEY MILESTONES:**

- Continue training Division of Purchasing staff and City departments on new policies and procedures.
- Greater use of technologies and internal procedures that promote competition amongst multiple indefinite delivery, indefinite quantity contracts.
- Implement new contracting strategies that ensure fair opportunity and economic inclusion with respect to how the City contracts.

2) Improve Collections of Income Tax Revenue

i **DESCRIPTION:** Improve Collections of Income Tax Revenue. The goal for the Income Tax Division is to utilize a new Income Tax Processing System to optimize revenue collection at the least cost. The Income Tax Division will emphasize voluntary compliance efforts, discovery projects and accounts receivable reduction initiatives while implementing modernization to become more efficient processing current year tax returns and payments.

i **KEY MILESTONES:** The Income Tax Division anticipates a decline in the Accounts Receivables, increase in the amount of referrals to Law for legal action and a decrease in the audit cycle for processing current year returns.

Relevant Data	Data Source
Income Tax claims referred to Law	Law: Collections DB
\$\$ Amount referred to Law	Law: Collections DB
Accounts receivable: \$\$	Income Tax



3) Financial Reporting

i **DESCRIPTION:** The Financial Reporting service within the Accounts and Audits Division provides accurate and meaningful reporting on the City's financial condition which includes the City of Cincinnati's Comprehensive Annual Financial Report (CAFR). Priority 1 for the division is to maintain the excellence associated with the production of the document and to receive the GFOA's Certificate of Achievement in Financial Reporting.

i **KEY MILESTONES:** Develop milestones in conjunction with the Ohio State Auditor office. The CAFR finished target date will be 6 months after the close of the fiscal year.

4) Improve Revenue Forecasting

i **DESCRIPTION:** Improve Revenue Forecasting. Ensure the City Council and the Finance Department has the best available information on current and likely future tax revenue to provide forecasts of income and property tax revenue. Due to the heavy reliance on income taxes (over 70% of total revenue) Finance will be researching best practices in revenue forecasting with the intent to implement the practices in FY2018.

i **KEY MILESTONES:** Development of Quarterly report to Council indicating revenue updates.

5) Creation and Implementation of High Deductible Health Plan (HDHP) and Health Savings Account (HSA) Option for City employees

i **DESCRIPTION:** The creation of the HDHP/HSA will assist the City in offering a broader range of benefit options, specifically for those employees hired on or after January 1, 2016 who will no longer be entitled health insurance benefits if/when they retire from the City. Health Plan (HDHP) and Health Savings Account (HSA) option for City employees.

i **KEY MILESTONES:** This priority should be created prior to October 2017 Open Enrollment, and implemented on January 1, 2018.



6) Treasury: Revenue Collection

i **DESCRIPTION:** Maximize revenue collections for Business Licensing, Admission and Transient Occupancy Tax.

i **KEY MILESTONES:**

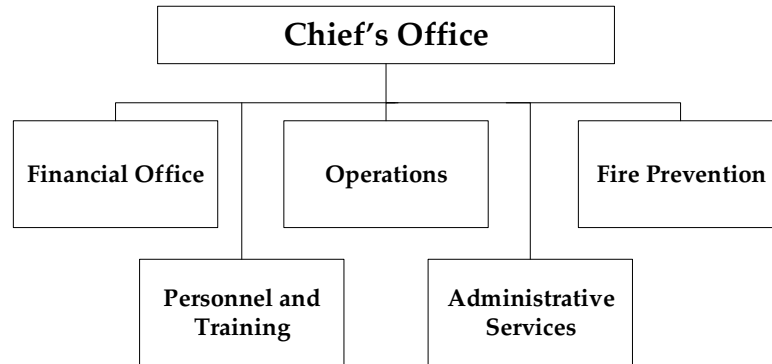
- Develop policies and procedures for licenses and tax collections
- Develop relationship with the Police department for enforcement
- Refer delinquent filers to the Law department
- Periodic audit of larger establishments to ensure compliance

Relevant Data	Data Source
Revenue Collected: Business Licensing	CFS
Revenue collected: Transient Occupancy Tax	CFS
Revenue collected: Admission fees	CFS



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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	62,306,930	70,222,660	71,987,320	1,764,660	72,268,600
Employee Benefits	27,784,770	29,942,070	30,098,420	156,350	30,336,800
Other Expenses	8,503,660	8,857,710	9,270,100	412,390	7,382,620
Properties	146,900	0	0	0	0
Debt Service	84,390	0	0	0	0
Operating Total	98,826,650	109,022,440	111,355,840	2,333,400	109,988,020
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	98,826,650	109,022,440	111,355,840	2,333,400	109,988,020
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	8,042,000	9,007,000	9,137,000	130,000	9,137,000
Total Full-time Equivalent Positions	891.00	904.00	887.00	(17.00)	894.00

Departmental Budgets



Fire

Department Programs

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

Program Summaries

Program 1: Financial Management and Planning

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	670,510	772,320	795,440	23,120	785,460
Employee Benefits	220,330	265,890	281,670	15,780	278,730
Other Expenses	45,090	706,950	495,220	(211,730)	277,150
Properties	20,730	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	956,660	1,745,160	1,572,330	(172,830)	1,341,340
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	956,660	1,745,160	1,572,330	(172,830)	1,341,340
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program 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
(172,830)	0.00	All Funds	This program reflects a General Fund decrease due to reallocation of non-personnel expenses to other programs. There is no change in FTE.



Program 2: Support Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,307,970	2,696,580	2,998,610	302,030	2,971,000
Employee Benefits	498,180	918,520	996,000	77,480	981,840
Other Expenses	498,660	716,340	1,177,610	461,270	594,720
Properties	75,060	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,379,870	4,331,440	5,172,220	840,780	4,547,560
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	2,379,870	4,331,440	5,172,220	840,780	4,547,560
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	17.00	35.00	37.00	2.00	37.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
809,480	2.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases, as well as increases to support a planned FY 2018 recruit class.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
11,800	0.00	6,670	0.00	General Fund	This represents an increase to personnel due to the completion of training by two Operator & Dispatchers.
19,500	0.00	19,500	0.00	General Fund	This represents the additional funding necessary to pay the 50.0% cost associated with the Regional Operations Support Center Maintenance for FY 2018.

Departmental Budgets



Fire

Program 3: Prevention and Community Education

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,713,110	2,906,660	3,060,960	154,300	2,981,150
Employee Benefits	727,570	778,350	834,380	56,030	812,820
Other Expenses	216,330	175,520	186,480	10,960	181,660
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,657,010	3,860,530	4,081,820	221,290	3,975,630
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	2,657,010	3,860,530	4,081,820	221,290	3,975,630
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	405,000	405,000	505,000	100,000	505,000
Total Full-time Equivalent Positions	21.00	22.00	22.00	0.00	22.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
221,290	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



Program 4: Human Resources

Description: This program ensures that the Fire Department institutionalizes its customer service philosophy into every level of the organization related to internal and external customers.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	928,460	3,456,340	1,842,160	(1,614,180)	1,837,990
Employee Benefits	357,580	1,239,100	463,650	(775,450)	357,200
Other Expenses	187,600	253,280	241,700	(11,580)	167,350
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,473,640	4,948,720	2,547,510	(2,401,210)	2,362,540
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	1,473,640	4,948,720	2,547,510	(2,401,210)	2,362,540
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	11.00	11.00	11.00	0.00	11.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(2,143,570)	0.00	All Funds	This program reflects a General Fund decrease due to a City funded fire recruit class ending in FY 2017. A FY 2018 recruit class funded by a Staffing for Adequate Fire and Emergency Response (SAFER) grant has been applied for. There is no change in FTE.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
2,360	0.00	690	0.00	General Fund	This represents an increase to personnel due to the reclassification of a Clark Typist 3 position to an Administrative Technician position.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(260,000)	0.00	0	0.00	General Fund	This represents a reduction to overtime and related benefit expenses to reflect the elimination of a Paramedic training class in FY 2018. The dedicated training class will not be necessary due to Paramedic overstaffing.

Departmental Budgets



Fire

Program 5: Response

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	57,686,880	60,390,760	63,290,150	2,899,390	63,693,000
Employee Benefits	25,981,110	26,740,210	27,522,720	782,510	27,906,210
Other Expenses	7,555,980	7,005,620	7,169,090	163,470	6,161,740
Properties	51,110	0	0	0	0
Debt Service	84,390	0	0	0	0
Operating Total	91,359,470	94,136,590	97,981,960	3,845,370	97,760,950
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	91,359,470	94,136,590	97,981,960	3,845,370	97,760,950
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	7,637,000	8,602,000	8,632,000	30,000	8,632,000
Total Full-time Equivalent Positions	833.00	826.00	807.00	(19.00)	814.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
3,335,870	(19.00)	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases and some reallocation of non-personnel expenses. The change in FTE reflects expected attrition.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
7,500	0.00	7,500	0.00	General Fund	This represents an increase to fund an Asset Management Coordinator in partnership with Hamilton County. The City is required to track and monitor all equipment purchased under the Urban Area Security Initiative (UASI) Program from 2003-2014.
22,000	0.00	0	0.00	General Fund	This represents an increase for the cost of the department's medical waste disposal contract.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(150,000)	0.00	0	0.00	General Fund	This represents a reduction to lump sum benefits as they relate to overtime and special pays issued by the department. The amount of this lump sum was higher than was necessary.



One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(150,000)	0.00	0	0.00	General Fund	This represents a reduction in wearing apparel. The budget for this expense will now match the maximum possible expense under the new labor contract with the International Association of Fire Fighters (IAFF).
780,000	0.00	0	0.00	General Fund	This represents a one time increase to provide resources for lump sum payments. This increase is necessary due to an expected increase in retirements in FY 2018. The resources for this increase have been provided by a transfer in to the General Fund.



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Safer Streets

1) Reduce the number of Apparatus Accidents

i **DESCRIPTION:** Through training, decrease the number of accidents involving fire apparatus. This will enhance the safety of the citizens along with that of the firefighters. A reduction of 10% is anticipated.

i **KEY MILESTONES:**

- Train all Fire Apparatus Operators.
- Take corrective actions when accidents occur.
- Develop follow-up training program.

Relevant Data	Data Source
Number of Accidents	Fleet Anywhere
Number of trainings	TBD (not yet tracked)
Cost of accident repair	Fleet Anywhere

2) Reduce the number of firefighter injuries by 20%

i **DESCRIPTION:** Fire would like to build on injury reduction built on monthly reminder memos to all personnel to wear protective gear, operate within prescribed guidelines and stay physically fit.

Begin annual physicals for firefighting personnel.

i **KEY MILESTONES:**

- Develop Memos.
- Have supervisors monitor proper work techniques.
- Have supervisors monitor that all protective gear is worn. Train all Fire Apparatus Operators.

Relevant Data	Data Source
Number of FF injuries	CFDW eb
Number of FF on Limited Duty for work injuries (avg)	CFDW eb
Completed annual FF physicals (%)	CFDW eb



Fire

3) Develop plan to inspect hi-rise buildings.

i **DESCRIPTION:** Fire Prevention will develop a plan to have all hi-rise buildings inspected every two years.

i **KEY MILESTONES:**

- Identify all hi-rise buildings within the city limits (217) to establish inspection baseline.
- Identify the resources to complete the inspections & create targeted schedule for inspections.
- Work with CAGIS & OPDA to develop permit workflow for hi-rise building inspections (and identify opportunities to integrate with other work flow processes).

Relevant Data	Data Source
Number of hi-rise inspections performed	Permits Plus
Inspections performed per week	Permits Plus
% of hi-rise buildings inspected within 2 year window	Permits Plus

Fiscal Sustainability and Strategic Investment

1) Develop plan to reduce exposure to cancer causing environmental hazards as a result of firefighting

i **DESCRIPTION:** Develop a yearly plan to implement procedures to reduce the exposure to cancer causing elements found in the firefighting profession.

i **KEY MILESTONES:**

- Develop a procedure for cleaning of PPE at fire scenes
- Develop a plan to install gear lockers in all stations.
- Develop a plan to have testing done in concert with the University of Cincinnati in reducing the number of firefighters with cancer.

Relevant Data	Data Source
Stations with Gear Lockers installed	CFDW eb
Number of PPEs	CFDW eb
% of Firefighters undergoing testing at UC	CFDW eb



2) Apparatus Replacement Program

i **DESCRIPTION:** Set in place an organized plan to replace aging apparatus in order to maintain the working integrity of each piece of equipment.

i **KEY MILESTONES:** Work with Fleet Services to:

- Maintain working database of all equipment both front line and extra apparatus
- Set a replacement schedule that would maintain the fleet out optimum efficiency

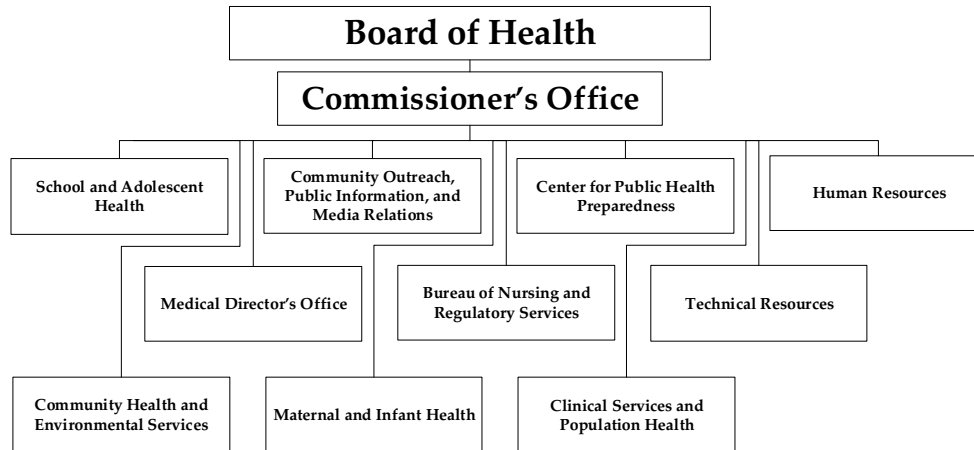
Relevant Data	Data Source
Number of Fire Apparatus (total)	Fleet Anywhere
Engines (replaced)	Fleet Anywhere
Ladders (replaced)	Fleet Anywhere
Medic Units (replaced)	Fleet Anywhere
Heavy Rescues (replaced)	Fleet Anywhere





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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	11,667,570	11,117,740	11,549,230	431,490	11,453,260
Employee Benefits	4,017,500	3,944,030	4,164,230	220,200	4,125,140
Other Expenses	1,026,840	1,979,820	1,087,550	(892,270)	1,058,420
Properties	3,000	3,000	3,000	0	2,860
Debt Service	122,250	0	0	0	0
Operating Total	16,837,160	17,044,590	16,804,010	(240,580)	16,639,680
Operating Budget Restricted					
Personnel Services	14,461,130	16,157,870	17,917,360	1,759,490	18,833,060
Employee Benefits	5,620,330	6,198,190	6,579,810	381,620	6,834,290
Other Expenses	9,436,290	9,697,260	9,981,200	283,940	10,048,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	29,517,750	32,053,320	34,478,370	2,425,050	35,715,580
Internal Service Funds	0	0	0	0	0
Total	46,354,910	49,097,910	51,282,380	2,184,470	52,355,260
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	30,991,560	32,975,190	35,598,860	2,623,670	36,601,890
Total Full-time Equivalent Positions	468.70	478.63	490.48	11.85	489.48

Departmental Budgets



Health

Department Programs

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

Program Summaries

Program 1: Health Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	2,785,410	2,917,890	3,115,550	197,660	3,030,440
Employee Benefits	929,160	966,810	1,084,010	117,200	1,077,300
Other Expenses	680,980	1,686,970	695,850	(991,120)	683,230
Properties	3,000	3,000	3,000	0	2,860
Debt Service	122,250	0	0	0	0
Operating Total	4,520,800	5,574,670	4,898,410	(676,260)	4,793,830
Operating Budget Restricted					
Personnel Services	456,770	604,080	756,210	152,130	793,610
Employee Benefits	157,160	207,080	216,470	9,390	223,100
Other Expenses	436,160	430,300	103,880	(326,420)	104,400
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,050,090	1,241,460	1,076,560	(164,900)	1,121,110
Internal Service Funds	0	0	0	0	0
Total	5,570,890	6,816,130	5,974,970	(841,160)	5,914,940
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	935,900	1,107,100	997,600	(109,500)	1,026,000
Total Full-time Equivalent Positions	52.00	55.48	56.55	1.07	55.55

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(689,450)	1.07	All Funds	This program reflects an all funds decrease due to the transfer of funding for the Center for Closing the Health Gap to the City Manager's Office which is partially offset by an increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to the addition of several nursing positions.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(74,520)	0.00	(172,190)	(1.00)	General Fund	This reflects a budget reduction to the department's budget. This reduction represents savings from the reclassification of positions.



One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(77,200)	0.00	(77,200)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents an increase in position vacancy allowance.

Departmental Budgets

Health



Program 2: Health Centers

Description: Elm Street, Cann, Millvale, Northside, Price Hill and Clement Health Centers provide safety net preventive and primary care services to all Cincinnatians who are uninsured or underinsured.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	4,982,450	4,216,370	4,312,400	96,030	4,282,140
Employee Benefits	1,608,380	1,383,780	1,475,780	92,000	1,459,570
Other Expenses	74,730	3,900	4,300	400	4,100
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,665,560	5,604,050	5,792,480	188,430	5,745,810
Operating Budget Restricted					
Personnel Services	6,167,600	7,283,500	7,943,090	659,590	8,330,070
Employee Benefits	2,565,470	2,845,180	2,923,230	78,050	3,019,780
Other Expenses	5,660,290	6,065,020	6,385,620	320,600	6,426,220
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	14,393,360	16,193,700	17,251,940	1,058,240	17,776,070
Internal Service Funds	0	0	0	0	0
Total	21,058,920	21,797,750	23,044,420	1,246,670	23,521,880
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	19,286,660	21,327,000	17,800,860	(3,526,140)	18,529,290
Total Full-time Equivalent Positions	181.70	181.98	184.33	2.35	184.33

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,384,900	2.35	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to the addition of several nursing and dental positions.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(138,230)	0.00	(138,230)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents an increase in position vacancy allowance.



Program 3: Community Health and Environmental Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	2,176,450	2,255,550	2,461,020	205,470	2,472,720
Employee Benefits	826,500	922,080	985,020	62,940	971,210
Other Expenses	238,270	254,450	259,100	4,650	248,300
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,241,220	3,432,080	3,705,140	273,060	3,692,230
Operating Budget Restricted					
Personnel Services	1,405,870	1,577,210	1,623,700	46,490	1,691,200
Employee Benefits	443,830	535,650	528,320	(7,330)	553,700
Other Expenses	1,128,520	977,520	1,064,600	87,080	1,064,780
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,978,220	3,090,380	3,216,620	126,240	3,309,680
Internal Service Funds	0	0	0	0	0
Total	6,219,440	6,522,460	6,921,760	399,300	7,001,910
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	3,539,400	3,676,500	3,898,400	221,900	3,948,400
Total Full-time Equivalent Positions	73.47	74.45	73.65	(0.80)	73.65

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
454,300	(0.80)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The decrease in FTE is due to the transfer of a part-time position to another program.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(55,000)	0.00	(55,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents an increase in position vacancy allowance.

Departmental Budgets

Health



Program 4: Maternal and Infant Health

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,153,760	1,051,340	854,560	(196,780)	847,660
Employee Benefits	410,560	411,280	313,500	(97,780)	310,510
Other Expenses	9,810	15,000	73,000	58,000	69,580
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,574,130	1,477,620	1,241,060	(236,560)	1,227,750
Operating Budget Restricted					
Personnel Services	2,763,490	2,857,230	2,807,420	(49,810)	2,961,700
Employee Benefits	1,082,860	1,190,790	1,193,280	2,490	1,256,970
Other Expenses	1,454,980	1,275,420	1,136,500	(138,920)	1,142,200
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,301,330	5,323,440	5,137,200	(186,240)	5,360,870
Internal Service Funds	0	0	0	0	0
Total	6,875,460	6,801,060	6,378,260	(422,800)	6,588,620
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	5,659,600	5,276,590	5,017,000	(259,590)	5,235,000
Total Full-time Equivalent Positions	80.03	79.42	71.50	(7.92)	71.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(403,550)	(7.92)	All Funds	This program reflects an all funds decrease due to the transfer of FTE to other programs which is partially offset by an increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to the transfer of positions to other functions.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(19,250)	0.00	(19,250)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents an increase in position vacancy allowance.



Program 5: School & Adolescent Health

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	569,500	676,590	805,700	129,110	820,300
Employee Benefits	242,900	260,080	305,920	45,840	306,550
Other Expenses	23,050	19,500	55,300	35,800	53,210
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	835,450	956,170	1,166,920	210,750	1,180,060
Operating Budget Restricted					
Personnel Services	3,667,400	3,835,850	4,786,940	951,090	5,056,480
Employee Benefits	1,371,010	1,419,490	1,718,510	299,020	1,780,740
Other Expenses	756,340	949,000	1,290,600	341,600	1,310,630
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,794,750	6,204,340	7,796,050	1,591,710	8,147,850
Internal Service Funds	0	0	0	0	0
Total	6,630,200	7,160,510	8,962,970	1,802,460	9,327,910
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	1,570,000	1,588,000	7,885,000	6,297,000	7,863,200
Total Full-time Equivalent Positions	81.50	87.30	104.45	17.15	104.45

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,823,320	17.15	All Funds	This program reflects an all funds increase due to the transfer of FTE from other programs which is partially offset by an increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to the transfer of positions from other functions.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(20,860)	0.00	(20,860)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction represents an increase in position vacancy allowance.



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Safer Streets

1) Opioid Epidemic

i **DESCRIPTION:** Due to the well documented issues associated with the opioid epidemic in Cincinnati, the Cincinnati Health Department has been partnering with regional partners to create a sustainable plan for syringe exchange. Syringe exchange programs have been documented as successful mechanisms at reducing used needles from public spaces. Unintended needle sticks by sanitation workers, first response teams (e.g., EMS), and children in parks would have detrimental consequences. A proper, functional syringe exchange program would help eliminate transmission of hepatitis C, HIV, and other communicable diseases. Goal is reducing potential for unintended communicable disease transmission through contaminated drug injection equipment on the streets, in parks, in community spaces.

i **KEY MILESTONES:** Successful partnership for syringe exchange will be measured by equal participation between Hamilton County Public Health, University of Cincinnati College of Medicine, and the Cincinnati Health Department. Successful implementation would be measured by sustainable funding for the project to run in multiple sites across the City. Successful utilization of the project would be the number of needles exchanged on a 1:1 ratio, the number of individuals tested for hepatitis C, HIV, and or pregnancy, and the number successfully linked into treatment.

2) Communicable Disease and Emergency Preparedness

i **DESCRIPTION:** To control communicable disease within Cincinnati through public health surveillance, reporting, and investigation of cases and outbreaks as mandated by Ohio law while enhancing epidemiological capacity for emerging public health issues, such as the opioid epidemic and Zika virus. Develop, review, revise and maintain All Hazards emergency response plans for the Health Department (including training staff and running exercise plans) while collaborating with healthcare and emergency response partners to align, maintain and exercise regional response plans.

i **KEY MILESTONES:**

- Investigate 90% of reported diseases within established (CDC and ODH) timelines (measured monthly or quarterly).
- Explore cost-effective ways to increase epidemiological capacity.
- Identification of standardized data sources and data collection and analysis procedures with Hamilton County Public Health and other agencies and entities (by end of fiscal year).
- Identification of financial resources to support enhanced capacity, such as grants or practica and internships through local academic institutions (by end of fiscal year).



Thriving and Healthy Neighborhoods

1) Continue Family Health service, including Community Nursing, WIC, Reproductive Health/Wellness & Substance Abuse Prevention

i **DESCRIPTION:** Ensure all families eligible for WIC services in Cincinnati/Hamilton County are enrolled as to (1) ensure health equity in nutrition, and to (2) promote breastfeeding in Cincinnati families. Continue to support the Reproductive Health and Wellness Program at the Cincinnati Health Department as an effective, safe, affordable, and responsible way to promote reproductive health and life planning. Home nursing services should continue to provide options for skilled nursing or public health nursing visitation for those patients/clients experiencing access barriers to health centers. In addition, the use of Community Health Workers will continue to complement the nursing services offered for mothers and their infants/children.

i **KEY MILESTONES:**

- Increase rate of breastfeeding in the area (using additional hiring of peer breastfeeding coaches).
- Attract eligible families to WIC and other services to bolster enrollment
- Continue serving residents at or below 100% of poverty level through reproductive health and wellness program (RHWP) and expand community engagement/outreach for innovative Men's Health Initiative.
- Utilize additional community nurses to streamline community nursing services, and provide service to targeted "at risk" zip codes in Cincinnati.

2) School Health Services (School Nurses and School-based Health Centers)

i **DESCRIPTION:** School Health Services (School Nurses and School Based Health Centers) create Thriving & Healthy Neighborhoods by improving the health of children in Cincinnati through onsite services for 35,000 Cincinnati Public School CPS children/66,000 total children in Cincinnati. The main goals are:

i **KEY MILESTONES:**

- Increased number of students achieving health outcomes.
- New facility at AWL and new health center at North Fairmont School will add services to new neighborhoods.
- Number of students with health measures met example: vision correction examples (2646 glasses to 3100 glasses from year 2015/6 to 2016/7).
- Partnership with CPS to decrease chronic absenteeism rates.
- Increase positions in school health program



3) Primary Health Care Services

i **DESCRIPTION:** The City of Cincinnati Primary Care (CCPC) Health Centers provide primary and preventive health care services for underserved residents in the City of Cincinnati and surrounding communities. Focus for the upcoming fiscal year will be:

- Chronic Disease Management
- Primary Care and Behavioral Health Integration to address the psycho-social needs of the CCPC patients. The City of Cincinnati Primary Care Centers (CCPC) provide SBIRT (Screenings, Brief Interventions, and Referral to Treatment) or other appropriate assessments on patients seeking care at the health centers. The health centers utilize different tools to address the mental health, substance use and psycho-social needs of our patients on a routine basis.
- Continuing to provide comprehensive dental services to Cincinnati (including emergency walk-in services and for Cincinnati Public School children).

i **KEY MILESTONES:**

- Work with OPDA to clean, manage, and utilize data to track primary health care service delivery
- Increase routine dental care (and subsequently reduce the need for emergency dental care services) for both adults and Cincinnati Public School children.

Fiscal Sustainability and Strategic Investment

1) Accreditation process: Public Health Accreditation Board (PHAB)

i **DESCRIPTION:** The Health Department has embarked on the process to receive recognition as an accredited health department by the Public Health Accreditation Board (PHAB). The Health Department anticipates this process will be complete during late in fiscal year 2018 or early in fiscal year 2019. First and foremost, the accreditation process will assist the Cincinnati Health Department (CHD) to create a culture of accountability and responsibility. The second major benefit of PHAB accreditation will be to acquire funding through grants and awards that will only be available to accredited health departments.

i **KEY MILESTONES:**

- Submission of all documents required in application (September 2017 to February 28, 2018)
- Visit by PHAB, following completion of requisite documents

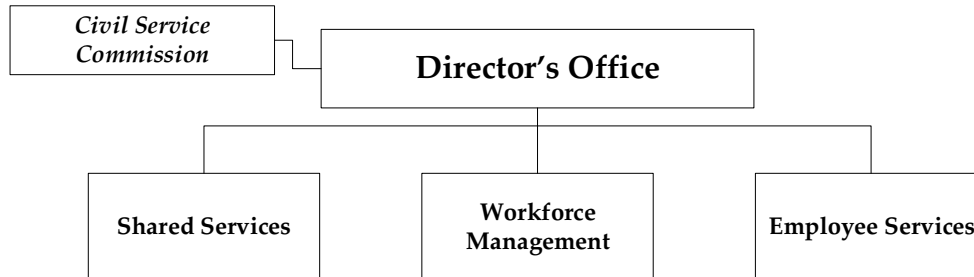


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Human Resources

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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,123,840	1,169,550	1,082,440	(87,110)	1,083,240
Employee Benefits	337,760	340,930	355,630	14,700	354,180
Other Expenses	310,980	537,840	537,840	0	753,660
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,772,580	2,048,320	1,975,910	(72,410)	2,191,080
Operating Budget Restricted					
Personnel Services	222,960	220,560	235,550	14,990	242,100
Employee Benefits	58,570	69,330	80,580	11,250	82,170
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	281,530	289,890	316,130	26,240	324,270
Internal Service Funds	0	0	0	0	0
Total	2,054,110	2,338,210	2,292,040	(46,170)	2,515,350
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	22.10	22.10	22.10	0.00	22.10

Departmental Budgets

Human Resources



Department Programs

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

Program Summaries

Program 1: Workforce Management

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	412,330	294,970	247,810	(47,160)	244,310
Employee Benefits	127,540	85,630	95,390	9,760	92,530
Other Expenses	107,280	362,980	434,980	72,000	415,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	647,150	743,580	778,180	34,600	752,440
Operating Budget Restricted					
Personnel Services	222,960	220,560	235,550	14,990	242,100
Employee Benefits	58,570	69,330	80,580	11,250	82,170
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	281,530	289,890	316,130	26,240	324,270
Internal Service Funds	0	0	0	0	0
Total	928,680	1,033,470	1,094,310	60,840	1,076,710
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	12.10	10.10	10.10	0.00	10.10

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
117,450	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases and an increase in expert services. There is no change in FTE.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(56,610)	0.00	(57,360)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will hold a Senior Human Resources Analyst position vacant for a portion of FY 2018.



Program 2: Employee Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	256,930	336,910	284,140	(52,770)	282,520
Employee Benefits	78,030	102,960	102,380	(580)	103,550
Other Expenses	150,660	103,140	31,140	(72,000)	268,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	485,620	543,010	417,660	(125,350)	654,410
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	485,620	543,010	417,660	(125,350)	654,410
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	5.00	5.00	0.00	5.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(42,360)	0.00	All Funds	This program reflects a General Fund decrease due to a reduction in expert services which is partially offset by an increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(82,990)	0.00	(83,740)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will hold a Senior Human Resources Analyst position vacant.

Departmental Budgets

Human Resources



Program 3: Shared Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	264,490	279,730	272,600	(7,130)	286,530
Employee Benefits	80,980	81,340	81,390	50	84,030
Other Expenses	6,960	14,530	14,530	0	14,120
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	352,430	375,600	368,520	(7,080)	384,680
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	352,430	375,600	368,520	(7,080)	384,680
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program 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
16,430	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(23,510)	0.00	0	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will hold a Senior Computer Programmer/Analyst position vacant for a portion of FY 2018.



Program 4: Administration

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	190,090	257,940	277,890	19,950	269,880
Employee Benefits	51,210	71,000	76,470	5,470	74,070
Other Expenses	46,080	57,190	57,190	0	55,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	287,380	386,130	411,550	25,420	399,550
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	287,380	386,130	411,550	25,420	399,550
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	3.00	3.00	0.00	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
25,420	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



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Safer Streets

1) Enhance Citywide HR Service Delivery Model

i **DESCRIPTION:** The Human Resources Department will partner with the Police and Fire Departments to on-board new recruit classes during FY18. This will entail working with both the police and fire recruit teams to ensure a diverse pool of applicants, candidate assessment and on-boarding.

i **KEY MILESTONES:** The Human Resources Department will work with the various agencies in the development of a project plan to ensure key targets are met throughout the hiring process. Specifically,

- a. Establish a timeline for the filling of vacancies based upon budget approval of positions;
- b. Development and implementation of a Recruitment Strategy
- c. Creation and implementation of an assessment and selection strategy
- d. Candidate evaluation
- e. Background Check
- f. Polygraph
- g. EHS
- h. Timely on-boarding of new recruit classes
- i. Projects goals to be reviewed and monitored on a bi-weekly basis

Relevant Data	Data Source
Time from application to job start (average)	NeoGov
Number of recruit classes: Fire	HR
Number of recruit classes: Police	HR
Number of recruit classes: ECC (OD/AOD)	HR
Days to complete polygraph testing (average)	NeoGov
Days to complete candidate evaluation (by Department and position)	NeoGov
Time to fill vacant positions (by Department and position)	NeoGov



2) Establish Public Safety Labor Management Collaborative

i **DESCRIPTION:** The Human Resources Department will establish a Public Safety Labor-Management Collaborative focused on relationship building; sharing of information; and problem-solving.

i **KEY MILESTONES:**

- a. The development of a Committee Charter to establish the framework
- b. Committee will establish ground rules and participants
- c. Creation of a Pre-Agenda Meeting Structure
- d. Identification of issues and concerns to be addressed
- e. Format design for the presentation of information

Innovative Government

1) Continue to enhance city-wide HR service delivery

i **DESCRIPTION:** Continue to Enhance City-wide HR Service Delivery Model through the completion of three (3) HR iLab events: 1) further streamlining the vacancy review process; 2) evaluating and streamlining the submission of Civil Service items; and 3) restructuring of the salary request process.

i **KEY MILESTONES:** The three (3) program areas will be restructured and streamlining to ensure the timely filling of vacancies. Specifically, standard operating procedures and workflow maps will be created for each component of the restructuring; roles and responsibilities of each responsible party will be created along with the establishment of system-wide goals to ensure compliance.

Relevant Data	Data Source
Days from requisition created to vacancy review board (per Department & position)	NeoGov & BoardDocs
Days from requisition to Civil Service Commission approval (by Department & position)	NeoGov & BoardDocs
Job classifications total	HR



Fiscal Sustainability & Strategic Investment

1) Upgrade of the Cincinnati Human Resources Information System (CHRIS)

i **DESCRIPTION:** The goal of the CHRIS upgrades and technology efficiencies priority is to ensure technical support of the City's current Human Resources Information System and a streamlined mechanism of operation. In 2018, the current version of the City's system will no longer be supported.

- i** **KEY MILESTONES:** The CHRIS Team will work with the consultant group to:
- a. Establish a project team to oversee the work of the upgrade.
 - b. Develop a project plan for the completion of items associated with the upgrade.
 - c. Identify key targets/deliverables for the project work.
 - d. Project updates reviewed and monitored on at minimum bi-weekly basis
 - e. Develop a mechanism for the vetting of issues and concerns associated with the project
 - f. Monitor the project budget on a monthly basis to ensure budgetary targets are met and not exceeded
 - g. Establish protocols and communication strategies for upgrade test
 - h. Develop any and all new procedures and system rules prior to the adoption and implementation of the various components
 - i. Validate data integrity throughout project
 - j. Train applicable staff members on system changes within the expected time periods
 - k. System upgrade is completed and implemented within the indicated time period.



2) 21st Century Workforce

i **DESCRIPTION:** The Human Resources Department will work to align policy and procedures with that of a 21st Century Workforce by reviewing, evaluating, and revamping human resources policies and procedures to align with best in-class models and federal, state, and local laws. This work will include participants from across the city's workforce.

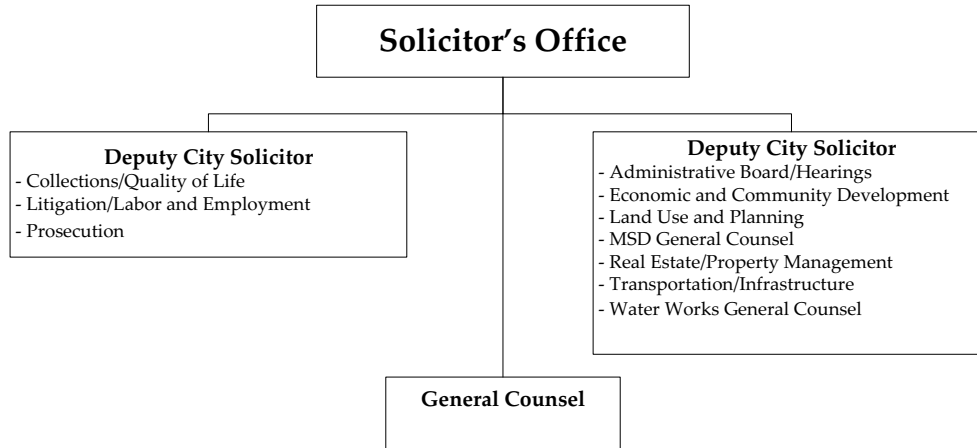
i **KEY MILESTONES:**

- a. Develop a committee for the creation of a Project Charter
- b. Committee will establish the project activities and timelines associated with the completion of this item
- c. Formalize a subcommittee structure for the assignment of project work activities
- d. Creation of a review matrix for each of the policies to ensure the completeness and quality of the work
- e. Project plan approved and implemented
- f. Key targets/deliverables identified
- g. Project updates submitted, reviewed, and monitored on a monthly basis
- h. Final policies presented and approved by Key Stakeholders



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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	4,342,580	4,628,870	4,734,330	105,460	4,634,260
Employee Benefits	1,401,720	1,491,740	1,529,190	37,450	1,485,620
Other Expenses	644,190	621,570	676,570	55,000	656,700
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,388,490	6,742,180	6,940,090	197,910	6,776,580
Operating Budget Restricted					
Personnel Services	172,280	258,960	290,340	31,380	301,710
Employee Benefits	26,860	70,320	67,820	(2,500)	70,200
Other Expenses	6,930	7,210	6,490	(720)	6,610
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	206,070	336,490	364,650	28,160	378,520
Internal Service Funds	557,350	458,160	696,670	238,510	712,990
Total	7,151,910	7,536,830	8,001,410	464,580	7,868,090
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	2,140,000	2,000,000	2,200,000	200,000	2,100,000
Total Full-time Equivalent Positions	77.00	81.20	81.20	0.00	81.20

Departmental Budgets



Law

Department Programs

1. Law - Civil
2. Law - Administrative Hearings
3. Community Prosecution
4. Law - Administrative Boards
5. General Counsel
6. Labor and Employment
7. Law - Prosecution
8. Law - Real Estate

Program Summaries

Program 1: Law - Civil

Description: The Civil section drafts legislation for City Council, the Mayor, and the Administration, and provides legal advice and counsel to the City's officials and agencies.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,267,480	1,437,370	2,719,110	1,281,740	2,667,760
Employee Benefits	442,960	470,140	869,420	399,280	845,520
Other Expenses	209,060	211,090	510,640	299,550	495,390
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,919,500	2,118,600	4,099,170	1,980,570	4,008,670
Operating Budget Restricted					
Personnel Services	0	0	252,450	252,450	260,600
Employee Benefits	0	0	57,500	57,500	59,120
Other Expenses	0	0	3,320	3,320	3,380
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	313,270	313,270	323,100
Internal Service Funds	155,000	45,000	0	(45,000)	0
Total	2,074,500	2,163,600	4,412,440	2,248,840	4,331,770
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	1,040,000	500,000	500,000	0	500,000
Total Full-time Equivalent Positions	21.00	23.20	45.20	22.00	45.20

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
2,705,810	23.00	All Funds	This program reflects an all funds increase due to a comprehensive departmental reorganization of programs. The reorganization consolidates eight programs into five programs. Former programs including Administration, Civil Litigation, Economic and Community Development, General Counsel, and Labor/Employment are now combined into one new program group: the Law - Civil program.



On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(89,480)	(1.00)	(92,520)	(1.00)	General Fund	This program reflects a General Fund decrease due to the transfer of a Senior Assistant City Solicitor from the Law - Civil program to the Law - Prosecution program which is part of the department's reorganization.
55,000	0.00	55,000	0.00	General Fund	This represents an increase due to the acquisition of debt recovery software that will assist in recovering delinquent accounts more effectively and responsibly.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(177,480)	0.00	(178,940)	0.00	General Fund	This reflects a budget reduction to the department's budget. The reduction will hold three positions vacant: a part-time Law Clerk, a Legal Assistant, and a Senior Assistant City Solicitor.
(200,000)	0.00	(200,000)	0.00	General Fund	This represents an increase in reimbursements from the Property Management Fund to the General Fund.

Departmental Budgets



Law

Program 2: Law - Administrative Hearings

Description: To ensure that municipal civil code violations are effectively enforced by conducting fair and impartial administrative hearings based on the Notices of Civil Offense issued by City departments.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	237,260	248,100	183,420	(64,680)	179,140
Employee Benefits	85,240	92,510	80,070	(12,440)	77,570
Other Expenses	51,850	50,180	50,180	0	48,780
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	374,350	390,790	313,670	(77,120)	305,490
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	374,350	390,790	313,670	(77,120)	305,490
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	1,100,000	1,500,000	1,700,000	200,000	1,600,000
Total Full-time Equivalent Positions	4.00	4.00	3.00	(1.00)	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(77,120)	(1.00)	All Funds	This program reflects a General Fund decrease due to a comprehensive departmental reorganization of programs. The reorganization consolidates eight programs into five programs. As part of this reorganization, one City Solicitor position is transferred from the Law - Administrative Hearings program to the new Law - Administrative Boards program to serve as a Zoning Hearing Examiner.



Program 3: Community Prosecution

Description: This program is now part of the Law - Prosecution program for FY 2018.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	74,270	86,890	0	(86,890)	0
Employee Benefits	17,370	30,390	0	(30,390)	0
Other Expenses	9,070	5,470	0	(5,470)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	100,710	122,750	0	(122,750)	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	100,710	122,750	0	(122,750)	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	1.00	1.00	0.00	(1.00)	0.00

Departmental Budgets



Law

Program 4: Law - Administrative Boards

Description: Staffs and manages several of the City's administrative boards to ensure that their duties and responsibilities are carried out in an efficient, timely, and appropriate manner.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	505,460	480,700	200,760	(279,940)	195,570
Employee Benefits	112,410	136,140	75,240	(60,900)	72,860
Other Expenses	62,580	58,820	0	(58,820)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	680,450	675,660	276,000	(399,660)	268,430
Operating Budget Restricted					
Personnel Services	122,630	230,160	0	(230,160)	0
Employee Benefits	27,570	63,060	0	(63,060)	0
Other Expenses	3,550	3,690	0	(3,690)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	153,750	296,910	0	(296,910)	0
Internal Service Funds	0	0	0	0	0
Total	834,200	972,570	276,000	(696,570)	268,430
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.00	12.00	3.00	(9.00)	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(696,570)	(9.00)	All Funds	This program reflects an all funds decrease due to a comprehensive departmental reorganization of programs. The reorganization consolidates eight programs into five programs. This budget supports the new Law - Administrative Boards program. The decrease in FTE is due to the reorganization of programs.



Program 5: General Counsel

Description: This program is now part of the Law - Civil program for FY 2018.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	648,230	543,520	0	(543,520)	0
Employee Benefits	223,320	183,620	0	(183,620)	0
Other Expenses	124,930	119,510	0	(119,510)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	996,480	846,650	0	(846,650)	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	996,480	846,650	0	(846,650)	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	8.00	0.00	(8.00)	0.00

Departmental Budgets



Law


Program 6: Labor and Employment

Description: This program is now part of the Law - Civil program for FY 2018.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	373,410	261,250	0	(261,250)	0
Employee Benefits	117,450	90,810	0	(90,810)	0
Other Expenses	72,340	66,220	0	(66,220)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	563,200	418,280	0	(418,280)	0
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	563,200	418,280	0	(418,280)	0
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	3.00	0.00	(3.00)	0.00



Program 7: Law - Prosecution 

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,236,470	1,571,040	1,631,040	60,000	1,591,790
Employee Benefits	402,970	488,130	504,460	16,330	489,670
Other Expenses	114,360	110,280	115,750	5,470	112,530
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,753,800	2,169,450	2,251,250	81,800	2,193,990
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	1,753,800	2,169,450	2,251,250	81,800	2,193,990
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	22.00	24.00	24.00	0.00	24.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(7,680)	(1.00)	All Funds	This program reflects an all funds decrease due to a comprehensive departmental reorganization of programs. The reorganization consolidates eight programs into five programs. The reorganization consolidates the Community Prosecution program into the Law - Prosecution program. The decrease in FTE is due to the reorganization of programs.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
89,480	1.00	92,520	1.00	General Fund	This increase represents the transfer of a Senior Assistant City Solicitor from the Law - Civil program to the Law - Prosecution program which is part of the department's reorganization.

Departmental Budgets



Law

Program 8: Law - Real Estate

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	49,650	28,800	37,890	9,090	41,110
Employee Benefits	(710)	7,260	10,320	3,060	11,080
Other Expenses	3,380	3,520	3,170	(350)	3,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	52,320	39,580	51,380	11,800	55,420
Internal Service Funds	402,350	413,160	696,670	283,510	712,990
Total	454,670	452,740	748,050	295,310	768,410
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00	6.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
11,800	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefit increases. There is no change in FTE.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
200,000	0.00	200,000	0.00	Property Management	This reflects an increase in reimbursements to the General Fund.



Safer Streets

1) Strategic Partnerships with USAO and Vacant Property Task Force

i **DESCRIPTION:** The law department is partnering with the United States Attorney's Office and the Vacant Property Task Force to collaborate with and leverage the work of other agencies to achieve the key priorities of Safer Streets and Thriving and Healthy Neighborhoods.

Law continues to partner with the US attorney's office and the Vacant Property Task Force to collaborate and leverage the work of other agencies to achieve the key priority of reducing gun violence and making our neighborhoods safer.

i **KEY MILESTONES:**

- 1) Increased gun prosecutions in federal court;
- 2) Increased abatement of nuisance properties;
- 3) Increased participation in Vacant Property Task Force advocacy for state legislation enabling increased urban oriented property maintenance.

Innovative Government

1) Housing Court in Hamilton County Common Pleas

i **DESCRIPTION:** The Law Department is working collaboratively with Hamilton County officials, the Ohio Supreme Court, and the General Assembly if necessary to achieve a county-wide common pleas docket that will handle housing issues and other specialized cases in the county.

This priority will establish a housing court that will deal with neighborhood blight, foreclosures, safety and housing issues, not just in Cincinnati but throughout Hamilton County.

i **KEY MILESTONES:** The key milestone is the Ohio Supreme Court recommending and the county setting up the court pursuant to the jurisdictional parameters agreed to by the county, the courts, and the City.



Law

2) Collections

i **DESCRIPTION:** The Law Department’s collections section has added staff, technology, and training to increase City-wide collections and streamline the City’s processes for debt collection.

- i** **KEY MILESTONES:**
- Increased annual collections.
 - Increased court filings.
 - Increased year over year return on collectible debt.

Relevant Data	Data Source
Number of claims resolved (Collections)	Collections
Number of court filings	Law
Collections revenue (\$\$)	CFS

Fiscal Sustainability & Strategic Investment

1) Manage the expiration of the MSD 1968 Agreement

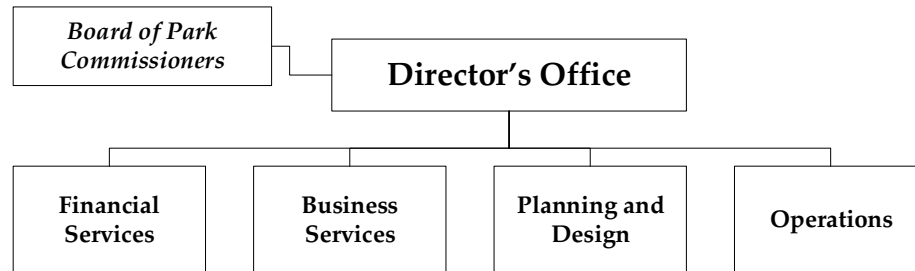
i **DESCRIPTION:** The 1968 Agreement between the City and the County regarding the management and operations of the Metropolitan Sewer District will expire in 2018. In order to maintain seamless operations of the sewer system, the agreement will need to be extended, re-negotiated or concluded. A conclusion will require that the assets and liabilities are equitably divided and a new system established to address the sewer needs of the City and to ensure compliance with the Federal Consent Decree.

- i** **KEY MILESTONES:**
1. Continuous supervision of ongoing legal issues for the district.
 2. Compliance with consent decree milestones.
 3. Preservation of City interests in long term operation of MSD.



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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	4,700,850	4,416,710	4,706,080	289,370	4,945,260
Employee Benefits	1,159,600	1,425,120	1,485,540	60,420	1,538,410
Other Expenses	3,254,140	2,896,670	2,983,550	86,880	2,886,090
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,114,590	8,738,500	9,175,170	436,670	9,369,760
Operating Budget Restricted					
Personnel Services	3,471,510	3,956,220	4,510,370	554,150	4,620,570
Employee Benefits	1,503,210	1,484,710	1,740,650	255,940	1,774,140
Other Expenses	2,391,630	2,821,680	2,871,230	49,550	2,858,940
Properties	30,000	30,000	30,000	0	30,000
Debt Service	0	0	0	0	0
Operating Total	7,396,350	8,292,610	9,152,250	859,640	9,283,650
Internal Service Funds	0	0	0	0	0
Total	16,510,940	17,031,110	18,327,420	1,296,310	18,653,410
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	1,857,360	2,578,000	4,751,000	2,173,000	4,751,000
Total Full-time Equivalent Positions	244.45	244.45	248.15	3.70	250.15

Departmental Budgets



Parks

Department Programs

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

Program Summaries

Program 1: Director's Office

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	173,310	173,870	188,820	14,950	183,550
Employee Benefits	48,160	54,160	56,400	2,240	58,690
Other Expenses	680	710	710	0	690
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	222,150	228,740	245,930	17,190	242,930
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	222,150	228,740	245,930	17,190	242,930
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
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
17,190	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



Program 2: Operations & Facility Management

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	3,233,030	2,943,050	3,074,390	131,340	3,295,230
Employee Benefits	858,100	977,090	1,003,490	26,400	1,046,010
Other Expenses	2,411,350	2,068,640	2,155,520	86,880	2,081,480
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,502,480	5,988,780	6,233,400	244,620	6,422,720
Operating Budget Restricted					
Personnel Services	2,391,670	2,826,010	3,323,810	497,800	3,402,740
Employee Benefits	1,096,050	1,100,660	1,331,200	230,540	1,348,830
Other Expenses	695,990	1,078,090	1,185,930	107,840	1,197,050
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	4,183,710	5,004,760	5,840,940	836,180	5,948,620
Internal Service Funds	0	0	0	0	0
Total	10,686,190	10,993,540	12,074,340	1,080,800	12,371,340
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	762,000	1,507,500	3,680,500	2,173,000	3,680,500
Total Full-time Equivalent Positions	177.75	177.75	181.85	4.10	183.85

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
780,800	0.60	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is related to a minor adjustment to part-time seasonal staff.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
300,000	3.50	300,000	3.50	General Fund	This increase represents the ongoing operational maintenance costs associated with the renovation and expansion of Ziegler Park. The newly renovated park is scheduled to open in June 2018.
0	0.00	198,220	2.00	General Fund	This increase in FY 2019 represents the ongoing maintenance costs associated with the transient boat dock at Smale Riverfront Park; however this amount will be re-evaluated during next year's Operating Budget Update development process.

Departmental Budgets



Parks

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(995,390)	0.00	(995,390)	0.00	General Fund	This represents a reduction in General Fund personnel and non-personnel expenses by shifting the funding source to the department's restricted revenue funds and private endowment funds for FY 2018 and FY 2019.
350,000	0.00	350,000	0.00	Sawyer Point	
145,390	0.00	145,390	0.00	Private Endowments	
300,000	0.00	300,000	0.00	Cincinnati Riverfront Park	
200,000	0.00	200,000	0.00	Park Lodge/ Pavilion Deposits	



Program 3: Urban Forestry

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	504,980	537,370	573,250	35,880	590,500
Employee Benefits	186,210	189,190	209,590	20,400	217,990
Other Expenses	1,165,840	1,139,370	1,081,130	(58,240)	1,051,180
Properties	30,000	30,000	30,000	0	30,000
Debt Service	0	0	0	0	0
Operating Total	1,887,030	1,895,930	1,893,970	(1,960)	1,889,670
Internal Service Funds	0	0	0	0	0
Total	1,887,030	1,895,930	1,893,970	(1,960)	1,889,670
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.50	8.50	8.50	0.00	8.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(1,960)	0.00	All Funds	This program reflects a slight decrease in the Urban Forestry Special Assessment Fund due to a reduction in funding for contractual services. The decrease in funding for contractual services is partially offset by City Council approved wage increases and employee benefits increases. There is no change in FTE.

Departmental Budgets



Parks

Program 4: Planning & Design

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	50,910	82,700	205,400	122,700	212,800
Employee Benefits	(49,210)	(25,350)	7,290	32,640	10,890
Other Expenses	1,800	1,840	1,840	0	1,790
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,500	59,190	214,530	155,340	225,480
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	3,500	59,190	214,530	155,340	225,480
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.50	6.50	7.50	1.00	7.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
155,340	1.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is related to the transfer of an Employment and Training Supervisor position from the Customer Service program.



Program 5: Financial & Business Services

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	439,710	444,450	465,690	21,240	467,180
Employee Benefits	123,900	149,920	170,840	20,920	172,190
Other Expenses	663,730	643,730	643,730	0	625,820
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,227,340	1,238,100	1,280,260	42,160	1,265,190
Operating Budget Restricted					
Personnel Services	116,430	103,300	108,690	5,390	113,320
Employee Benefits	57,590	57,260	49,650	(7,610)	50,530
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	174,020	160,560	158,340	(2,220)	163,850
Internal Service Funds	0	0	0	0	0
Total	1,401,360	1,398,660	1,438,600	39,940	1,429,040
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	177,000	30,000	30,000	0	30,000
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
39,940	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

Departmental Budgets



Parks

Program 6: Krohn Conservatory

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	226,560	217,850	226,620	8,770	228,060
Employee Benefits	42,960	79,490	56,480	(23,010)	56,380
Other Expenses	18,290	20,200	20,200	0	19,250
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	287,810	317,540	303,300	(14,240)	303,690
Operating Budget Restricted					
Personnel Services	338,430	355,950	371,030	15,080	380,420
Employee Benefits	121,180	109,010	118,970	9,960	125,550
Other Expenses	309,200	381,160	381,110	(50)	385,840
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	768,810	846,120	871,110	24,990	891,810
Internal Service Funds	0	0	0	0	0
Total	1,056,620	1,163,660	1,174,410	10,750	1,195,500
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	543,500	576,500	576,500	0	576,500
Total Full-time Equivalent Positions	14.50	14.50	14.00	(0.50)	14.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
10,750	(0.50)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The decrease in FTE is related to a minor adjustment to part-time seasonal staff.



Program 7: Explore Nature

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	334,520	331,190	356,060	24,870	353,140
Employee Benefits	88,320	107,630	122,940	15,310	124,450
Other Expenses	29,590	29,250	29,250	0	28,440
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	452,430	468,070	508,250	40,180	506,030
Operating Budget Restricted					
Personnel Services	120,000	133,590	133,590	0	133,590
Employee Benefits	42,180	28,590	31,240	2,650	31,240
Other Expenses	23,060	23,370	23,370	0	23,840
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	185,240	185,550	188,200	2,650	188,670
Internal Service Funds	0	0	0	0	0
Total	637,670	653,620	696,450	42,830	694,700
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.20	15.20	15.30	0.10	15.30

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
42,830	0.10	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is related to a minor adjustment to part-time seasonal staff.

Departmental Budgets



Parks

Program 8: Facility Maintenance

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	46,170	36,430	68,240	31,810	86,320
Employee Benefits	(4,760)	17,190	16,870	(320)	20,120
Other Expenses	110,860	114,540	114,540	0	111,360
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	152,270	168,160	199,650	31,490	217,800
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	152,270	168,160	199,650	31,490	217,800
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
31,490	0.00	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



Program 9: Customer Service

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	196,640	187,170	120,860	(66,310)	118,980
Employee Benefits	52,130	64,990	51,230	(13,760)	49,680
Other Expenses	17,840	17,760	17,760	0	17,260
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	266,610	269,920	189,850	(80,070)	185,920
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	197,540	199,690	199,690	0	201,030
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	197,540	199,690	199,690	0	201,030
Internal Service Funds	0	0	0	0	0
Total	464,150	469,610	389,540	(80,070)	386,950
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	374,860	464,000	464,000	0	464,000
Total Full-time Equivalent Positions	3.00	3.00	2.00	(1.00)	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(80,070)	(1.00)	All Funds	This program reflects an all funds decrease due to the transfer of an Employment and Training Supervisor position to the Planning and Design program which is partially offset by City Council approved wage increases and employee benefits increases.



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Thriving & Healthy Neighborhoods

1) Ongoing Beautification of Parks properties and resources

- i** **DESCRIPTION:** Provide a park system that increases community engagement; enhances overall quality of life; maintains public spaces that foster social cohesion; and leverage neighborhood revitalization.
- i** **KEY MILESTONES:** Provide quality customer service, including responses to customer service requests within the scope of Parks services.

Relevant Data	Data Source
Number of Customer Service Requests (Parks)	CAGIS
Number of Special Event Permits Issued	Parks

2) Sustain and enhance the Urban Forestry Street Tree Program

- i** **DESCRIPTION:** Maintaining 1/6 of City street trees annually on a six year cycle-- provides an increased urban street canopy (and includes over 80,000 trees in the City of Cincinnati)

Relevant Data	Data Source
Number of Trees Maintained	Parks
Customer Service Requests for Urban Forestry	CAGIS



Parks

Fiscal Sustainability and Strategic Investment

1) Maintain Parks' Capital Infrastructure

i **DESCRIPTION:** Ensure ongoing capital infrastructure maintenance funding for infrastructure within parks (roadways; trails; lights; etc.)

2) Maintain revenue generating infrastructure and programs

i **DESCRIPTION:** Programs include Krohn Conservatory; Waterfront Parks; Smale Riverfront Park; Explore Nature; and Park rentals, etc.

i **KEY MILESTONES:** Participation in Special Event permitting process (innovation lab event & ongoing process improvement)

Relevant Data	Data Source
Number of Special Event Permits Issued	Parks



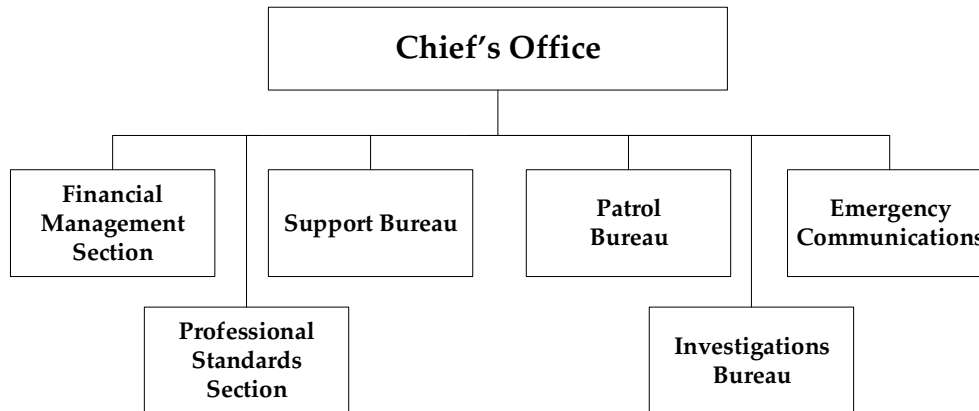


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Police

The Cincinnati Police Department will develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	86,739,650	94,430,400	98,712,720	4,282,320	100,169,120
Employee Benefits	32,885,960	36,699,230	37,400,390	701,160	37,309,300
Other Expenses	12,560,480	12,816,630	13,615,090	798,460	12,998,100
Properties	0	0	0	0	0
Debt Service	610,560	0	0	0	0
Operating Total	132,796,650	143,946,260	149,728,200	5,781,940	150,476,520
Operating Budget Restricted					
Personnel Services	0	900,000	965,000	65,000	965,000
Employee Benefits	0	0	0	0	0
Other Expenses	463,630	1,165,000	2,250,880	1,085,880	2,266,660
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	463,630	2,065,000	3,215,880	1,150,880	3,231,660
Internal Service Funds	0	0	0	0	0
Total	133,260,280	146,011,260	152,944,080	6,932,820	153,708,180
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	2,933,000	3,524,500	3,545,000	20,500	3,545,000
Total Full-time Equivalent Positions	1,219.73	1,361.73	1,379.46	17.73	1,379.46

Departmental Budgets

Police



Department Programs

1. Emergency Communications Center
2. Neighborhood Policing
3. Special Operations
4. Special Investigations
5. Operations Support
6. Personnel Training and Support
7. Technology Support
8. General Administration and Support

Program Summaries

Program 1: Emergency Communications Center

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

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	6,012,880	6,755,530	742,650	6,793,230
Employee Benefits	0	2,591,580	2,448,150	(143,430)	2,440,410
Other Expenses	0	209,040	209,040	0	199,250
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	8,813,500	9,412,720	599,220	9,432,890
Operating Budget Restricted					
Personnel Services	0	900,000	965,000	65,000	965,000
Employee Benefits	0	0	0	0	0
Other Expenses	0	376,000	375,880	(120)	375,880
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	1,276,000	1,340,880	64,880	1,340,880
Internal Service Funds	0	0	0	0	0
Total	0	10,089,500	10,753,600	664,100	10,773,770
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	1,300,000	1,300,000	0	1,300,000
Total Full-time Equivalent Positions	0.00	116.00	120.00	4.00	120.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
664,100	4.00	All Funds	This program reflects an all funds increase due to the transfer of sworn officers to this program and City Council approved wage increases and employee benefits increases. The increase in FTE is due to the transfer of sworn officers from other functions.



Program 2: Neighborhood Policing

Description: This program provides for the prevention, suppression, and investigation of crime through highly visible patrol activities and community partnerships in the Department's five Police Districts and the Central Business Section.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	55,429,730	58,524,980	59,301,160	776,180	60,932,360
Employee Benefits	20,237,140	21,715,440	21,863,480	148,040	22,153,210
Other Expenses	11,139,320	11,304,150	12,046,630	742,480	11,477,350
Properties	0	0	0	0	0
Debt Service	610,560	0	0	0	0
Operating Total	87,416,750	91,544,570	93,211,270	1,666,700	94,562,920
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	312,380	789,000	1,875,000	1,086,000	1,890,780
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	312,380	789,000	1,875,000	1,086,000	1,890,780
Internal Service Funds	0	0	0	0	0
Total	87,729,130	92,333,570	95,086,270	2,752,700	96,453,700
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	775,000	474,500	425,000	(49,500)	425,000
Total Full-time Equivalent Positions	680.73	754.73	770.46	15.73	773.46

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
2,879,160	(14.27)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The decrease in FTE is due to the transfer of sworn officers to other functions.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
1,508,540	15.00	1,627,320	15.00	General Fund	This represents the transfer of positions to and from the Neighborhood Policing program.
0	15.00	0	15.00	General Fund	This represents the portion of the 108th Police Recruit Class which will be funded by a COPS Hiring Grant.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(700,000)	0.00	0	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will delay the start of the 108th Police Recruit Class from August 2017 until November 2017.

Departmental Budgets

Police



One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(1,600,000)	0.00	0	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will delay the start of the 109th Police Recruit Class from February 2018 until July 2018.
(260,000)	0.00	(260,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction relates to the purchase of ShotSpotter technology being made from the Police Information Technology and Equipment capital project. Funding for this expense had originally been included in the department's operating budget.
700,000	0.00	700,000	0.00	General Fund	This represents the on-going contractual costs for the department's Body Worn Camera System. Payments are being made from the Body Worn Camera capital project account, but those funds will exhaust in FY 2019. The resources for this increase are represented by a transfer in to the General Fund.
0	0.00	(800,000)	0.00	General Fund	This reflects a budget reduction to the department's budget. This reduction will delay the start of the 110th Police Recruit Class from January 2019 until May 2019.
225,000	0.00	0	0.00	General Fund	This increase represents the transfer of funds from the Police Information Technology and Equipment capital project to purchase ShotSpotter technology. The resources for this increase are represented by a transfer in to the General Fund.



Program 3: Special Operations

Description: This program provides specialized units for response to specific public safety issues such as Traffic Enforcement and Park Patrols.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	5,883,140	5,772,800	7,838,470	2,065,670	8,021,780
Employee Benefits	2,357,650	2,422,760	3,240,030	817,270	3,140,320
Other Expenses	1,070	1,130	1,130	0	1,100
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	8,241,860	8,196,690	11,079,630	2,882,940	11,163,200
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	8,241,860	8,196,690	11,079,630	2,882,940	11,163,200
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	84.00	119.00	141.00	22.00	141.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
3,362,010	28.00	All Funds	This program reflects a General Fund increase due to the transfer of sworn officers to this program and City Council approved wage increases and employee benefits increases. The increase in FTE is due to the transfer of sworn officers from other functions.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(479,070)	(6.00)	(513,310)	(6.00)	General Fund	This represents the transfer of positions to the General Administration and Support program.

Departmental Budgets



Police

Program 4: Special Investigations

Description: This program prevents and solves crime through a variety of crime-specific units such as Homicide and Vice and specialized techniques including scientific investigative services.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	10,496,430	9,604,110	11,272,720	1,668,610	11,155,440
Employee Benefits	4,275,390	3,959,790	4,482,410	522,620	4,345,260
Other Expenses	9,110	9,300	59,300	50,000	57,650
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	14,780,930	13,573,200	15,814,430	2,241,230	15,558,350
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	14,780,930	13,573,200	15,814,430	2,241,230	15,558,350
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	156.00	143.00	151.00	8.00	151.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
2,292,070	9.00	All Funds	This program reflects a General Fund increase due to the transfer of sworn officers to this program and City Council approved wage increases and employee benefits increases. The increase in FTE is due to the transfer of sworn officers from other functions.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(50,840)	(1.00)	(65,080)	(1.00)	General Fund	This represents the transfer of positions to and from the Special Investigations program.



Program 5: Operations Support

Description: This program supports the line operations of the Department through supplies, transportation, police records, and custody of property involved in criminal activity.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	6,010,970	6,407,960	4,143,240	(2,264,720)	4,140,430
Employee Benefits	2,391,240	2,630,830	1,662,980	(967,850)	1,664,470
Other Expenses	10,980	1,170	1,170	0	1,140
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	8,413,190	9,039,960	5,807,390	(3,232,570)	5,806,040
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	8,413,190	9,039,960	5,807,390	(3,232,570)	5,806,040
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	145.00	117.00	77.00	(40.00)	77.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(3,099,480)	(40.00)	All Funds	This program reflects a General Fund decrease due to the transfer of sworn officers from this program. The decrease in FTE is due to the transfer of sworn officers to other functions.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(6,210)	1.00	(4,750)	1.00	General Fund	This represents the transfer of positions to and from the Operations Support program.
(126,880)	(1.00)	(131,240)	(1.00)	General Fund	This represents the transfer of a position from the Operations Support program to the Collaborative Compliance Unit.

Departmental Budgets



Police

Program 6: Personnel Training and Support

Description: This program provides support and training for all Department employees through employee relations and in-service training; and administers the recruiting, selection, and training of new officers.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	3,263,500	2,830,090	2,550,850	(279,240)	2,533,200
Employee Benefits	1,428,630	1,157,070	1,006,650	(150,420)	986,340
Other Expenses	604,240	466,240	466,240	0	453,270
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,296,370	4,453,400	4,023,740	(429,660)	3,972,810
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	151,250	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	151,250	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	5,447,620	4,453,400	4,023,740	(429,660)	3,972,810
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	82.00	43.00	37.00	(6.00)	37.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(275,560)	(5.00)	All Funds	This program reflects a General Fund decrease due to the transfer of sworn officers from this program. The decrease in FTE is due to the transfer of sworn officers to other functions.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(154,100)	(1.00)	(163,810)	(1.00)	General Fund	This represents the transfer of positions to and from the Personnel Training and Support program.



Program 7: Technology Support

Description: This program supports all information technology systems and equipment used throughout the Department and includes systems development, implementation, and support; hardware and software purchase, installation, and maintenance; and systems coordination.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,424,360	1,397,640	1,433,170	35,530	1,432,420
Employee Benefits	548,410	557,590	548,880	(8,710)	549,260
Other Expenses	795,560	825,420	831,400	5,980	808,160
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,768,330	2,780,650	2,813,450	32,800	2,789,840
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	2,768,330	2,780,650	2,813,450	32,800	2,789,840
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	25.00	24.00	22.00	(2.00)	22.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
95,270	(1.00)	All Funds	This program reflects a General Fund increase due to City Council approved wage increases and employee benefits increases. The change in FTE is due to the elimination of a civilian position in FY 2017.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(62,470)	(1.00)	(65,980)	(1.00)	General Fund	This reduction represents the elimination of a Clerk Typist 3 position in order to fund the Chief Advocate Officer for the Elderly and Disabled in the Office of the City Manager as part of the City Council supported Golden Cincinnati Initiative.

Departmental Budgets

Police



Program 8: General Administration and Support

Description: This program directs and controls all Department activities and fiscal affairs; and administers the Department's community-relations programs and youth initiatives.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	4,231,520	3,879,940	5,417,580	1,537,640	5,160,260
Employee Benefits	1,647,500	1,664,170	2,147,810	483,640	2,030,030
Other Expenses	200	180	180	0	180
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,879,220	5,544,290	7,565,570	2,021,280	7,190,470
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	5,879,220	5,544,290	7,565,570	2,021,280	7,190,470
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	2,158,000	1,750,000	1,820,000	70,000	1,820,000
Total Full-time Equivalent Positions	47.00	45.00	61.00	16.00	58.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
2,763,040	23.00	All Funds	This program reflects a General Fund increase due to the transfer of sworn officers to this program and City Council approved wage increases and employee benefits increases. The increase in FTE is due to the transfer of sworn officers from other functions.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(175,130)	(2.00)	(187,030)	(2.00)	General Fund	This represents the transfer of positions from the General Administration and Support program.
126,880	1.00	131,240	1.00	General Fund	This represents the transfer of a position to the Collaborative Compliance Unit from the Operations Support program.
(50,310)	0.00	(51,650)	0.00	General Fund	This represents a reimbursement to the Finance Management Section from the Convention Center Fund for a position that has shared responsibilities between the two departments.
(643,210)	(6.00)	(693,350)	(6.00)	General Fund	This represents the transfer of positions from the General Administration and Support program.



Safer Streets

1) Reduce Violent Crime

i **DESCRIPTION:** The goal is to maintain the reduced number of homicides, felonious assaults and aggravated robberies documented last fiscal year by focusing efforts specifically on gun violence. These efforts include mitigating the violence committed by organized groups and affecting the places/locations that contribute to these activities. In order to achieve this goal, the Department will continue this endeavor and it would be reasonable to expect the maintenance of the violent crime reduction achieved last year.

- i** **KEY MILESTONES:**
- Continue to make refinements to CIRV operations to promote efficiency with a focus on priority offenders
 - Improve communication and coordination among all CIRV partners
 - Continue coordination and implementation in collaboration with CIRV services and outreach functions
 - Continue PIVOT strategies in specific neighborhoods and enhance integrated strategies with all City departments and community stakeholders which will build infrastructure to support long-standing change
 - Enhance commitment to youth messaging through social media
 - Mitigate place networks that are disproportionately causing violent crime

Relevant Data	Data Source
Homicides	Shootings DB/RMS
Non-fatal shootings	Shootings DB/RMS
Part 1 Violent Crime	RMS
Part 1 Property Crime	RMS
Number of CIRV Investigations conducted	CIRV
Number of place-based investigations conducted	CIRV
Number of one-on-one interventions	CIRV
Number of youth interventions	CIRV



2) Improve Effectiveness of the Emergency Communications Section (ECS/ECC)

i DESCRIPTION: The goal is to increase the efficiency of call-taking, and balance service demands with quality customer service, both external and internal.

i KEY MILESTONES:

- Quest to achieve optimum personnel and deployment
- Continue ECS transition and improve CAD functionality though interface with other integral systems
- Acquire technology necessary to improve crime fighting
- Prepare ECS for transition into Real Crime Platform
- Focus on Environmental Employment Issues - Improve morale and labor relationships
- Continue efforts to finalize training and operational protocols

Relevant Data	Data Source
% of all calls answered in 10 seconds or less	ECC/Cincinnati Bell
% of all calls abandoned	ECC/Cincinnati Bell
Administrative calls (% total)	ECC/Cincinnati Bell
Number of call takers	ECC: Manual Tracking
Number of operator/dispatchers	ECC: Manual Tracking
CAD Outages	CAD/ECC
Duration of CAD Outages (average)	CAD/ECC
Number of 911 Call Outages	CAD/ECC



Thriving and Healthy Neighborhoods

1) Community Engagement and Development

i **DESCRIPTION:** CPD recognizes crime and disorder reductions can best be sustained by community engagement and strategic planning efforts. In doing so, the City Team would work with stakeholders to begin establishing a culture where crime and disorder is no longer tolerated and community rebuilding begins to take place.

- i** **KEY MILESTONES:**
- Re-commitment to Collaborative
 - Enhance problem solving with Communities
 - Increase Police legitimacy
 - Foster healthy relationships with the Community

Relevant Data	Data Source
Number of community meetings/events attended	CPD
Number of communities involved	CPD



Innovative Government

1) Improve data quality & overall data management through participation in enterprise-wide governance

i **DESCRIPTION:** Data quality is key to the success of all big data/“smart city” initiatives. The goal of participation in enterprise data governance is to enhance data quality citywide through strategic and collaborative data management and oversight. The department will continue its work with OPDA to ensure data quality from data entry to business intelligence.

- i** **KEY MILESTONES:**
- Continue working with OPDA to clean, process, and manage data. Continue to publish new datasets to the Open Data Portal for citizen consumption.
 - Create data dictionaries for databases (RMS, CAD, etc.), and utilize to ensure data quality and consistency.
 - Ensure that data collected from all new technologies (whether housed on-site or by vendors) is fully integrated with existing data systems.
 - Continue to utilize data to improve operations.

Relevant Data	Data Source
Number of datasets published to Open Data Portal	Socrata & OPDA
Number of datasets pulled into OPDA data warehouse	OPDA/CPD
Number of unique data sources	CPD



Fiscal Sustainability and Strategic Investment

1) Upgrade Information Technology Systems

i **DESCRIPTION:** The goal is to upgrade both internal operating systems and vehicle systems, which will promote consistent data downloads to the City's main servers necessary to improve street level crime fighting. A coherent informational technology strategy in conjunction with robust intelligence systems will become the backbone for enforcement strategies, particularly the CIRV and PIVOT functions.

i **KEY MILESTONES:**

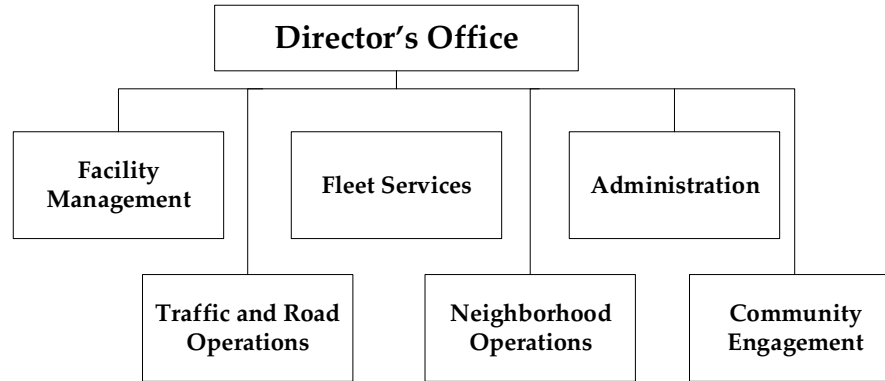
- Continue enhancement to the Department's Record Management Systems
- Planning, development and implementation of a Real Time Crime Center
- Pursue and enhance utilization of new intelligence technologies such as NIBN, Shot Spotter and facial recognition
- Continue growth and implementation of city-wide camera system, including body cameras
- Replace in-car technologies such as the outdated mobile data computers (MDCs) to improve reporting and communication





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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	6,889,540	6,859,360	6,368,190	(491,170)	6,422,710
Employee Benefits	2,476,840	2,512,510	2,495,190	(17,320)	2,462,270
Other Expenses	9,146,880	9,358,750	8,531,130	(827,620)	8,491,680
Properties	0	0	0	0	0
Debt Service	231,420	0	0	0	0
Operating Total	18,744,680	18,730,620	17,394,510	(1,336,110)	17,376,660
Operating Budget Restricted					
Personnel Services	8,512,960	9,003,510	11,356,710	2,353,200	12,007,640
Employee Benefits	3,198,680	3,878,130	4,327,440	449,310	4,493,800
Other Expenses	8,277,910	8,186,000	8,164,900	(21,100)	8,343,710
Properties	30,430	30,430	30,430	0	30,430
Debt Service	43,100	0	0	0	0
Operating Total	20,063,080	21,098,070	23,879,480	2,781,410	24,875,580
Internal Service Funds	17,474,290	17,203,990	16,935,410	(268,580)	17,523,810
Total	56,282,050	57,032,680	58,209,400	1,176,720	59,776,050
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	19,983,160	19,722,390	19,424,160	(298,230)	19,424,160
Total Full-time Equivalent Positions	443.00	449.00	449.00	0.00	449.00

Departmental Budgets

Public Services



Department Programs

1. Fleet Services
2. Winter Maintenance
3. Director's Office
4. Special Operations
5. Traffic Control, Pavement & Structure Maint.
6. Residential Collections
7. Right of Way Maintenance
8. Property Management

Program Summaries

Program 1: Fleet Services

Description: This core focus program is dedicated to public safety and service excellence by providing to all City agencies the necessary equipment to perform their core service functions.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	89,200	90,810	98,440	7,630	98,490
Employee Benefits	46,390	48,570	50,330	1,760	49,150
Other Expenses	520	1,250	1,500	250	1,450
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	136,110	140,630	150,270	9,640	149,090
Operating Budget Restricted					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	17,474,290	17,203,990	16,935,410	(268,580)	17,523,810
Total	17,610,400	17,344,620	17,085,680	(258,940)	17,672,900
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	17,836,350	17,675,580	17,265,840	(409,730)	17,265,840
Total Full-time Equivalent Positions	70.00	71.00	71.00	0.00	71.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
9,640	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



Program 2: Winter Maintenance

Description: Clear streets following winter snowstorms by application of road salt and calcium chloride and, if necessary, by plowing the roads. This program pays for incremental cost increases resulting from snowstorms: overtime, materials, and contractual service.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	336,620	336,620	0	(336,620)	16,260
Employee Benefits	80,790	82,000	0	(82,000)	3,660
Other Expenses	768,580	797,730	0	(797,730)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,185,990	1,216,350	0	(1,216,350)	19,920
Operating Budget Restricted					
Personnel Services	0	0	364,090	364,090	347,030
Employee Benefits	0	0	82,000	82,000	78,160
Other Expenses	53,290	54,310	852,040	797,730	869,030
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	53,290	54,310	1,298,130	1,243,820	1,294,220
Internal Service Funds	0	0	0	0	0
Total	1,239,280	1,270,660	1,298,130	27,470	1,314,140
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program 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
27,470	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(1,243,820)	0.00	(1,238,880)	0.00	General Fund	This represents a shift of ice control non-personnel expenses to the Street Construction Maintenance & Repair Fund.
1,243,820	0.00	1,238,880	0.00	Street Construction Maintenance & Repair	

Departmental Budgets

Public Services



Program 3: Director's Office

Description: This project provides administrative support to the Public Services Department including human resources, accounting, safety, and communications.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	646,090	650,840	634,790	(16,050)	624,830
Employee Benefits	192,400	197,640	176,750	(20,890)	173,000
Other Expenses	102,080	99,030	91,010	(8,020)	103,530
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	940,570	947,510	902,550	(44,960)	901,360
Operating Budget Restricted					
Personnel Services	82,240	83,850	91,150	7,300	94,340
Employee Benefits	28,350	30,060	32,800	2,740	33,530
Other Expenses	80,140	83,240	74,830	(8,410)	76,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	190,730	197,150	198,780	1,630	204,180
Internal Service Funds	0	0	0	0	0
Total	1,131,300	1,144,660	1,101,330	(43,330)	1,105,540
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program 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
43,180	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(16,000)	0.00	0	0.00	General Fund	This represents a reduction in non-personnel funding for computer equipment in the Director's Office.
(70,510)	(1.00)	(75,320)	(1.00)	General Fund	This represents the elimination of a vacant Accounting Technician 2 position.



Program 4: Special Operations

Description: This program provides funding for Keep Cincinnati Beautiful, dumpster access for City agencies, customer service, and maintenance of the Wesleyan Cemetery.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	187,550	186,860	118,160	(68,700)	117,440
Employee Benefits	53,160	55,160	34,510	(20,650)	33,870
Other Expenses	514,200	573,510	428,300	(145,210)	545,680
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	754,910	815,530	580,970	(234,560)	696,990
Operating Budget Restricted					
Personnel Services	332,500	336,910	450,880	113,970	469,490
Employee Benefits	131,360	138,370	158,710	20,340	162,700
Other Expenses	4,680	410	13,140	12,730	13,590
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	468,540	475,690	622,730	147,040	645,780
Internal Service Funds	0	0	0	0	0
Total	1,223,450	1,291,220	1,203,700	(87,520)	1,342,770
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00	9.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
45,660	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(120,490)	(1.00)	(124,440)	(1.00)	General Fund	This reduction shifts personnel and non-personnel expenses from the General Fund to the Street Construction Maintenance & Repair Fund.
120,490	1.00	124,440	1.00	Street Construction Maintenance & Repair	

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(133,180)	0.00	0	0.00	General Fund	This reflects a 25.0% reduction to leveraged funding for Keep Cincinnati Beautiful in FY 2018.

Departmental Budgets

Public Services



Program 5: Traffic Control, Pavement & Structure Maint.

Description: This program provides repair and maintenance for all roadway signal, and lighting, potholes, pavement, curbs and other asphalt and concrete structures.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	(170)	(170)	(170)
Other Expenses	0	96,320	96,320	0	93,640
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	96,320	96,150	(170)	93,470
Operating Budget Restricted					
Personnel Services	4,801,970	5,007,690	6,255,250	1,247,560	6,688,580
Employee Benefits	1,864,790	2,234,550	2,514,030	279,480	2,620,750
Other Expenses	4,915,970	4,599,710	3,744,880	(854,830)	3,830,580
Properties	30,430	30,430	30,430	0	30,430
Debt Service	31,880	0	0	0	0
Operating Total	11,645,040	11,872,380	12,544,590	672,210	13,170,340
Internal Service Funds	0	0	0	0	0
Total	11,645,040	11,968,700	12,640,740	672,040	13,263,810
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	153.00	152.00	155.00	3.00	155.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
672,040	3.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases and a reduction of reimbursements which is partially offset by a decrease in electric street lighting and automotive by garage expenses. The increase in FTE is due to the addition of three transportation maintenance positions.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
0	0.00	0	0.00	Income Tax-Infrastructure	This represents a transfer of \$230,000 in non-personnel funding within the Income Tax-Infrastructure Fund to personnel funding to adjust for changes within the Traffic & Road Operations Division's (TROD) reimbursements for capital project maintenance.



Program 6: Residential Collections

Description: This program provides curbside collection of solid waste, yard waste, tire collection, and white goods.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	4,984,290	4,907,890	4,759,490	(148,400)	4,804,390
Employee Benefits	1,808,070	1,823,980	1,910,940	86,960	1,885,890
Other Expenses	4,657,800	4,778,020	4,556,480	(221,540)	4,429,310
Properties	0	0	0	0	0
Debt Service	79,630	0	0	0	0
Operating Total	11,529,790	11,509,890	11,226,910	(282,980)	11,119,590
Operating Budget Restricted					
Personnel Services	4,130	4,130	329,020	324,890	327,070
Employee Benefits	1,280	1,300	15,510	14,210	15,260
Other Expenses	46,360	41,340	309,710	268,370	316,810
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	51,770	46,770	654,240	607,470	659,140
Internal Service Funds	0	0	0	0	0
Total	11,581,560	11,556,660	11,881,150	324,490	11,778,730
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	2,000,000	1,900,000	2,000,000	100,000	2,000,000
Total Full-time Equivalent Positions	115.00	114.00	112.00	(2.00)	112.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
439,970	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(57,000)	(1.00)	(57,000)	(1.00)	General Fund	This reduction represents the elimination of a Municipal Worker position in order to fund the Chief Advocate Officer for the Elderly and Disabled in the Office of the City Manager.
(606,230)	(18.00)	(610,110)	(18.00)	General Fund	This represents a shift of yard waste disposal expenses to the Stormwater Management Fund.
606,230	18.00	610,110	18.00	Stormwater Management	

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(58,480)	(1.00)	(61,740)	(1.00)	General Fund	This represents the elimination of a vacant Clerk Typist 2 position.

Departmental Budgets

Public Services



Program 7: Right of Way Maintenance

Description: This program provides clean, safe and aesthetically pleasing neighborhoods, streets and green space.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	590,980	621,550	691,100	69,550	694,670
Employee Benefits	270,440	279,690	294,220	14,530	288,800
Other Expenses	641,450	620,330	621,040	710	603,090
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,502,870	1,521,570	1,606,360	84,790	1,586,560
Operating Budget Restricted					
Personnel Services	1,769,900	2,057,540	2,277,810	220,270	2,415,750
Employee Benefits	693,490	895,630	892,110	(3,520)	928,630
Other Expenses	1,979,510	2,190,700	2,092,310	(98,390)	2,133,480
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	4,442,900	5,143,870	5,262,230	118,360	5,477,860
Internal Service Funds	0	0	0	0	0
Total	5,945,770	6,665,440	6,868,590	203,150	7,064,420
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	140,820	140,820	150,820	10,000	150,820
Total Full-time Equivalent Positions	57.00	64.00	64.00	0.00	64.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
203,150	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
790,850	13.00	839,840	13.00	Stormwater Management	This represents the shift of street sweeping expenses from the Street Construction Maintenance & Repair Fund to the Stormwater Management Fund.
(790,850)	(13.00)	(839,840)	(13.00)	Street Construction Maintenance & Repair	



Program 8: Property Management

Description: This program provides management, architectural services and maintenance of all city-owned buildings.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	54,810	64,790	66,210	1,420	66,630
Employee Benefits	25,590	25,470	28,610	3,140	28,070
Other Expenses	2,462,250	2,392,560	2,736,480	343,920	2,714,980
Properties	0	0	0	0	0
Debt Service	151,790	0	0	0	0
Operating Total	2,694,440	2,482,820	2,831,300	348,480	2,809,680
Operating Budget Restricted					
Personnel Services	1,522,220	1,513,390	1,588,510	75,120	1,665,380
Employee Benefits	479,410	578,220	632,280	54,060	654,770
Other Expenses	1,197,960	1,216,290	1,077,990	(138,300)	1,103,910
Properties	0	0	0	0	0
Debt Service	11,220	0	0	0	0
Operating Total	3,210,810	3,307,900	3,298,780	(9,120)	3,424,060
Internal Service Funds	0	0	0	0	0
Total	5,905,250	5,790,720	6,130,080	339,360	6,233,740
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	6,000	6,000	7,500	1,500	7,500
Total Full-time Equivalent Positions	29.00	29.00	29.00	0.00	29.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(11,190)	0.00	All Funds	This program reflects an all funds decrease due to non-personnel target reductions which are partially offset by City Council approved wage increases and employee benefits increases. There is no change in FTE.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
40,000	0.00	40,000	0.00	General Fund	This represents an increase to contractual services to fund an additional security guard at City Hall. The additional security guard is needed due to the new security and electronic upgrades at City Hall.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(64,460)	0.00	0	0.00	General Fund	This reflects a 25.0% reduction to leveraged funding for 3CDC for support of Fountain Square in FY 2018.
375,000	0.00	375,000	0.00	General Fund	This reflects a leveraged funding increase to 3CDC for operating maintenance related to Fountain Square, Ziegler Park, and Washington Park.



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Safer Streets

1) Snow Removal

i **DESCRIPTION:** Continue to ensure the Department and the City is prepared for a winter weather event with the goal of making all streets passable 24 hours after the last snow fall of each event.

i **KEY MILESTONES:**

- Continue to prioritize snow routes and mapping utilizing Routesmart technology to improve snow operations. (Need the assistance of ETS or vendor).
- Conduct extensive training for operators.
- Conduct dry run on all routes for improved efficiency.
- Utilize the best methods to increase communication with the Public.
- Update the departmental snow plan.

Relevant Data	Data Source
Lane Miles Treated during snow events: total	Zonar
Lane Miles Treated: average for first 24 hours of snow event(s)	Zonar
Vehicles with completed winter operations maintenance as of December 1	Fleet Anywhere



Thriving & Healthy Neighborhoods

1) Blight Prevention and Removal

i **DESCRIPTION:** The goal for the Street Sweeping, Greenspace, & Friday “Blitz” Clean-up program is to ensure that all 52 neighborhoods have been serviced at least once in 2018. The program includes: Greenspace Maintenance, Street Sweeping, a 20 yard Dumpster, Litter Picking & Roving Trash Truck, and DPS Private Lot Abatement Program all working simultaneously together to impact each neighborhood.

i **KEY MILESTONES:**

Private Lot Abatement:

- Implement business plan moving forward into FY18 to ensure corresponding resources are in place.
- Work with Law Department to formulate a sustainable solution to remove chronic properties from the list.

Street Sweeping, Greenspace, & Friday “Blitz”

- Implement street sweeping master plan.
- Implement greenspace masterplan.
- Follow existing Street Sweeping, Greenspace, & Friday “Blitz” Clean up schedule to ensure all 52 neighborhoods have been serviced.
- Continue to work with other City departments to capture total City owned greenspace properties.
- Create litter taskforce to combat the chronic litter: ODOT, KCB & DPS Continue to prioritize snow routes and mapping utilizing RouteSmart technology to improve snow operations. (Need the assistance of ETS or vendor)

Relevant Data	Data Source
Lots Abated (PLAP)	CAGIS
Lots maintained after initial abatement	CAGIS
Number of “Friday Blitzes”	DPS
Street Sweeping: Lane Miles Completed	Zonar
% Customer Satisfaction with Blight: Private Property CSRs (TG/W & Litter)	CSR Survey Responses



Fiscal Sustainability and Strategic Investment

1) Fleet Modernization and Rightsizing

i **DESCRIPTION:** Develop a plan to evaluate the City’s fleet assets in order to right size and modernize the fleet. The goal of rightsizing and modernization is fleet optimization to improve the capacity of City agencies to deliver services.

i **KEY MILESTONES:**

- Utilizing the fleet modernization masterplan as a baseline, create the specific FY18 replacement plan and procurement schedule.
- Update fleet modernization model and align plan to ensure City is on track to have equipment in lifecycle.
- Follow up on fleet utilization study and continue to reduce underutilized vehicles and equipment.
- Track maintenance & repair and fuel cost avoidance/savings.

Relevant Data	Data Source
# Vehicles/equipment out of lifecycle	Fleet Anywhere
% Vehicles/equipment out of lifecycle	Fleet Anywhere
# Vehicles/equipment purchased (CAP)	Manual tracking
# Vehicles purchased (CIP)	Manual tracking
# Vehicles put into service (FY)	Manual tracking
# Vehicles/equipment taken out of service (rightsizing)	Fleet Anywhere
Fleet Maintenance cost (average monthly)	Fleet Anywhere
Average down time for vehicles	Fleet Anywhere

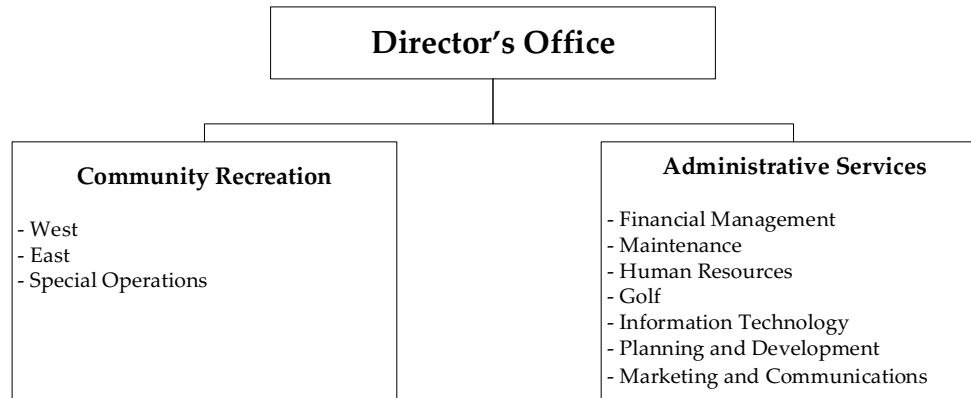


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Recreation

The Cincinnati Recreation Commission is dedicated to providing recreational and cultural activities for all people in our neighborhoods and the whole community. We believe that by enhancing peoples personal health and wellness, we strengthen and enrich the lives of our citizens and build a spirit of community in our City.



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	9,352,580	9,749,960	10,438,010	688,050	10,411,650
Employee Benefits	2,639,010	2,925,690	3,271,330	345,640	3,269,010
Other Expenses	2,912,470	2,852,540	2,858,330	5,790	2,779,020
Properties	25,900	25,900	25,900	0	24,690
Debt Service	397,120	0	0	0	0
Operating Total	15,327,080	15,554,090	16,593,570	1,039,480	16,484,370
Operating Budget Restricted					
Personnel Services	3,794,310	3,860,940	4,550,150	689,210	4,602,530
Employee Benefits	744,750	609,660	723,330	113,670	749,520
Other Expenses	7,243,630	7,005,830	6,789,910	(215,920)	6,904,700
Properties	13,160	13,160	13,160	0	13,160
Debt Service	335,650	324,740	310,050	(14,690)	297,290
Operating Total	12,131,500	11,814,330	12,386,600	572,270	12,567,200
Internal Service Funds	29,280	29,810	30,530	720	31,790
Total	27,487,860	27,398,230	29,010,700	1,612,470	29,083,360
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	6,151,500	6,103,000	6,103,000	0	6,103,000
Total Full-time Equivalent Positions	415.17	392.43	394.64	2.21	395.64

Departmental Budgets

Recreation



Department Programs

1. Support Services
2. West Region Community Center Operations
3. East Region Community Center Operations
4. Central Region Community Center Operations
5. Therapeutic Recreation
6. Seniors
7. Maintenance
8. Golf
9. Athletics
10. Aquatics

Program Summaries

Program 1: Support Services

Description: The Support Services Division sets department policies and is responsible for public relations, master planning, information technology, comprehensive financial management, oversight of records, and administration of the capital improvement plan.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	927,890	1,116,550	1,556,680	440,130	1,461,740
Employee Benefits	284,900	355,790	480,070	124,280	459,430
Other Expenses	195,400	193,850	196,050	2,200	190,580
Properties	25,900	25,900	25,900	0	24,690
Debt Service	0	0	0	0	0
Operating Total	1,434,090	1,692,090	2,258,700	566,610	2,136,440
Operating Budget Restricted					
Personnel Services	229,220	210,720	242,520	31,800	277,620
Employee Benefits	64,810	55,920	64,240	8,320	81,070
Other Expenses	203,350	237,980	234,700	(3,280)	232,430
Properties	13,160	13,160	13,160	0	13,160
Debt Service	0	0	0	0	0
Operating Total	510,540	517,780	554,620	36,840	604,280
Internal Service Funds	29,280	29,810	30,530	720	31,790
Total	1,973,910	2,239,680	2,843,850	604,170	2,772,510
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	251,500	203,000	203,000	0	203,000
Total Full-time Equivalent Positions	32.44	33.27	36.14	2.87	36.14



Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
508,350	1.87	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. Additionally, the Youth Employment Program is transferred from the Department of Community and Economic Development to the Support Services program. The increase in FTE is due to the addition of a Supervising Recreation Coordinator position to administer the Youth Employment Program, the transfer of an Administrative Specialist from the Athletics program to the Support Services program, and an adjustment in part-time personnel.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
44,420	0.51	21,500	0.33	General Fund	This increase represents the transfer of an Administrative Specialist from the Athletics program to the Director's Office in the Support Services program, the transfer of an Administrative Specialist from the Golf program to Financial Management in the Support Services program, and the transfer of an Accountant from Financial Management in the Support Services program to the Golf program.
50,690	0.49	71,460	0.67	Municipal Golf	

Departmental Budgets

Recreation



Program 2: West Region Community Center Operations

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the western portion of the city with social, athletic, educational, and recreational activities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,619,240	1,616,690	1,792,750	176,060	1,800,670
Employee Benefits	514,960	556,200	638,530	82,330	648,020
Other Expenses	479,070	486,450	477,560	(8,890)	464,430
Properties	0	0	0	0	0
Debt Service	135,030	0	0	0	0
Operating Total	2,748,300	2,659,340	2,908,840	249,500	2,913,120
Operating Budget Restricted					
Personnel Services	558,000	655,000	665,360	10,360	665,360
Employee Benefits	53,370	41,700	29,630	(12,070)	29,630
Other Expenses	150,560	151,970	152,970	1,000	155,890
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	761,930	848,670	847,960	(710)	850,880
Internal Service Funds	0	0	0	0	0
Total	3,510,230	3,508,010	3,756,800	248,790	3,764,000
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	71.33	66.63	66.63	0.00	66.63

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
248,790	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefit increases. There is no change in FTE.



Program 3: East Region Community Center Operations

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the eastern portion of the city with social, athletic, educational, and recreational activities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,165,680	1,252,640	1,170,100	(82,540)	1,173,660
Employee Benefits	384,590	396,910	391,050	(5,860)	397,270
Other Expenses	404,820	412,160	406,020	(6,140)	394,760
Properties	0	0	0	0	0
Debt Service	124,080	0	0	0	0
Operating Total	2,079,170	2,061,710	1,967,170	(94,540)	1,965,690
Operating Budget Restricted					
Personnel Services	830,000	872,000	1,250,660	378,660	1,250,660
Employee Benefits	64,500	62,270	124,720	62,450	124,720
Other Expenses	155,100	173,830	173,830	0	177,320
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,049,600	1,108,100	1,549,210	441,110	1,552,700
Internal Service Funds	0	0	0	0	0
Total	3,128,770	3,169,810	3,516,380	346,570	3,518,390
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	69.02	65.67	66.56	0.89	66.56

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
346,570	0.89	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to an adjustment in the allocation of part-time staff between programs.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(88,670)	0.00	(88,670)	0.00	General Fund	This reduction represents a funding source shift from the General Fund to the Recreation Special Activities Fund for some operations.
88,670	0.00	88,670	0.00	Recreation Special Activities	
(283,980)	0.00	(283,980)	0.00	General Fund	This reduction represents a funding source shift from the General Fund to the Recreation Special Activities Fund for some operations.
283,980	0.00	283,980	0.00	Recreation Special Activities	

Departmental Budgets

Recreation



Program 4: Central Region Community Center Operations

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the central portion of the city with social, athletic, educational, and recreational activities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,576,980	1,609,580	1,549,840	(59,740)	1,571,540
Employee Benefits	494,960	536,480	541,740	5,260	547,570
Other Expenses	448,020	436,470	427,390	(9,080)	415,530
Properties	0	0	0	0	0
Debt Service	132,930	0	0	0	0
Operating Total	2,652,890	2,582,530	2,518,970	(63,560)	2,534,640
Operating Budget Restricted					
Personnel Services	691,830	708,000	1,027,430	319,430	1,027,430
Employee Benefits	70,120	50,060	112,830	62,770	112,830
Other Expenses	212,730	219,960	211,580	(8,380)	215,770
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	974,680	978,020	1,351,840	373,820	1,356,030
Internal Service Funds	0	0	0	0	0
Total	3,627,570	3,560,550	3,870,810	310,260	3,890,670
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	75.95	70.01	70.01	0.00	70.01

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
310,260	0.00	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefit increases. There is no change in FTE.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(88,670)	0.00	(88,670)	0.00	General Fund	This reduction represents a funding source shift from the General Fund to the Recreation Special Activities Fund for some operations.
88,670	0.00	88,670	0.00	Recreation Special Activities	
(273,420)	0.00	(273,420)	0.00	General Fund	This reduction represents a funding source shift from the General Fund to the Recreation Special Activities Fund for some operations.
273,420	0.00	273,420	0.00	Recreation Special Activities	



Program 5: Therapeutic Recreation

Description: The Division is dedicated to providing high quality support services, training, and advocacy. Therapeutic recreation programs include both specialized and inclusive programming for adults and youth.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	536,080	530,480	598,010	67,530	594,500
Employee Benefits	180,470	178,280	200,790	22,510	196,650
Other Expenses	18,330	19,260	19,360	100	18,820
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	734,880	728,020	818,160	90,140	809,970
Operating Budget Restricted					
Personnel Services	43,630	59,750	68,750	9,000	68,750
Employee Benefits	3,010	5,940	7,170	1,230	7,170
Other Expenses	81,290	101,420	103,440	2,020	105,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	127,930	167,110	179,360	12,250	181,260
Internal Service Funds	0	0	0	0	0
Total	862,810	895,130	997,520	102,390	991,230
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.60	15.50	16.38	0.88	16.38

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
102,390	0.88	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to an adjustment in the allocation of part-time staff between programs.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(25,000)	0.00	(25,000)	0.00	General Fund	This reduction represents a funding source shift from the General Fund to the Recreation Special Activities Fund for some operations.
25,000	0.00	25,000	0.00	Recreation Special Activities	

Departmental Budgets



Recreation

Program 6: Seniors

Description: The Senior Division seeks to provide high quality recreation and leisure experiences to senior citizens of Cincinnati. These activities include a variety of social, athletic, cultural, educational, and recreational activities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	203,440	202,760	225,790	23,030	222,270
Employee Benefits	78,780	82,220	86,570	4,350	84,110
Other Expenses	15,200	12,140	14,040	1,900	13,650
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	297,420	297,120	326,400	29,280	320,030
Operating Budget Restricted					
Personnel Services	158,500	105,000	95,000	(10,000)	95,000
Employee Benefits	7,050	4,670	4,230	(440)	4,230
Other Expenses	157,680	175,230	119,220	(56,010)	121,660
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	323,230	284,900	218,450	(66,450)	220,890
Internal Service Funds	0	0	0	0	0
Total	620,650	582,020	544,850	(37,170)	540,920
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	11.10	8.62	8.13	(0.49)	8.13

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(37,170)	(0.49)	All Funds	This program reflects an all funds decrease primarily due to a reduction in the Council On Aging senior services grant. The decrease in FTE is due to an adjustment in the allocation of part-time staff between programs.



Program 7: Maintenance

Description: The Maintenance Division maintains the infrastructure of the department and provides clean and safe playgrounds, athletic fields, and recreation sites to improve the quality of life for all citizens of Cincinnati through quality recreation opportunities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	2,139,930	2,160,970	2,149,640	(11,330)	2,244,270
Employee Benefits	606,910	638,340	721,460	83,120	730,400
Other Expenses	999,780	950,470	972,670	22,200	945,610
Properties	0	0	0	0	0
Debt Service	5,080	0	0	0	0
Operating Total	3,751,700	3,749,780	3,843,770	93,990	3,920,280
Operating Budget Restricted					
Personnel Services	463,050	472,020	484,550	12,530	494,850
Employee Benefits	270,610	277,250	285,240	7,990	286,380
Other Expenses	231,620	285,140	256,300	(28,840)	261,430
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	965,280	1,034,410	1,026,090	(8,320)	1,042,660
Internal Service Funds	0	0	0	0	0
Total	4,716,980	4,784,190	4,869,860	85,670	4,962,940
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	68.35	68.35	61.56	(6.79)	62.56

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
85,670	(6.79)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The decrease in FTE is due to an adjustment in the allocation of part-time staff between programs.

Departmental Budgets



Recreation

Program 8: Golf

Description: The Cincinnati Recreation Commission's Golf Division provides full service, high quality, and value-driven golf experiences to the citizens of Cincinnati.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	133,290	135,870	146,140	10,270	149,530
Employee Benefits	49,880	53,150	51,270	(1,880)	56,210
Other Expenses	5,590,430	5,197,920	5,072,090	(125,830)	5,159,790
Properties	0	0	0	0	0
Debt Service	335,650	324,740	310,050	(14,690)	297,290
Operating Total	6,109,250	5,711,680	5,579,550	(132,130)	5,662,820
Internal Service Funds	0	0	0	0	0
Total	6,109,250	5,711,680	5,579,550	(132,130)	5,662,820
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	5,900,000	5,900,000	5,900,000	0	5,900,000
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
(127,130)	0.00	All Funds	This program reflects an all funds decrease primarily due to a reduction in the non-personnel budget for property taxes. A favorable decision by the Ohio Supreme Court eliminated a property tax liability in the Golf program operations. There is no change in FTE.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(5,000)	0.00	(840)	0.00	Municipal Golf	This reduction represents the transfer of an Administrative Specialist from the Golf program to the Support Services program and an offsetting transfer of an Accountant from the Support Services program to the Golf program.



Program 9: Athletics

Description: The Athletics Division provides Cincinnati residents with fun, safe, and quality athletic programs.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	165,250	184,880	155,580	(29,300)	154,570
Employee Benefits	45,640	57,660	59,640	1,980	59,800
Other Expenses	163,800	109,360	109,460	100	106,420
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	374,690	351,900	324,680	(27,220)	320,790
Operating Budget Restricted					
Personnel Services	234,670	291,980	270,280	(21,700)	273,870
Employee Benefits	51,390	33,230	30,120	(3,110)	33,400
Other Expenses	372,260	342,630	343,930	1,300	350,790
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	658,320	667,840	644,330	(23,510)	658,060
Internal Service Funds	0	0	0	0	0
Total	1,033,010	1,019,740	969,010	(50,730)	978,850
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.51	10.53	9.65	(0.88)	9.65

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
39,380	0.12	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The change in FTE is due to an adjustment in the allocation of part-time staff between programs.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(90,110)	(1.00)	(92,130)	(1.00)	General Fund	This reduction represents a transfer of an Administrative Specialist from the Athletics program to the Director's Office in the Support Services program.

Departmental Budgets



Recreation

Program 10: Aquatics

Description: The Aquatics Division not only provides open swimming at our neighborhood pools, but also a variety of diverse programs including swim team, water aerobics, swim lessons, and youth lifeguard training.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	1,018,090	1,075,410	1,239,620	164,210	1,188,430
Employee Benefits	47,800	123,810	151,480	27,670	145,760
Other Expenses	188,050	232,380	235,780	3,400	229,220
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,253,940	1,431,600	1,626,880	195,280	1,563,410
Operating Budget Restricted					
Personnel Services	452,120	350,600	299,460	(51,140)	299,460
Employee Benefits	110,010	25,470	13,880	(11,590)	13,880
Other Expenses	88,610	119,750	121,850	2,100	124,280
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	650,740	495,820	435,190	(60,630)	437,620
Internal Service Funds	0	0	0	0	0
Total	1,904,680	1,927,420	2,062,070	134,650	2,001,030
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	58.87	51.85	57.58	5.73	57.58

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
134,650	5.73	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to an adjustment in the allocation of part-time staff between programs.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(69,840)	0.00	(69,840)	0.00	General Fund	This reduction represents a funding source shift from the General Fund to the Armleder Projects Fund for some operations.
69,840	0.00	69,840	0.00	Armleder Projects	
(40,260)	0.00	(40,260)	0.00	General Fund	This reduction represents a funding source shift from the General Fund to the Recreation Special Activities Fund for some operations.
40,260	0.00	40,260	0.00	Recreation Special Activities	



Thriving and Healthy Neighborhoods

1) Recreation Program Services

i **DESCRIPTION:** Develop a methodology and matching process to ensure the department is providing program offerings that align with the individual neighborhoods' needs and interests. Work to ensure there are consistent recreation opportunities across the city and to establish innovative and creative public and private opportunities to enhance program services. Quality program initiative includes an evaluation plan, with both self- assessment and participant evaluation, to ensure programs are meeting objectives.

i **KEY MILESTONES:**

- Determine the quantity of new programs generated by improved process.
- Develop methodology & associated process.
- Evaluate/measure the quality of programs.

Relevant Data	Data Source
Number of Programs Offered (by rec center)	Recreation
Program Participation (by rec center)	Recreation
Number of part	Recreation
Evaluations completed	Recreation



Recreation

2) Youth Engagement & Outreach

i **DESCRIPTION:** Develop a youth and teen engagement and outreach plan for the department with metrics for tracking the success of these efforts tied to participation in recreation programming and employment opportunities.

i **KEY MILESTONES:**

- Expand youth and teen program offerings.
- Develop youth and teen mentoring opportunities.

Relevant Data	Data Source
Weekly program hours for youth and teens (by rec center)	Recreation
Participants in city-wide teen socials	Recreation
Number of programs for teens offered	Recreation
Teen participation (by rec center)	Recreation



Innovative Government

1) Safety & Risk Management

i **DESCRIPTION:** Ensure there are department-wide policies and procedures in place to prevent accidents, track incidents, and respond quickly to incidents. This would be for both employees and participants. The department would like to create a database so trends can be determined and analyzed.

i **KEY MILESTONES:**

- Performance quarterly facility safety inspections.
- Develop responsive safety procedures in order to correct issues.

Relevant Data	Data Source
Number of facility maintenance inspections completed	Recreation
Number of incidents (per rec center)	Recreation
Number of incidents (citywide)	Recreation



Fiscal Sustainability and Strategic Investment

1) Strategic Partnerships, Collaborative Relationships, and Supplemental Funding

i **DESCRIPTION:** Develop new as well as maintain current public and private partnerships and collaborations with local, regional, and national organizations to leverage resources in order to enhance and supplement department services. Utilize grants, donations, and volunteers to increase financial and service resources.

i **KEY MILESTONES:**

- Maintain current relationships and lines of communication with existing partners
- Identify new organizations with which to partner and collaborate
- Identify new and maintain existing outside funding sources, including private, corporate, non-profit, and governmental support
- Increase supplemental fundraising efforts

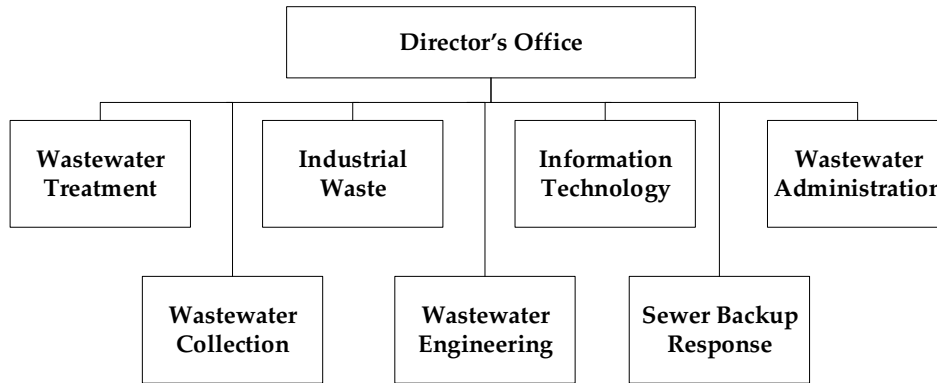
Relevant Data	Data Source
Number of new partnerships identified	Recreation
Number of new programs offered (resulting)	Recreation
Funds raised	Recreation
Outside funding sources identified	Recreation



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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	38,018,500	36,636,860	41,176,640	4,539,780	43,235,430
Employee Benefits	14,072,380	14,056,060	14,047,560	(8,500)	14,749,960
Other Expenses	70,181,140	64,400,140	64,380,200	(19,940)	65,024,010
Properties	5,604,250	0	3,516,760	3,516,760	3,551,930
Debt Service	110,892,430	125,987,080	99,598,400	(26,388,680)	98,729,170
Operating Total	238,768,700	241,080,140	222,719,560	(18,360,580)	225,290,500
Internal Service Funds	0	0	0	0	0
Total	238,768,700	241,080,140	222,719,560	(18,360,580)	225,290,500
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	293,378,710	285,885,800	288,291,870	2,406,070	296,714,130
Total Full-time Equivalent Positions	717.00	740.00	740.00	0.00	740.00

Departmental Budgets

Sewers



Department Programs

1. Office of the Director/Administration
2. Wastewater Engineering
3. Information Technology
4. Wastewater Treatment
5. Wastewater Collection
6. Industrial Waste
7. Sewer Backup Response Program

Program Summaries

Program 1: Office of the Director/Administration

Description: Manage the department's centralized support services along with the overall leadership of the organization.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	3,961,660	4,281,260	4,829,370	548,110	5,070,820
Employee Benefits	1,330,940	1,595,000	1,534,230	(60,770)	1,610,940
Other Expenses	12,797,070	8,455,110	8,670,750	215,640	8,757,460
Properties	5,604,250	0	3,516,760	3,516,760	3,551,930
Debt Service	0	0	0	0	0
Operating Total	23,693,920	14,331,370	18,551,110	4,219,740	18,991,150
Internal Service Funds	0	0	0	0	0
Total	23,693,920	14,331,370	18,551,110	4,219,740	18,991,150
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	293,378,710	285,885,800	288,291,870	2,406,070	296,714,130
Total Full-time Equivalent Positions	79.00	65.00	65.00	0.00	65.00



Program 2: Wastewater Engineering

Description: Provide quality and on-time engineering services to internal and external customers.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	6,739,280	5,322,540	6,454,380	1,131,840	6,777,100
Employee Benefits	2,161,150	2,079,100	2,185,190	106,090	2,294,460
Other Expenses	1,333,840	833,950	784,010	(49,940)	791,860
Properties	0	0	0	0	0
Debt Service	110,892,430	125,987,080	99,598,400	(26,388,680)	98,729,170
Operating Total	121,126,700	134,222,670	109,021,980	(25,200,690)	108,592,590
Internal Service Funds	0	0	0	0	0
Total	121,126,700	134,222,670	109,021,980	(25,200,690)	108,592,590
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	145.00	138.00	138.00	0.00	138.00

Departmental Budgets

Sewers



Program 3: Information Technology

Description: Provide Information Systems planning, implementation, and support services.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	1,659,500	1,955,960	1,619,090	(336,870)	1,700,040
Employee Benefits	654,970	702,960	535,010	(167,950)	561,760
Other Expenses	3,889,350	3,562,410	3,760,270	197,860	3,797,860
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,203,820	6,221,330	5,914,370	(306,960)	6,059,660
Internal Service Funds	0	0	0	0	0
Total	6,203,820	6,221,330	5,914,370	(306,960)	6,059,660
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	24.00	25.00	25.00	0.00	25.00



Program 4: Wastewater Treatment

Description: Reclaim wastewater and return it to the environment.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	13,803,000	13,541,170	14,984,660	1,443,490	15,733,890
Employee Benefits	5,324,740	5,141,250	5,010,180	(131,070)	5,260,670
Other Expenses	28,318,690	28,385,240	27,745,270	(639,970)	28,022,750
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	47,446,430	47,067,660	47,740,110	672,450	49,017,310
Internal Service Funds	0	0	0	0	0
Total	47,446,430	47,067,660	47,740,110	672,450	49,017,310
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	249.00	256.00	256.00	0.00	256.00

Departmental Budgets

Sewers



Program 5: Wastewater Collection

Description: Collect wastewater and convey it to the regional wastewater reclamation facilities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	8,022,150	6,958,040	7,868,530	910,490	8,261,960
Employee Benefits	2,986,260	2,775,250	2,842,900	67,650	2,985,060
Other Expenses	11,131,480	9,967,660	9,954,310	(13,350)	10,053,850
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	22,139,890	19,700,950	20,665,740	964,790	21,300,870
Internal Service Funds	0	0	0	0	0
Total	22,139,890	19,700,950	20,665,740	964,790	21,300,870
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	156.00	165.00	165.00	0.00	165.00



Program 6: Industrial Waste

Description: Monitor and regulate industrial and commercial customers, and provide analytical laboratory services.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	3,518,790	3,336,190	3,707,560	371,370	3,892,920
Employee Benefits	1,487,590	1,295,720	1,374,650	78,930	1,443,390
Other Expenses	1,894,300	2,128,950	2,257,850	128,900	2,280,430
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,900,680	6,760,860	7,340,060	579,200	7,616,740
Internal Service Funds	0	0	0	0	0
Total	6,900,680	6,760,860	7,340,060	579,200	7,616,740
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	61.00	68.00	68.00	0.00	68.00

Departmental Budgets



Sewers

Program 7: Sewer Backup Response Program

Description: Provide customer relief for capacity related sewer backups.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	314,120	1,241,700	1,713,050	471,350	1,798,700
Employee Benefits	126,730	466,780	565,400	98,620	593,680
Other Expenses	10,816,410	11,066,820	11,207,740	140,920	11,319,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	11,257,260	12,775,300	13,486,190	710,890	13,712,180
Internal Service Funds	0	0	0	0	0
Total	11,257,260	12,775,300	13,486,190	710,890	13,712,180
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	23.00	23.00	0.00	23.00



Fiscal Sustainability and Strategic Investment

1) Meet Consent Decree Established Milestones

- i** **DESCRIPTION:** Consent Decree projects have established deadline (milestones) for completion. Not meeting these deadlines will result in having to pay fines to the USEPA. Fines will be essentially paid by the ratepayers.
- i** **KEY MILESTONES:** The Consent Decree has set specific milestones for each project. Each project is tracked by PTI Submittal, construction start, and construction finish milestones.

2) Propose New Surcharges Rates

- i** **DESCRIPTION:** Completion of the report with recommendations regarding Surcharge rates, Commercial Strength rates, Hauled Waste tiered rate structure and permitting fees for incorporation into 2017 Rate Study.
- i** **KEY MILESTONES:**
 - Completion of data mining from GCWW on commercial uses
 - Completion of the 2017 Rate Study



Thriving and Healthy Neighborhoods

1) Lower Mill Creek Partial Remedy Completion

i **DESCRIPTION:** Implement LM CPR CMA contract and complete construction documents for bidding in spring 2017. This is a key project for a Thriving and Healthy South Fairmount neighborhood and critically important for the environmental health of the Mill Creek.

i **KEY MILESTONES:**

- (Lick Run Greenway project out for Bid May 2017)
- (Contract Awarded by end of June 2017)
- Construction begins by Mid July 2017
- Consent Decree substantial completion in December 2018.

Relevant Data	Data Source
Number of consent decree milestones met	MSD
Construction Start Milestones Met	MSD
Construction Finished Milestones Met	MSD



2) Enhance and Promote Customer Service

i **DESCRIPTION:** Promote customer service & availability of customer information, including online bill pay, sewer backup responses, and responsiveness to damage claims. Ensure timely and complete responses to customer service requests, call center generated requests, and requests for data and other information.

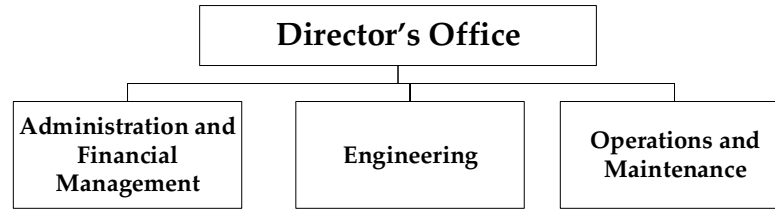
i **KEY MILESTONES:** Continue tracking billing delinquency and aging accounts. Continue tracking customer calls received and customer service request responsiveness.

Relevant Data	Data Source
Number of customer service requests received (via phone, internet, etc.)	MSD Call Center
Number of calls received: MSD hotlines	MSD Call Center
PM Work Orders	MSD: Maximo
SBU Claims received	MSD
SBU Claims closed out/resolved	MSD





Stormwater Management Utility



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	1,384,470	1,564,900	1,944,690	379,790	1,994,890
Employee Benefits	505,560	660,470	792,580	132,110	816,080
Other Expenses	4,867,020	5,395,150	3,992,580	(1,402,570)	4,052,370
Properties	110,000	70,000	130,000	60,000	130,000
Debt Service	682,590	0	489,950	489,950	483,200
Operating Total	7,549,640	7,690,520	7,349,800	(340,720)	7,476,540
Internal Service Funds	0	0	0	0	0
Total	7,549,640	7,690,520	7,349,800	(340,720)	7,476,540
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	11,564,300	11,461,000	11,461,000	0	11,461,000
Total Full-time Equivalent Positions	23.73	25.00	28.00	3.00	28.00

Departmental Budgets

Stormwater Management Utility



Department Programs

1. Stormwater - Admin. & Financial Management
2. Stormwater - Engineering
3. Stormwater - Operations & Maintenance

Program Summaries

Program 1: Stormwater - Admin. & Financial Management

Description: Oversees the operational and financial functions of the Stormwater Management Utility (SMU).

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	203,160	209,940	301,230	91,290	309,640
Employee Benefits	66,100	96,020	94,030	(1,990)	100,060
Other Expenses	633,460	601,760	597,810	(3,950)	614,430
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	902,720	907,720	993,070	85,350	1,024,130
Internal Service Funds	0	0	0	0	0
Total	902,720	907,720	993,070	85,350	1,024,130
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	11,564,300	11,461,000	11,461,000	0	11,461,000
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
85,350	0.00	All Funds	This program reflects a Stormwater Management Fund increase due to City Council approved wage increases and employee benefits increases and additional rent expenses. There is no change in FTE.



Program 2: Stormwater - Engineering

Description: This program includes planning and design of Capital Improvement Projects as well as facility planning, major improvements, rehabilitation, repair, and facility operations and maintenance for the City of Cincinnati's flood control facilities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	556,630	734,940	761,020	26,080	755,750
Employee Benefits	203,350	304,880	300,690	(4,190)	307,960
Other Expenses	1,220,530	809,800	958,040	148,240	963,290
Properties	0	0	0	0	0
Debt Service	682,590	0	489,950	489,950	483,200
Operating Total	2,663,100	1,849,620	2,509,700	660,080	2,510,200
Internal Service Funds	0	0	0	0	0
Total	2,663,100	1,849,620	2,509,700	660,080	2,510,200
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.00	12.00	10.00	(2.00)	10.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
660,080	(2.00)	All Funds	This program reflects a Stormwater Management Fund increase due to City Council approved wage increases and benefits increases, which are partially offset by a reduction in contractual services and the elimination of a Principal Engineer and a Wastewater Collection Inspector.

Departmental Budgets

Stormwater Management Utility



Program 3: Stormwater - Operations & Maintenance

Description: This program provides support to customers, conducts condition assessment, as well as operational maintenance programs related to the existing storm drainage infrastructure of the Stormwater Management Utility (SMU).

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	624,680	620,020	882,440	262,420	929,500
Employee Benefits	236,110	259,570	397,860	138,290	408,060
Other Expenses	3,013,030	3,983,590	2,436,730	(1,546,860)	2,474,650
Properties	110,000	70,000	130,000	60,000	130,000
Debt Service	0	0	0	0	0
Operating Total	3,983,820	4,933,180	3,847,030	(1,086,150)	3,942,210
Internal Service Funds	0	0	0	0	0
Total	3,983,820	4,933,180	3,847,030	(1,086,150)	3,942,210
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.73	10.00	15.00	5.00	15.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
313,850	5.00	All Funds	This program reflects a Stormwater Management Fund increase due to City Council approved wage increases and benefits increases, increased properties expenses, and the addition of five positions needed after decoupling from the Metropolitan Sewer District.

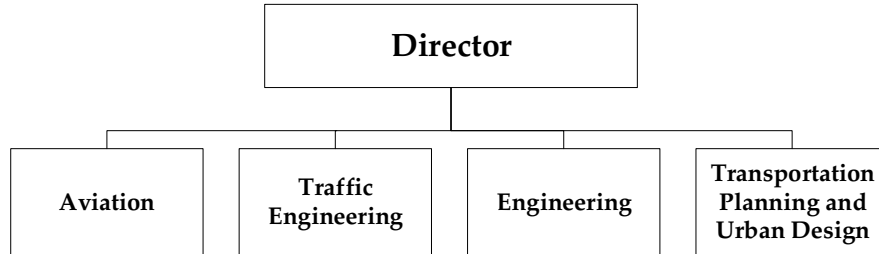
On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(1,400,000)	0.00	(1,400,000)	0.00	Stormwater Management	This reduction represents a transfer of eligible expenses to capital projects.



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 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	711,100	676,050	745,780	69,730	820,330
Employee Benefits	162,800	109,750	132,480	22,730	171,500
Other Expenses	4,029,300	2,529,990	2,509,590	(20,400)	2,456,410
Properties	0	0	0	0	0
Debt Service	168,860	0	0	0	0
Operating Total	5,072,060	3,315,790	3,387,850	72,060	3,448,240
Operating Budget Restricted					
Personnel Services	4,033,570	4,237,090	5,149,730	912,640	5,603,810
Employee Benefits	1,486,990	1,488,680	1,735,200	246,520	1,927,830
Other Expenses	1,851,260	1,863,160	1,767,300	(95,860)	1,795,070
Properties	115,010	77,210	227,210	150,000	227,210
Debt Service	64,750	102,550	120,290	17,740	120,290
Operating Total	7,551,580	7,768,690	8,999,730	1,231,040	9,674,210
Internal Service Funds	0	0	0	0	0
Total	12,623,640	11,084,480	12,387,580	1,303,100	13,122,450
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	2,923,000	3,793,000	3,682,500	(110,500)	3,682,500
Total Full-time Equivalent Positions	173.40	173.70	176.45	2.75	176.45



Department Programs

1. Director's Office
2. Transportation Planning and Urban Design
3. Engineering
4. Traffic Engineering
5. General Aviation

Program Summaries

Program 1: Director's Office

Description: This program provides leadership; establishes and manages relationships with citizens, City Council, community leaders, other City departments, and relevant local & regional organizations; and responds to customer and City Council requests.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	441,510	376,670	372,280	(4,390)	438,230
Employee Benefits	105,710	74,600	48,230	(26,370)	81,090
Other Expenses	149,660	97,340	75,940	(21,400)	93,020
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	696,880	548,610	496,450	(52,160)	612,340
Operating Budget Restricted					
Personnel Services	501,220	608,450	713,880	105,430	743,670
Employee Benefits	168,390	222,250	219,410	(2,840)	230,080
Other Expenses	40,270	41,830	37,610	(4,220)	38,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	709,880	872,530	970,900	98,370	1,012,090
Internal Service Funds	0	0	0	0	0
Total	1,406,760	1,421,140	1,467,350	46,210	1,624,430
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	16.00	19.00	21.00	2.00	21.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
210,430	2.00 All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is related to the addition of a Division Manager position and an Administrative Specialist position during FY 2017.



On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(1,410)	0.00	(1,410)	0.00	General Fund	This reduction represents a savings that will result from filling a vacant Supervising Accountant position at a slightly lower salary.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(162,810)	0.00	(49,600)	0.00	General Fund	This reduction represents holding three positions vacant as well as various non-personnel reductions.

Departmental Budgets

Transportation & Engineering



Program 2: Transportation Planning and Urban Design

Description: Responsible to improve citizens, mobility and quality of life through the City's vehicular, rail, bicycle, and pedestrian transportation systems. This program coordinates, designs, and prepares short and long-term plans for infrastructure improvements.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	19,380	23,200	25,970	2,770	25,740
Employee Benefits	6,460	3,730	5,610	1,880	5,700
Other Expenses	1,521,620	22,560	23,360	800	22,630
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,547,460	49,490	54,940	5,450	54,070
Operating Budget Restricted					
Personnel Services	186,760	269,660	331,470	61,810	365,880
Employee Benefits	58,420	71,950	88,200	16,250	104,690
Other Expenses	127,940	130,800	130,100	(700)	130,440
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	373,120	472,410	549,770	77,360	601,010
Internal Service Funds	0	0	0	0	0
Total	1,920,580	521,900	604,710	82,810	655,080
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.75	16.05	15.95	(0.10)	15.95

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
83,010	(0.10)	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The decrease in FTE is related to increases in a Graphic Design Supervisor and a Graphic Designer in order to make those positions each full-time. In addition, a part-time Architectural Technician 1 position was reduced during FY 2017.

One-Time Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
(200)	0.00	(200)	0.00	General Fund	This reflects a reduction in photography costs.



Program 3: Engineering 

Description: This program preserves and enhances the City's multimodal transportation system, including public roadways, bridges, and retaining walls. The program includes design, project management, construction review, and oversees private use of the right-of-way.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	191,030	213,220	279,020	65,800	290,730
Employee Benefits	34,910	17,640	62,450	44,810	69,040
Other Expenses	52,580	53,680	53,680	0	52,070
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	278,520	284,540	395,150	110,610	411,840
Operating Budget Restricted					
Personnel Services	1,256,610	1,181,110	1,670,790	489,680	1,941,150
Employee Benefits	529,360	382,200	533,900	151,700	643,670
Other Expenses	513,600	525,290	473,880	(51,410)	478,480
Properties	0	0	150,000	150,000	150,000
Debt Service	0	0	0	0	0
Operating Total	2,299,570	2,088,600	2,828,570	739,970	3,213,300
Internal Service Funds	0	0	0	0	0
Total	2,578,090	2,373,140	3,223,720	850,580	3,625,140
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	858,000	1,728,000	1,632,500	(95,500)	1,632,500
Total Full-time Equivalent Positions	101.65	96.85	97.50	0.65	97.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
850,580	0.65	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is related to the addition of a Civil Engineering Technician 3, an increase in a Civil Engineering Technician 2 in order to make that position full-time, the addition of a part-time Civil Engineering Technician 1 position during FY 2017, as well as the reduction of a Civil Engineering Technician 2 position in the FY 2018 Budget.

Departmental Budgets

Transportation & Engineering



Program 4: Traffic Engineering

Description: This program is responsible for the design, review, and supervision of traffic control, street lighting, and traffic signal systems. This program includes event and construction maintenance of traffic and requests for additional street lighting.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	59,180	62,960	68,510	5,550	65,630
Employee Benefits	15,720	13,780	16,190	2,410	15,670
Other Expenses	2,305,440	2,356,410	2,356,610	200	2,288,690
Properties	0	0	0	0	0
Debt Service	168,860	0	0	0	0
Operating Total	2,549,200	2,433,150	2,441,310	8,160	2,369,990
Operating Budget Restricted					
Personnel Services	1,363,720	1,447,890	1,640,170	192,280	1,719,370
Employee Benefits	461,120	519,900	562,000	42,100	600,700
Other Expenses	545,390	533,070	514,030	(19,040)	523,900
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,370,230	2,500,860	2,716,200	215,340	2,843,970
Internal Service Funds	0	0	0	0	0
Total	4,919,430	4,934,010	5,157,510	223,500	5,213,960
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	15,000	15,000	0	(15,000)	0
Total Full-time Equivalent Positions	27.00	28.80	29.00	0.20	29.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
223,500	0.20	All Funds	This program reflects an all funds increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is related to an increase in a Civil Engineering Technician 3 position in order to make this position full-time.



Program 5: General Aviation

Description: This program includes the operational and administrative oversight of the Lunken Municipal Airport and its strategic placement in the national aviation system plan, as well as ground maintenance for those City-owned portions of the Blue Ash Airport.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	725,260	729,980	793,420	63,440	833,740
Employee Benefits	269,700	292,380	331,690	39,310	348,690
Other Expenses	624,060	632,170	611,680	(20,490)	623,910
Properties	115,010	77,210	77,210	0	77,210
Debt Service	64,750	102,550	120,290	17,740	120,290
Operating Total	1,798,780	1,834,290	1,934,290	100,000	2,003,840
Internal Service Funds	0	0	0	0	0
Total	1,798,780	1,834,290	1,934,290	100,000	2,003,840
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	2,050,000	2,050,000	2,050,000	0	2,050,000
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
100,000	0.00	All Funds	This program reflects a General Aviation Fund increase due to City Council approved wage increases and employee benefits increases. There is no change in FTE.



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Thriving and Healthy Neighborhoods

1) Traffic Mitigation

i **DESCRIPTION:** DOTE strives to minimize and mitigate traffic disruptions due to construction, particularly in areas of high vehicular and pedestrian activity like the Downtown and Uptown areas. Particular attention should be made to emphasize pedestrian safety in these areas throughout the City, particularly in neighborhood centers, downtown, higher concentrations of vulnerable populations (elderly, children), and other areas of high pedestrian activity. This effort provides for the safety of the traveling public, and is key to minimizing business disruption for local businesses.

i **KEY MILESTONES:**

- With the City Manager’s PIO, continue the promotion and utilization of the Roadmap Cincy platform for communicating construction activities, detours, events, etc. Work with OPDA to create an automated, up to date dashboard for Roadmap Cincy.
- Identify and employ the appropriate social media platforms and website update to communicate traffic and construction information
- Continue to host regular Infrastructure Coordination meetings with Utilities, DOTE, and CPD Special Events Unit, and appropriate CPD District command staff – On-going
- Complete an update of standard DOTE permit conditions with emphasis on permittee communications requirements and pedestrian safety near work zones.
- Complete an update of standard DOTE Construction Contract conditions with emphasis on permittee communications requirements and pedestrian safety near work zones.
- Review (and revise by Ordinance, if necessary, existing loading and double parking laws with Traffic, CPD, and Parking Enforcement to improve the efficacy or existing laws, deterrents and enforcement actions. On-going (Coordinate with Streetcar Management efforts)
- Modify and promote Pedestrian Incident Reporting Tool in CSR System.

Relevant Data	Data Source
Vehicular & Pedestrian Incidents Reported	CSR & DOTE
Number of automated, public-facing dashboards (including Roadmap Cincy)	OPDA



Innovative Government

1) Permitting

i **DESCRIPTION:** DOTE’s management of the right of way, through various permitting mechanisms, ensures the effective, efficient management of the use and occupancy of the right of way by utilities and other third parties. This management is possible through a streamlined permitting process that is well coordinated with the Permit Center and seamless from the customer’s perspective. DOTE continues to work to improve DOTE’s right-of-way permitting and inspections functions, building upon the progress made with Buildings and Inspections and the Revocable Street Privilege (RSP) approval process.

- i** **KEY MILESTONES:**
- Continue to identify weaknesses in current permitting processes, including barriers to successful coordination with other agencies - Ongoing
 - Develop an Action Plan to enforce Construction Coordination between agencies, monitor coordination through use of coordination groups, and address weaknesses and coordination issues on an ongoing basis.
 - Implement the necessary process and policy changes identified in the Plan, and evaluate the success of those changes at an appropriate interval
 - Revise “long term” street use policies (outdoor dining and cafes)
 - Integrate ADA requirements into street use policies
 - Continue implementation recommendations of RSP Lab
 - Modify and promote Pedestrian Incident Reporting Tool in CSR System.

Relevant Data	Data Source
Number of RSPs issued and completed	PermitsPlus
Number of Restricted Street cuts	PermitsPlus
Fine amount: restricted street cuts (\$)	PermitsPlus
Number of Coordination Groups created & updated	CAGIS: CWCC
Number of Coordination Opportunities missed	CAGIS: CWCC



Fiscal Sustainability and Strategic Investment

1) Street Rehabilitation and Pavement Preservation Program

i **DESCRIPTION:** The Street Rehabilitation and Pavement Preservation Program (SR3P) maintains and improves pavement conditions for City streets, improves the safety of motorists and the quality of life in our neighborhoods. The program utilizes innovative procurement strategies and data-driven pavement preservation best practices to maximize the impact of the Program investment.

- i** **KEY MILESTONES:**
- Complete 2016 Pavement Condition Index Report
 - Update Pavement Management Plan
 - Complete Street Cut Impact Report
 - Complete Street Rehabilitation Plan for CIP and CAP FY18 Programs
 - Complete Pavement Preservation Plan for CAP FY18 Program
 - Complete SR3P Procurement Plan
 - Complete Street Rehab and Pavement Preservation Plan components by Dec. 15, 2018

Relevant Data	Data Source
Average PCI	CAGIS
Pavement Condition Index (by category): % of total	CAGIS
Number of Lane Miles Paved: Street Rehab	CAGIS
Number of Lane Miles Paved: Preventative Maintenance	CAGIS
Average cost per lane mile: street rehabilitation	DOT E
Average cost per lane mile: preventative maintenance	DOT E



2) Streetcar/ Transit Contract Management

i **DESCRIPTION:** As the final few elements of construction wrap up and operations progress attentive oversight and reporting of the City’s contracts with SORTA (and by extension, Transdev) for operations and maintenance of the Cincinnati Streetcar are important to ensure the success of the Streetcar system. This priority will monitor streetcar operational performance, its cost efficiencies, ridership, capital maintenance needs, and financial stability; and will provide reporting and guidance to the Director, City Manager, and City Council. The Transit Coordinator position will provide similar oversight on the SORTA bus transit contract; this review takes on added importance as SORTA explores alternative revenue sources.

i **KEY MILESTONES:**

- Identify key data points, operational and financial performance indicators, and resources for monitoring operations and fiscal performance, based upon the SORTA streetcar OMIGA and by extension, the Transdev contract, and internal city costs. (Commonality of the key performance indicators between SORTA, Transdev, and the City is absolutely essential to measure progress – currently these indicators are misaligned.)
- Identify key financial data from other funding sources and contracts (e.g., VTICA) to monitor for fiscal performance
- Identify key data points, operational and financial performance indicators, and resources for monitoring the operations and fiscal performance based upon the SORTA bus transit contracts.
- Identify key reporting metrics to assess successful operations and fiscal responsibility
- Identify trend lines to monitor and forecast deficiencies/surpluses in operations, finances, etc.

Relevant Data	Data Source
Number of Streetcar Blockages (total)	SORTA
Average duration of streetcar blockages	SORTA
Streetcar ridership: monthly average	SORTA



3) Asset Management

i DESCRIPTION: The Asset Management priority will develop a CAGIS based inventory and description of DOTE owned and maintained infrastructure assets including but not limited to bridges, retaining walls, hillside steps, roadway pavement surface and condition, bike racks, traffic signals, street lighting, and wayfinding signage. This program will enable DOTE to view assets in a geospatial interface, efficiently maintain inventory as assets change via work orders, maintenance and/or construction, and link record drawings and pictures to the assets.

- i KEY MILESTONES:**
- Complete asset inventory planning meetings with CAGIS
 - Develop the inventory details and descriptions to ensure efficient asset management in the future
 - Develop the applications to capture the inventory
 - Begin asset inventory Identify key data points, operational and financial performance indicators, and resources for monitoring operations and fiscal performance, based upon the SORTA streetcar OMIGA and by extension, the Transdev contract, and internal city costs. (Commonality of the key performance indicators between SORTA, Transdev, and the City is absolutely essential to measure progress – currently these indicators are misaligned.)

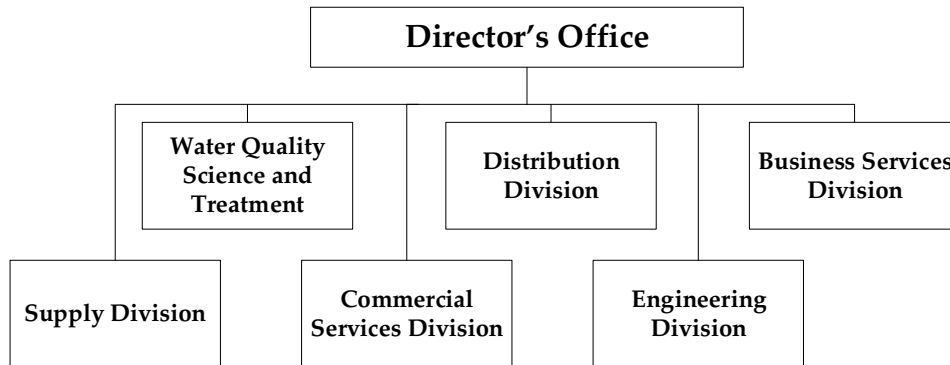
Relevant Data	Data Source
Number of layers maintained In CAGIS	CAGIS
Number of layers inventories for addition to CAGIS	CAGIS





Water Works

The mission of the Greater Cincinnati Water Works is to provide its customers within our regional communities a plentiful supply of the highest quality water and outstanding services in a financially responsible manner.



Departmental Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	32,735,340	33,534,060	36,772,320	3,238,260	39,774,560
Employee Benefits	11,832,470	12,845,120	14,052,690	1,207,570	15,180,050
Other Expenses	41,585,220	40,480,190	35,094,120	(5,386,070)	36,369,180
Properties	1,053,930	2,123,000	0	(2,123,000)	0
Debt Service	55,033,920	51,276,080	42,454,520	(8,821,560)	42,454,520
Operating Total	142,240,880	140,258,450	128,373,650	(11,884,800)	133,778,310
Internal Service Funds	0	0	0	0	0
Total	142,240,880	140,258,450	128,373,650	(11,884,800)	133,778,310
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	144,500,000	147,000,000	158,160,000	11,160,000	162,598,000
Total Full-time Equivalent Positions	620.25	618.93	642.87	23.94	636.65

Departmental Budgets

Water Works



Department Programs

1. Departmental Support Services
2. Commercial Services
3. Supply
4. Distribution
5. Water Quality Science & Treatment
6. Engineering

Program Summaries

Program 1: Departmental Support Services

Description: This program is dedicated to managing the Department's central support services including financial management, information technology, procuring and maintaining the fleet, managing inventory, securing new customers, employee safety, and personnel.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	5,663,960	8,119,490	9,289,860	1,170,370	10,164,370
Employee Benefits	1,912,050	2,798,500	3,262,670	464,170	3,585,070
Other Expenses	6,021,580	6,748,000	5,055,890	(1,692,110)	5,247,500
Properties	1,053,930	2,123,000	0	(2,123,000)	0
Debt Service	55,033,920	51,276,080	42,454,520	(8,821,560)	42,454,520
Operating Total	69,685,440	71,065,070	60,062,940	(11,002,130)	61,451,460
Internal Service Funds	0	0	0	0	0
Total	69,685,440	71,065,070	60,062,940	(11,002,130)	61,451,460
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	144,500,000	147,000,000	158,160,000	11,160,000	162,598,000
Total Full-time Equivalent Positions	95.00	124.40	134.38	9.98	134.38

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(11,949,080)	0.98	All Funds	This program reflects a Water Works Fund decrease due to moving Office and Technical Equipment Account expenses to the capital budget and decreases in debt service expenses from a bond sale. The increase in FTE is due to personnel added for the new, monthly billing system and the addition of a purchasing section to better adhere to the City's purchasing rules.



On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
175,190	3.00	247,820	3.00	Water Works	This increase represents the addition of staff needed to handle the increased workload resulting from the new, monthly billing system.
0	0.00	(130)	0.00	Water Works	This represents a transfer of resources needed for fuel and automotive to different areas of the budget.
449,160	6.00	642,930	6.00	Water Works	This increase represents the addition of staff to the Customer Service and Billing Team, who will help handle the increased workload resulting from the new, monthly billing system.
322,600	0.00	645,200	0.00	Water Works	This represents an increase in banking charges that will result from the new, monthly billing system.

Departmental Budgets



Water Works

Program 2: Commercial Services

Description: This program is dedicated to promoting strong client relationships as well as creating and promoting new business and service opportunities.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	3,365,840	2,773,500	2,997,620	224,120	3,049,640
Employee Benefits	1,088,100	954,230	935,580	(18,650)	996,520
Other Expenses	6,364,040	4,238,580	3,803,870	(434,710)	4,264,420
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	10,817,980	7,966,310	7,737,070	(229,240)	8,310,580
Internal Service Funds	0	0	0	0	0
Total	10,817,980	7,966,310	7,737,070	(229,240)	8,310,580
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	70.29	59.15	64.38	5.23	58.16

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(1,486,300)	(0.99)	All Funds	This program reflects a Water Works Fund decrease due to moving the billing system budget into the Departmental Support Services program. The decrease in FTE is due to personnel transfers within programs.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
1,257,060	6.22	1,097,700	0.00	Water Works	This represents the extension of double-filled positions approved in FY 2017 that are needed to implement the new, monthly billing system.



Program 3: Supply

Description: This program is responsible for the preventative, predictive, and reactive maintenance for all GCWW facilities and equipment.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	8,290,320	7,641,090	8,362,420	721,330	9,125,530
Employee Benefits	3,185,640	3,151,530	3,302,140	150,610	3,594,590
Other Expenses	14,744,460	15,202,910	12,554,680	(2,648,230)	12,794,840
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	26,220,420	25,995,530	24,219,240	(1,776,290)	25,514,960
Internal Service Funds	0	0	0	0	0
Total	26,220,420	25,995,530	24,219,240	(1,776,290)	25,514,960
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	145.96	137.00	138.00	1.00	138.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(1,779,090)	1.00	All Funds	This program reflects a Water Works Fund decrease due to reductions in contractual services and materials and supplies. The increase in FTE is due to reorganization efforts following the decoupling with the Metropolitan Sewer District.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
2,800	0.00	2,800	0.00	Water Works	This increase is for fuel expenses needed for a new truck added to the Water Works fleet.

Departmental Budgets

Water Works



Program 4: Distribution

Description: This program is responsible for the maintenance and repair of the water distribution system.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	8,842,060	8,957,350	9,600,920	643,570	10,210,420
Employee Benefits	3,614,720	3,787,300	3,942,090	154,790	4,124,340
Other Expenses	7,223,530	7,134,640	7,125,320	(9,320)	7,304,500
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	19,680,310	19,879,290	20,668,330	789,040	21,639,260
Internal Service Funds	0	0	0	0	0
Total	19,680,310	19,879,290	20,668,330	789,040	21,639,260
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	170.00	170.00	174.00	4.00	174.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
699,110	0.00	All Funds	This program reflects a Water Works Fund increase due to City Council approved wage increases and employee benefits increases and positions needed for the lead service line replacement program. There is no change in FTE.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
48,130	4.00	64,150	4.00	Water Works	This increase represents the addition of positions needed to work in the new lead service line replacement program.
41,800	0.00	41,800	0.00	Water Works	This increase is for fuel expenses needed for 10 vehicles and equipment being added to the Water Works fleet.



Program 5: Water Quality Science & Treatment

Description: This program is responsible for source water quality activities and monitoring water quality throughout the distribution system.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	2,937,830	2,603,140	2,954,200	351,060	3,023,790
Employee Benefits	887,100	852,700	1,009,050	156,350	1,051,140
Other Expenses	5,947,740	5,856,840	5,517,150	(339,690)	5,778,570
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,772,670	9,312,680	9,480,400	167,720	9,853,500
Internal Service Funds	0	0	0	0	0
Total	9,772,670	9,312,680	9,480,400	167,720	9,853,500
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	45.00	40.92	43.92	3.00	43.92

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
27,510	1.00	All Funds	This program reflects a Water Works Fund increase due to City Council approved wage increases and employee benefits increases, increased chemical and supply prices, and additional personnel for the lead testing program.

On-Going Significant Program Changes

FY 2018		FY 2019		Fund	Description
Budget	FTE	Budget	FTE		
140,210	2.00	146,000	2.00	Water Works	This increase represents the addition of positions needed to assist with the increased volume of lead testing.

Departmental Budgets



Water Works

Program 6: Engineering

Description: This program is dedicated to maintaining plant facility records and developing the distribution system plans for the Utility.

Program Budget Summary

	FY 2016 Budget	FY 2017 Budget	FY 2018 Recommended	Change FY 2017 Budget to FY 2018	FY 2019 Recommended
Operating Budget General Fund					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	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	3,635,330	3,439,490	3,567,300	127,810	4,200,810
Employee Benefits	1,144,860	1,300,860	1,601,160	300,300	1,828,390
Other Expenses	1,283,870	1,299,220	1,037,210	(262,010)	979,350
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,064,060	6,039,570	6,205,670	166,100	7,008,550
Internal Service Funds	0	0	0	0	0
Total	6,064,060	6,039,570	6,205,670	166,100	7,008,550
Consolidated Plan Projects (CDBG)	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	94.00	87.46	88.19	0.73	88.19

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
166,100	0.73	All Funds	This program reflects a Water Works Fund increase due to City Council approved wage increases and employee benefits increases. The increase in FTE is due to the addition of part-time staff.



Thriving & Healthy Neighborhoods

1) Implement GCWW Lead Enhanced Program

i **DESCRIPTION:** GCWW has been removing lead service lines from the distribution system since 1971. The goal of the Lead Enhanced Program is to further minimize the risk of lead service lines in the distribution system. GCWW is working to enhance current programs to provide more education about lead and initiate new solutions that will further minimize lead service lines (public and private) in the distribution system.

On October 12, 2016, City Council approved Greater Cincinnati Water Works to move forward with the following Enhanced Lead Program:

Tier 1 Outreach and Education:

- Continue sampling and education efforts with customers, schools, etc.
- Work to minimize the risk of lead within our community by helping these entities understand the water quality within their facilities.

Tier 2 Complete removal of lead service lines:

- 15 year program, to remove entire lead service line (public and private portion)
- Property assessment, to be paid over time on customer/homeowner
- Establish a customer assistance program to help customers who need support to pay property assessment bill

i **KEY MILESTONES:**

- Continue implementing communications strategies to educate customers on lead and lead service lines.
- Establish an assistance program for customers to remove the private lead service lines.
- Execute a schedule to increase the work to remove the public lead service lines sooner.
- Create a database of all the lead service lines that have been removed (public and private).

Relevant Data	Data Source
Lead Service Lines removed (public responsibility)	GCWW
Lead Service Lines removed (private responsibility)	GCWW
Attend Community Council Meetings (lead related)	GCWW
# of pitchers & filters issued	GCWW



2) Effective Customer Service (SMU)

i DESCRIPTION: The purpose of this work is to resolve customer service requests in a timely and cost-effective manner and thus a) achieve a more positive relationship between SMU and its customers, b) improve the safety and quality of life in the City’s neighborhoods and c) ensure accuracy of billing accounts.

i KEY MILESTONES:

- Provide outstanding customer service
- Complete investigations of customer service requests (CSR) in a timely and cost-effective manner.
- Continuously improve relationship between SMU and its customers
- Ensure accuracy of billing accounts

Relevant Data	Data Source
Field CSRs	CSR (CAGIS)
Field CSR Investigations Completed (within 30, 60, and 90 days)	GCWW
New/Rehabilitated Infrastructure (facilities)	CAGIS
Customer Billing Inquiries	GCWW Billing



3) Implement the City's MS4/NPDES Program

i **DESCRIPTION:** The purpose of this program is to comply with Ohio Environmental Protection Agency's (OEPA) Municipal Separate Storm Sewer System (MS4)/National Pollution Discharge and Elimination System (NPDES) permit.

A key component of the program is the Stormwater Management Plan (SWMP) which brings together City staff, elected officials, residents, community partners, developers, businesses and residents to implement this program. It is organized by the six minimum control measures (MCMs) that are set forth in the NPDES Phase II permit language. These MCMs are:

1. Public Education and Outreach
2. Public Participation/ Involvement
3. Illicit Discharge Detection and Elimination
4. Construction Site Storm Water Runoff Control
5. Post-Construction Storm Water Management
6. Pollution Prevention/Good Housekeeping for Municipal Operations.

i **KEY MILESTONES:**

- Educate stakeholders on the role they can play in improving the water quality of local bodies of water.
- Direct public employee participation in water-quality related organizations/events
- Identify and resolve illicit discharges into the storm system in a timely manner
- Manage sediment and erosion control measures at construction sites.
- Ensure ongoing maintenance of post-construction detention infrastructure.
- Lead the community by example via the establishment of effective storm water management at municipal facilities.



Relevant Data	Data Source
Number of hard copy & electronic brochures via GCWW Billing	GCWW Billing DB
Attend quarterly Mill Creek Conservancy District meetings	Manual Tracking
Number of outfalls investigated and corrective actions taken (storm outfalls)	GCWW
Number of pre-construction meetings attended	GCWW
Number of post-construction detention facilities inspected and corrective actions taken	GCWW
Number of facilities inspected (pollutant runoff from municipal operations) and corrective actions taken	GCWW



Innovative Government

1) Monthly Billing

i **DESCRIPTION:** GCWW currently provides water, sewer and storm water bills on a quarterly schedule. In the 2014 UC survey, 65% of those customers that made contact with GCWW called regarding billing issues (2012-43%; 2010-50%). GCWW will migrate the billing process from quarterly billing to monthly billing. This will help customers better manage their household budget, track their water usage and detect possible leaks sooner. Operations should be improved in the call center as 44-48% of calls on a daily basis are related to delinquent bills, payment issues or establishing payment plans. Payment plans will not be needed when monthly billing is implemented. Call center services should be enhanced as more representatives will have time to address other calls/issues from customers. Monthly billing will help GCWW collect more payments and should improve cash flow.

- i** **KEY MILESTONES:**
- Obtaining monthly rates for all services
 - Creating a new meter reading schedule; re-routing of meter reading
 - Identifying all billable reads to process
 - Testing
 - Changing bill print files/bill changes/bill presentment based on the quarterly/monthly transition
 - Creating and executing a robust communications plan for the transition
 - Plan and implement monthly billing for all customers.
 - Review call center staffing solutions related to monthly billing; develop a long-term plan for staffing.

FY 2018 Department Strategic Priorities

Water Works



Relevant Data	Data Source
# active delinquent accounts (monthly average)	GCWW Billing
\$\$ active delinquent accounts (monthly average)	GCWW Billing
Call Center Calls re: payment issues	Aspect Call Center Data
Call center calls re: payment plan	Aspect Call Center Data
Payment Plans issued	GCWW Billing
High bill rate questions overall	GCWW Billing
Number of in-person customer inquiries	Manual tracking



2) Establish a Customer Assistance Program

i **DESCRIPTION:** Drinking water and wastewater utilities are tasked with providing public health services in a financially responsible manner to their local communities. Utilities across the nation continue to see the need to invest in aging infrastructure, upgrade technologies, meet regulatory requirements and maintain a qualified workforce. These needs have to be met all while being mindful of the customer's ability to afford these critical and essential public services.

To address delinquency, bill payment challenges and affordability, many utilities across the nation offer customer assistance programs to help customers facing temporary and long-term financial difficulties pay for drinking water and wastewater services. These customer assistance programs can often meet the customer's needs while meeting the utility's needs and obligations. These programs vary from city to city and are adapted to meet the community the utility serves.

Greater Cincinnati Water Works and the Metropolitan Sewer District have reviewed the USEPA Drinking Water and Wastewater Utility Customer Assistance Programs Report and contacted many utilities across the nation to learn more about their existing programs. The departments wish to pursue establishing a customer assistance program to help customers pay for their water, sewer, and stormwater services.

i **KEY MILESTONES:**

- Pursue a low income assistance program and low income senior assistance program
- Outline options for administration of the program, consider a third party administrator, such as United Way (or a similar entity), as an option to administer and qualify customers for the program
- Funding for this program would be obtained from a 'round up' option on bills and through donations directly to the program
- Monitoring and Reporting for the program will be provided by the GCWW billing system and from the third party administrator Program development and implementation would occur as part of the billing services at GCWW



3) Understanding Water Loss

i **DESCRIPTION:** GCWW needs to better understand all avenues of water loss, including tampering. Tampering (removing, disabling or adjusting meters; connecting to or intentional damaging water lines or valves for the purpose of stealing water, etc.) has increased over the years. Approximately 50 tampering situations occur each month; staffing levels and past practices have not allowed GCWW to pursue these cases. Loss revenue occurs because of these tampering issues. Tampering with utility equipment or stealing service should be grounds for discontinuance of service and prosecution for theft.

- i** **KEY MILESTONES:**
- Better understanding of all tampering situations
 - Shut-offs that occur due to tampering
 - Increase in revenue due to tampering investigations and customers now paying for service

Relevant Data	Data Source
Number shutoffs that occur due to tampering	Maximo (TBD)
\$\$ increase in revenue due to collection from customers who tamper	GCWW Billing
# tampering situations per month (average)	Maximo (TBD)



Fiscal Sustainability and Strategic Investment

1) Define and establish the service bureau to increase revenue opportunities

i **DESCRIPTION:** GCWW provides billing and call center services to other utilities. Currently, services are provided to Lexington KY and Alexandria VA. In 2017, Lexington will take their billing and call center operations in house. GCWW needs to seek other opportunities to provide billing and call center services to other utilities. In addition, with the new hosted billing solution, GCWW needs to further understand all options for offering solutions to other entities.

Other services may exist that make sense for GCWW to explore first. Services related to premise plumbing and laboratory services appear to be great opportunities for GCWW to utilize existing expertise now. GCWW will explore these opportunities as well.

i **KEY MILESTONES:**

- Define the service bureau, boundaries and expectations
- Establish new contracts with utilities for billing and call center services
- Understand other services in the offering
- Create marketing portfolios for potential customers explaining GCWW services

2) Increase Reliability of Barrier Dam and Flood Protection Infrastructure (SMU)

i **DESCRIPTION:** Implement maintenance activities and capital projects to increase the reliability of Barrier Dam and flood protection infrastructure.

i **KEY MILESTONES:**

- Completion of prioritized critical maintenance work orders
- Completion of key maintenance projects
- Completion of capital projects

Relevant Data	Data Source
Number of critical maintenance work orders	Maximo (GCWW)
Number of key maintenance projects	Maximo (GCWW)
Number of capital projects	Maximo (GCWW)





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 a Department of the City (such as the Department of Police, or Public Services, etc.). It may also relate to a subordinate division of a Department, such as an operating Division.

APPROPRIATION: Legislation by the City Council approving the budgets for individual funds. Appropriation ordinances authorize spending in the personnel services, non-personnel services, employee benefits, equipment accounts, debt service, and capital categories. Departments cannot spend more money than is approved in these categories. Appropriations can only be adjusted by passage of a subsequent ordinance by the City Council upon recommendation by the City Manager.

ASSET: Includes items that normally last more than one year and cost more than a predetermined dollar amount. The predetermined amount established for this City is \$10,000. Items not meeting both criteria should be classified as operating expenditures.

BALANCED BUDGET: A budget that provides for a positive net carryover balance in the fund at the end of the fiscal year.

BASE BUDGET: See Continuation Services Budget.

BIENNIAL BUDGET: A budget for a two-year period. The City of Cincinnati's biennial schedule was initiated in 1993. The biennial budget cycle is Fiscal Years 2014/2015, 2016/2017, 2018/2019 and so on.

BOND: A long-term promissory debt obligation issued in order to generate financing for the construction, rehabilitation, or upgrade of City assets. The sale of bonds is the primary method of financing a capital program.

BOND (CREDIT) RATING: The grading of a debt security with respect to the issuer's ability to meet interest and principal requirements in a timely manner. The three major rating services, Fitch, Moody's, and Standard & Poor's, use AAA as their highest rating and grade down through Bs and Cs. (D is used only by Fitch.) Debts rated AAA, AA, A, and BBB are considered investment-grade. Higher rated bonds provide lower returns, the price an investor pays for greater safety.

BUDGET: A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period.

BUDGET UPDATE: A budget that is completed in the second year of the biennial budget process in order to provide a more current and accurate view of the budget. The budget update cycle is Fiscal Years 2015, 2017, 2019 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, HOME Investment Partnerships Program, Emergency Shelter Grants, and HOPWA. The plan also provides the framework for competitive grant applications for other housing and community development programs.

CONTINUATION SERVICES BUDGET: A budget in which the City provides nearly the same level of services which were provided in the previous year. Referred to as a base budget.



CONTRACT AGENCIES: The City contracts with some agencies to provide services, such as the Southwest Ohio Regional Transit Authority (SORTA). These entities are not City departments, nor do City employees operate them, but the services are paid for in part by City funds and grants received from the City.

DEBT: A debt is created when a creditor agrees to lend a sum of assets to a debtor. Repayment includes interest.

DEBT SERVICE: Scheduled payment of the interest and principal to bond holders which is necessary to retire bond indebtedness.

DEPARTMENT: A basic organizational unit of government which may be sub-divided into divisions, programs, and activities.

EARLY RETIREMENT INCENTIVE PLAN (ERIP): The City Manager's Early Retirement Incentive Program (ERIP) was offered in 2007 to employees with 28 years or more of service prior to January 1, 2008 and who are members of the Cincinnati Retirement System. The plan provided two years of service credit to employees who met the eligibility requirements. This program was developed due to budgetary constraints and the Administration's desire to provide more efficient and economical City operations and avoid the necessity of layoffs.

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 the homeless individuals and families.

EMPLOYEE BENEFITS: City-contributed costs for pension and other benefits for City employees. Other benefits include health care, unemployment compensation, vision and dental care, deferred compensation, and the Public Employees Assistance Program (PEAP) (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.

Appendices



Appendix A: Glossary of Terms

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 (OTE). MCEA is used for purchases of autos, trucks, backhoes, etc. OTE is for desks, office partitions, calculators, etc.

ERIP: See Early Retirement Incentive Plan.

ESG: See Emergency Shelter Grant.

ESTIMATED ACTUAL: Represents final adjustments made to the current year resources and expenditures based on actual prior year carryover balances, actual prior year cancellations, revised revenue estimates, and actual adjustments to current year appropriations. These current year adjustments are usually made in the final quarter of the year with the most current information available to be used to help project resources and expenditures for future years.

ESTIMATED PERSONNEL COSTS: This term is used in the Capital Budget to represent the estimated amount of personnel expenses in a capital project that will be used to reimburse the Operating Budget. Examples of personnel expenses that are reimbursable include, but are not limited to capital project management, management of outside contractors, and liaison work with grant organizations.

EXCEPTION REQUEST: Programs and/or items which are not included in the base requested or recommended budget. These include new program proposals or extraordinary increases which could not be included in the budget target.

EXECUTIVE BUDGET REVIEW TEAM (EBRT): The members of this group are the City Manager, Assistant City Managers, the Director of Finance, Assistant Director of Finance, the Director of Human Resources, and the Director of Budget and Evaluation. The EBRT is the City Manager's administration team to develop budget and policy recommendations to the City Council.

EXPENDITURE: The cost for the personnel, materials, and equipment required for a department to function.

FINANCIAL STATEMENTS: Formal records of an entity's financial activities. Includes a balance sheet (Assets minus liabilities = fund balance), and a statement of revenues and expenditures, and a statement of cash flows.

FISCAL YEAR (FY): Any 12-month period designated as a budget year. Cincinnati's fiscal year runs from July 1 through June 30.

FTE: See Full-Time Equivalent.

FULL-TIME EQUIVALENT (FTE): FTE is a measure of a position by its budgeted hours. For example, 1 FTE equals 2088 hours and .75 FTE equals 1566 hours.

FUND: A fiscal and accounting entity with a self-balancing set of accounts to record revenue and expenditures.



FUND ACCOUNTING: Accounting method of providing information on City receipts and disbursements in separate categories or “funds”. Governments use fund accounting to segregate sources of revenue and the purposes for which they are to be used. For instance, Water Works Fund 101 only receives funds generated from water charges and only expends funds related to water system activities.

FUND BALANCE: A Budgetary Fund Balance is the difference between estimated revenues and appropriations. It represents the anticipated change in fund balance as a result of the budget. A non-budgetary fund balance is a residual account whose balance is the difference between the assets and liabilities of the organization. At the end of the fiscal year, revenues and expenditures are closed out to this account. The balance in the account is carried forward into the next budget year.

GAAP: See Generally Accepted Accounting Principles.

GASB: See Governmental Accounting Standards Board.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): 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: HOME Investment Partnerships Program. A Federal grant program to provide housing for low-income persons.

HOPWA: See Housing Opportunities for Persons With Aids.



HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA): A Federal grant program to provide housing for persons with AIDS.

INDEPENDENT AUDIT: An examination of financial statements conducted by an outside CPA (one not employed by the firm being examined) according to generally accepted auditing standards (GAAS) for the purpose of expressing an opinion as to whether the statements are a fair presentation in accordance with generally accepted accounting principles (GAAP).

INFRASTRUCTURE: Long-lived assets such as highways, bridges, buildings, and public utilities. A primary funding source for infrastructure maintenance is provided by a tax of one tenth of one percent on earned income, which was approved by voters in 1988. It is legally mandated that collection of this additional tax is subject to the City spending 90% of a base amount within three years. The base amount is calculated by an established formula. This budget and expenditures requirement to continue the 0.1% income tax is referred to as the "infrastructure mandate."

INTERDEPARTMENTAL CHARGES: Accounts for the reimbursement of the cost of services provided to departments by other departments. For example, the Printing Services program might process an interdepartmental bill (I.D. bill) to charge the Recreation Department for printing a brochure.

INTERFUND TRANSFER: The reallocation of an existing appropriation within the fund based on renewing operational plans or need.

INTERNAL SERVICE FUNDS: A type of restricted fund used to finance and account for goods and services provided in-house by a City Department, such as the Fleet Services Fund.

LEVERAGED SUPPORT: Funding and other resources the City provides to outside organizations to promote neighborhood revitalization, economic development, human services, violence prevention, etc.

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, 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.

PRIOR YEAR ENCUMBRANCES: Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of that annual appropriation has been reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

PROGRAM: A group of similar activities, or a type of service, which is organized as a sub-unit of a department for planning and performance measurement purposes.

PROGRAM BUDGET: A budget grouped by similar activities, or type of service, which is organized as a sub-unit of a department for budgeting, planning, and performance measurement purposes.

PROPRIETARY FUNDS: Funds established to account for the delivery of goods and services to the general public (Enterprise Funds) or to other departments or agencies of the government (Internal Service Funds).

PVA: See Position Vacancy Allowance.

Appendices

Appendix A: Glossary of Terms



RESERVE FOR CONTINGENCIES: An appropriation which is set aside for unanticipated or potential expense items that cannot be deferred until the next budget cycle. This is an account routinely appropriated in the General Fund to enable the City Council to adjust the budget during the year without affecting other budgeted services.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RESOURCES: Total dollars available for budget purposes including revenues, fund transfers, and beginning fund balances.

RESTRICTED FUNDS: Funds restricted to a specific purpose, such as Parking, Lunken Airport, Municipal Golf Funds, etc.

REVENUE BOND: A revenue bond is a special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated by a specified revenue-generating entity associated with the purpose of the bonds. Unlike general obligation bonds, only the revenues specified in the legal contract between the bond holder and bond issuer are required to be used for repayment of the principal and interest of the bonds.

REVENUES: The annual income or receipts of the City from taxes, charges, and investments.

SPECIAL ORGANIZATIONAL REPORTING AUTHORITIES: Agencies of the City which include its various Boards and Commissions, as well as contract agencies and county-wide departments.

SPECIAL REVENUE FUND: Used to account for the proceeds of revenue sources (other than expendable trusts, or those used for major capital projects) that must be spent for a particular purpose. These funds should be used only when required by law, charter, or other commitment. The main purpose of separating these types of activities from those of the General Fund is to maintain control over the collection and use of specific sources of revenue.

STAFFING LEVELS: Estimated number of FTE needed to perform the work at a stated level of service.

STEP INCREASE: Periodic within grade increases of an employee's basic pay by advancing from one step of the grade to the next higher step of that grade, after meeting requirements for length of service and satisfactory performance.

STRUCTURALLY BALANCED BUDGET: A budget that provides for annual 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: The City's 4% tax levied on all rents received by a hotel for lodging furnished to transient guests. Tax receipts are dedicated to financing the operating and maintenance costs of the City's Duke Energy Convention Center, and to help finance the expansion of the Duke Energy Convention Center.



TRUST FUND: A fund to account for assets in which the City acts in a trustee capacity or as an agent for other governmental units. The Metropolitan Sewer District (owned by the County but operated by the City) and Pension Trust are examples of trust funds.

UNAPPROPRIATED SURPLUS: The amount of money in a fund not appropriated by the City Council. The balance remains in the fund until the City Council approves spending by passing an appropriation ordinance.

USER CHARGES/FEES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

WORKING CAPITAL RESERVE: Monies which are set aside to provide a reserve in case of a disaster or fiscal emergency. The policy of the City Council is to maintain a balance in the Working Capital Reserve Fund between 5 and 8 percent of General Fund revenues in each year.

UNFUNDED ACTUARIAL ACCRUED LIABILITY: Results from a variety of factors, such as previous underfunding and benefit increases attributable to earlier years of service that have not yet been fully funded.

